TRANSFORMING LEADERSHIP: LEADING LIBRARIES
External Programme Evaluator

Libraries Connected: Invitation to Tender
Title: Recruiting an evaluator organisation to evaluate a major leadership programme for public libraries
Deadline for receipt of tender proposals: Friday 3 April 2020 (17:00 hours)
Return to: adrienne.speake@librariesconnected.org.uk

INTRODUCTION

This Invitation to Tender (ITT) specifies the requirements for the evaluation of a major leadership programme for public libraries. The programme is primarily funded through Arts Council England's Transforming Leadership programme; with additional support from Libraries Connected and CILIP (The Chartered Institute of Library and Information Professionals).

Libraries Connected are working with The Birmingham Leadership Institute at the University of Birmingham who have been selected to deliver the programme. The Programme Evaluator will work alongside Leadership Institute to evaluate the programme and make recommendations about potential future roll-out.

The Transforming Leadership fund aims to ensure arts and cultural leaders are appropriately skilled and from diverse backgrounds to support the continued growth and long-term sustainability of the sector.

Funded by the National Lottery, Transforming Leadership was launched to address specific issues around diversity across leadership, opportunities for emerging and early career leaders, and the development of executive skills at senior levels. Libraries Connected are delighted to be part of a cohort of 18 organisations funded through the programme and our aim is to develop an innovative and effective approach to tackle deep-rooted workforce challenges.

The following details are outlined in this document:

- The background
- Introduction to the Transforming Leadership: Leading Libraries Project
- Objectives
- Guiding principles
- Governance and evaluation
- The brief for a programme evaluator
- Contract management
- Workplan and milestones
- Budget
- The terms of business relating to the award of any contract
- Process for submitting proposals
- Further information
- Compliance.

1. BACKGROUND

2.1 Libraries Connected www.librariesconnected.org.uk

Libraries Connected is a charity founded in 2018. It builds on 20 years' experience as The Society of Chief Librarians (SCL). We are now partly funded by Arts Council England as the Sector Support Organisation for public libraries. We have a small team of staff and trustees. But we are proud to remain a membership organisation comprised of every library service in England, Wales, Northern Ireland and the Crown Dependencies.

Libraries Connected takes a leading role in the development of public libraries, advocating for continuous improvement on behalf of local people, and leading the debate on the future of the public library service.

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.

2.2 The public library sector

2.2.1 Public libraries engage with a more diverse section of the population than any other arts or cultural institution. Taking Part data cited by the Audience Agency in 2017[1] demonstrated that libraries reach a much broader range of age groups and social backgrounds and a higher proportion of black and minority ethnic users compared with other types of cultural activities. There is also less of a divergence in library usage between higher and lower socioeconomic groups, compared to other cultural activities.

2.2.2 The public library sector does have a rich pool of talented staff who have deep commitment to the libraries and the communities they serve. However, our workforce is significantly unrepresentative. In 2015 research[2] highlighted some deeply concerning statistics about the make-up of the workforce. For example, 45% of the current workforce will reach retirement age by 2030, 97% of the workforce self-identify as white compared to 88% of the population and there is still a gender pay gap – in a workforce where 79% are female, 27% of the top earners are men. This matters in an increasingly diverse and divided society where public libraries as neutral, open, shared community spaces, should have a key role in valuing all individuals, representing and respecting communities and bringing people together.

2.2.3 Moreover, as society and public service are transforming, some of the traditional leadership skills may no longer provide the solutions libraries need to survive and thrive in a new world order.

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[1] Evidencing Libraries Audience Reach; Audience Agency; 2017
[2] A study of the UK Information Workforce; Hall, Haze, Irving, Christine, Ryan, Bruce; CILIP/ARA; 2015

2. INTRODUCTION TO THE TRANSFORMING LEADERSHIP LEADING LIBRARIES PROJECT

Our Transforming Leadership Programme aims to harness the talent within the public library service through an inspirational 30 month learning and mentoring programme which acknowledges that leaders may emerge from all layers of a service and which values new talents and skills. We want to develop innovative, entrepreneurial library workers who will have the confidence and the vision to lead teams in tough times and who actively represent the communities they serve.

Fifteen library services across England have been selected to take part in the programme. Although the primary focus of the programme is the 15 "emerging leaders" – those with the potential to be the library service strategic leaders of tomorrow, it will also adopt a whole-service approach to developing leadership skills.

It will do this by offering leadership development for their Heads of Service and will require the emerging leaders to mentor two additional members of staff identified as "hidden talent" within their own service. The emerging leaders will also shape their own action learning projects.

