Trustees Recruitment Pack

July 2018
1. Welcome from Mark Freeman, President

Dear Applicant,

I’m delighted that you are interested in helping to shape, grow and lead the future for Libraries Connected. We are a membership organisation for public library leaders in England, Wales and Northern Ireland.

Our vision is an inclusive, modern, sustainable and high quality public library service at the heart of every community in the UK. We believe modern public libraries should be the cornerstone of the community and should deliver a diverse spectrum of local needs around information, learning, literacy, employment and digital skills, health, culture and leisure.

From April 2018, we received funding from Arts Council England to become a Sector Support Organisation. In anticipation of this welcome development, over the last year we went through a programme of organisational transformation to evolve from our former operation as the Society of Chief Librarians. Our transformation included:

• Becoming a registered charity as well as a company limited by guarantee
• A name change and re-branding to convey our mission and vision
• Appointing a Chief Executive and a small paid team
• Finding suitable premises for the organisation, and
• Recruiting a Board of Trustees to lead and oversee LC as it starts an exciting new chapter

We now have in place a robust 4 year business plan that will see us diversify our income streams, enhance the sector support we currently offer and bring together the diverse strands of our existing work. This will ensure a strong national voice and a dynamic, forward looking approach to supporting the public library sector at a time of significant change and challenge. This spring we recruited 10 trustees, to join myself (Chair/President of LC) and the Past President (Neil MacInnes) in forming the first LC Board of Trustees. A vacancy has now arisen as one Trustee has been appointed to the LC paid team after a competitive recruitment process, so has now resigned from the Board. The Board of Trustees is responsible for providing the organisation with effective challenge and scrutiny and are collectively responsible for setting and reviewing our strategic direction, in line with SCL’s charitable objectives.

Our trustees must have a passion for the future of libraries, along with the vision, expertise and creativity to help us develop and grow into our new role as a Sector Support Organisation. We are looking for a range of skills and experience among our trustees, including people who are experienced library leaders and people who do not have a background working in public libraries, but who have a passion for our mission and purpose and are able to bring different skills and experience to the Board.

This information pack will provide you with information about the organisation’s mission, core purposes and future plans and details about the key skills and attributes we are looking for in a trustee. This is an exciting time for SCL and I look forward to hearing from applicants who share our appetite for change and development in the public library sector.

Mark Freeman
2. Introduction to Libraries Connected

Our charitable objects are to advance the education of the public by assisting in the establishment, maintenance, operation and development of libraries and library services in the United Kingdom.

LC (previously known as SCL) has been supporting and leading libraries since 1993. In that time, we have represented public libraries on national forums, attracted additional funding and partnerships to the public library sector and developed a number of tools and frameworks for service delivery that over 80% of public library services in England and Wales have signed up to, which support a high-quality library service for the public.

As a sector support membership organisation, our mission is to:

- **Represent** the public library sector nationally, regionally and locally and to communicate the value of libraries to decision makers and to a limited extent to the general public
- **Connect** partners to local libraries, by brokering national partnerships with a wide range of partners around the delivery of services and for the attraction of funds, by working together and making optimal use of resources
- **Improve** the provision of local library services by developing and disseminating standards of best practice, provide training and development for library staff and facilitating a network of library leaders across the UK
- **Drive** innovation and new thinking around the important role of libraries in a modern society

We have developed 5 strategic outcomes as a framework for our activities in the period 2018-22. These goals have been mapped onto and will support and enhance the delivery of Arts Council England’s goals:

1. Public library services are relevant, well-used services at the heart of communities providing strong benefit to communities and meeting local needs
2. Public library services are responsive and able to adapt to new opportunities and challenges, using sector-wide test and learn approaches, research and evidence to inform approaches to service innovation, development and adaptation
3. The public library leadership and workforce has access to the skills and information they need to respond to changing contexts, deliver high quality service and develop and adapt new services as needed
4. The core offer of public libraries is understood by stakeholders, partners and funders, and this offer is seen as valuable and relevant to the outcomes they wish to achieve, leveraging new partnership opportunities, funding streams and increased investment
5. LC is a strong, sustainable sector support organisation which also supports and advocates for the wider sustainability of the sector
We are in a phase of change and development, and our business plan outlines a new approach to delivering sector support activities based on the following principles:

- **‘Test and learn’**
  Our approach to delivering sector support services will be a “test and learn” approach, informed by intelligence and supported by data collection and evaluation of the effectiveness and impact of our activities and their influence on the sector’s impact as a whole. This kind of approach will require us to flex and change to respond to new challenges and opportunities as they occur.

- **Co-production with the public library sector**
  LC is a membership organisation that relies on its members to deliver against a mutually agreed approach. LC has until recently relied on the voluntary contributions of members to deliver ambitious new work plans and service development approaches across the sector. We plan to build on this way of working, retaining the engagement of LC members whilst relieving them of the responsibility to plan and deliver activities on a day-to-day basis.

- **The Universal Offers as a communications framework and organising principle**
  Until now LC has used the Universal Offers as a delivery framework for sector support services, a tool to help the sector understand its unique contribution to communities and a communications tool to express the value the sector provides to external stakeholders. Going forward we plan to bring together some of the work being undertaken separately by Universal Offer Leads and working groups to avoid duplication and ensure that learning is systematically analysed and presented so that the sector is easily able to use it as a tool for service development and improvement.

- **Partnership**
  LC values the strong partnerships it has developed with stakeholders and organisations within the library sector and other related and complimentary sectors over recent years. We will use our role as a Sector Support Organisation to strengthen existing partnerships and develop new ones for the benefit of the sector.
3. LC’s key areas of work for the period 2018-22

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and develop universal offers</td>
<td>Review of universal offers</td>
<td>Launch revised Universal Offer framework</td>
<td>Develop partnership activity &amp; working through new framework</td>
</tr>
<tr>
<td>Review and develop partnerships</td>
<td>Partnership review SLAs in place with key delivery partners Library NPOs engaged</td>
<td>Develop MOUs with target partner organisations &amp; explore joint working Continue working with library NPOs</td>
<td>Continue working with library NPOs Develop new partnerships &amp; extend existing ones</td>
</tr>
<tr>
<td>Develop and use effective evaluation tools</td>
<td>Research &amp; evaluation framework development</td>
<td>Pilot new universal evaluation framework</td>
<td>Roll out universal evaluation framework Commission report into impact of public library sector</td>
</tr>
<tr>
<td>Supporting effective innovation</td>
<td>Support BL Single Digital Presence Review effectiveness of existing innovation</td>
<td>Roll out effective interventions Explore new service areas &amp; pilot Horizon scan</td>
<td>Review effectiveness of pilots &amp; roll out effective activities Explore new pilots &amp; Horizon scan</td>
</tr>
<tr>
<td>Develop relevant and effective workforce activities</td>
<td>Workforce panel set up Culture training roll out</td>
<td>Roll out up to 3 new training modules &amp; leadership development Support GfAC bids</td>
<td>Evaluate previous year’s work Develop new activities as required Support GfAC bids</td>
</tr>
<tr>
<td>Effective communications of SCL mission and public library value</td>
<td>SCL rebrand launched &amp; partners engaged SSCL member benefits comm developed</td>
<td>Develop comms for Universal Offer framework Commission research into placemaking</td>
<td>Publish research into placemaking Continue communications strategy &amp; update</td>
</tr>
<tr>
<td>Sustainability and business planning</td>
<td>Development strategy put in place Consult on sector support activities</td>
<td>Deliver and review sector support package Agree revenue targets &amp; develop licensing product</td>
<td>Submit at least 3 bids Publish research into business models Continue commercial development</td>
</tr>
<tr>
<td>Creative case for diversity</td>
<td>Review of existing tools and gp analysis</td>
<td>New toolkit developed and piloted</td>
<td>Toolkit rolled out</td>
</tr>
</tbody>
</table>

In 2018/19 we aim to:

- Establish our new organisation, including executive and governance structures
- Launch a rebranded organisation and website together with communication about our new role
- Put a 4 year business development plan in place to support our long-term sustainability
- Conduct a comprehensive review of existing sector support offers, partnerships and frameworks, including a review of our Universal Offers
- Commission a review of existing outcomes frameworks and look at ways of bringing them together so that they provide a comprehensive tool for public libraries
- Develop a comprehensive workforce strategy working alongside key partners in the sector
- Consult with the sector about the best mechanisms and approaches to delivering Sector Support activities and use their feedback to develop a sector support plan
- Develop a new skills package to support the sector to integrate the new culture offer
- Develop partnerships with library and non-library NPOs and other Sector Support Organisations to explore potential for sharing learning and joint working
4. **Our board of Trustees**

Our Board of Trustees will comprise 11 trustees:
- 2 people elected from LC Membership (LC President, President Elect)
- 7 people appointed from LC Membership on the basis of their skills and experience
- 4 people appointed independent trustees

The current vacancy is for a LC Member Trustee. All heads of library services (or equivalent role) which are members of LC are eligible to apply.

**Key Role of Trustees:**
- To ensure the organisation complies with our articles of association and pursues the objectives defined in them
- To ensure the organisation applies its resources exclusively in pursuance of its objectives
- To contribute actively to the Board of Trustee’s role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation’s funds
- To appoint the Chief Executive Officer and monitor his or her performance
- To ensure equality and diversity is prioritised in all aspects of the organisation’s business and operation.

In addition, with other trustees, each trustee must hold the charity “in trust” for current and future beneficiaries by:
- Ensuring that the charity has a clear vision, purpose and strategic direction and is focused on achieving these
- Being responsible for the performance of the charity and for its “corporate” behaviour; ensuring that the charity complies with all legal and regulatory requirements
- Acting as guardians of the charity’s assets, both tangible and intangible
- Ensuring that the charity’s governance is of the highest possible standard

As well as the various statutory duties, any trustee should make full use of any specific skills, knowledge or experience to help the Board make good decisions. The above list of duties is indicative only. Trustees will be expected to perform all such additional duties as are reasonably proportionate with the role.
5. The Role of Trustee and Person Specification

The Role
This vacancy is for a candidate from LC Membership.

This is a part-time, voluntary role but reasonable expenses will be paid. All Heads of Libraries (or equivalent) who are members of LC are able to apply. No previous experience on SCL’s Executive is required in order to apply.

Location: Board meetings will be scheduled throughout the year and will take place in London and Birmingham

Time commitment: Approximately 12 days per year

Tenure: up to three years, with a maximum of three consecutive terms

Board members of the Libraries Connected will be both directors of a company and trustees of a charity. They will therefore, have duties and responsibilities under company law and charity law. Whilst not onerous these must be taken seriously. Details about being a trustee and the duties of a trustee can be found here: https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3

Person specification

Values and personal attributes and skills
These are general values and attributes that we expect all trustees to possess.

- A commitment to the mission, purposes and values of LC
- A passion for public libraries
- A commitment to the organisation and willingness to devote time and effort
- Willingness to challenge and be challenged
- Good independent judgment and strategic vision
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- A commitment to embedding diversity and inclusion across the organisation
- A commitment to Nolan’s 7 principles of standards in public life – selflessness, integrity, objectivity, accountability, openness, honesty and leadership

Knowledge and understanding
Across the 10 trustee positions currently available, we are looking for the following specific skills (and we have special interest in the areas in bold). We do not expect any single candidate to possess all of these skills, however any successful candidate must possess 2-3 of the following:

- Understanding of the role and value of libraries and commitment to supporting and improving library services.
- An understanding of the challenges of leading an organisation in its early development or in periods of significant change
- Excellent financial insight and commercial business development skills
• Strong understanding of digital communications and modern information environments
• Excellent professional communication and marketing skills and experience
• Understanding and experience of the wider cultural sector within which the Arts Council and public libraries operate
• Strong HR skills and professional background
• Professional legal qualifications and experience

Experience
We expect all trustees to be able to provide examples of:
• Demonstrable experience in any of the above specialist skills
• Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
• A proven track record of sound judgement and effective decision-making
• A history of impartiality, fairness and the ability to respect confidences
• A track record of commitment to promoting equality and diversity

Other
• Willingness to attend Board meetings, occasional sub-committee meetings and be available for and respond to telephone calls and electronic communication from senior management of the organisation
• Willingness to attend occasional daytime and evening events

6. How to apply
To apply to be a trustee, please send a CV and covering letter setting out how you feel you meet the person specification above to Robert Davies at robert.davies@librariesconnected.org.uk.

• The deadline for the receipt applications is 08.00 on 23rd of July 2018.
• All applications will be assessed against the criteria in this brief by a selection panel, comprising the President of LC and three independent panel members.
• Shortlisted applicants will be asked to attend an interview in London on 30th of July 2018.
• Reasonable travel expenses will be paid for those invited to attend interviews.
• Please contact Isobel Hunter (CEO, Isobel.hunter@librariesconnected.org.uk) or Mark Freeman (President, mark.freeman@stockton.gov.uk) if you have any questions about applying to be a trustee before submitting your application or if you would like to discuss the role further.
Email: info@librariesconnected.org.uk
Twitter: @libsconnected
Or join our mailing list at: librariesconnected.org.uk/signup