New leadership skills will therefore run through all layers of the workforce and create a ripple effect throughout the library service. In total the project will involve 60 library workers and through the accompanying online learning package, have the potential to engage far more.

The 15 services represent 10% of the public library services in England – a significant percentage, with the potential to deliver long term change across their peer networks.
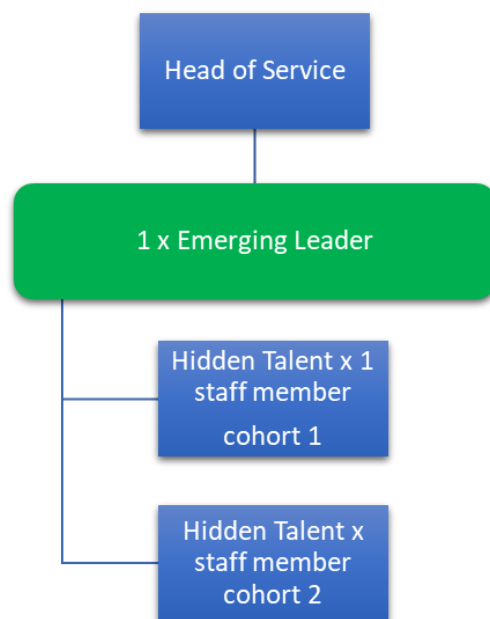

Fig 1: Leading Libraries model

Key to the successful delivery of this programme is that it will engage with potential leaders who are female or from BAME backgrounds.

Although participants will need to be involved in five days of classroom-based learning, local place-based and online learning are significant features of this programme – and most of the activity will take place in participants' workplaces.

3. OBJECTIVES

The Transforming Leadership programme has the potential to make significant changes to the sector:

➢ **For individuals** it will boost confidence, skills, knowledge and motivation. It will provide current and future leaders with an understanding of their strengths and areas for improvement. It will offer a clear path for future learning. It will broaden their horizons and networks and enable them to contribute more effectively to their own organisations and will give them an advantage when leadership opportunities arise.

➢ **For the library service** it will create a more diverse leadership pool within the service which will better reflect the community served, giving the service an advantage in terms of community engagement and trust-building and in developing a new service vision. Leaders will demonstrate new creativity and the potential to find creative solutions. Participating individuals will have new networks to draw upon and the confidence to engage effectively with new partners bringing new collaborative ideas to the service.

It will create a renewed interest in leadership amongst the whole workforce, and knowledge that can be shared across the service. A place-based approach roots the learning within the service, motivating people to use their skills within their own service and sector. Through the action learning projects, there is the potential for emerging leaders to introduce changes and new developments to benefit their service.

➢ **For the sector** the programme will contribute to sector succession planning and innovative solutions to current and future challenges. It will develop people with leadership skills and shared experience who will work together through the programme and support the sector to respond to leadership challenges in new ways. We will share the good practice through our existing networks and our annual seminar with participants becoming positive role models within the sector thus passing on the benefit to other services

The programme will leave a legacy of online training and a properly evaluated a new leadership model that could be rolled out in future years.

4. GUIDING PRINCIPLES

Libraries Connected are particularly interested in using the project to examine the skills of the "21st Century Public Servant" as identified by Catherine Mangan et al at the University of Birmingham (municipal entrepreneur, system architect, commissioner, networker, navigator, storyteller, resource weaver) http://21stcenturypublicservant.wordpress.com

We have also been introduced to David Marquet's "Intent-based leadership" model which promotes "leader to leader" approaches– moving away from an outdated command and control methodology to a more enlightened model where everyone adopts leadership behaviours throughout the organisation. This is an approach we want to see reflected in the programme. It resonates with our aim to identify and support emerging leadership talent wherever it resides within the service.

Our public library leaders operate in a people-centred environment where pressures of reducing staffing and austerity can have a negative impact on the workforce. Thus, we will also require that leadership training focuses on supporting leaders to prioritise the health, happiness and wellbeing of the workforce.

5. GOVERNANCE AND EVALUATION

This is a partnership project led by Libraries Connected. We have established a Programme Board which will be chaired by the Libraries Connected President Elect (who also chairs the Public Libraries Skills Strategy Board and Libraries Connected's Advisory Board). Our partners are:
- CILIP (The Chartered Institute of Library and Information Professionals) (including a representative of the newly formed CILIP BAME group)
- CLOA Chief Culture and Leisure Officers Association
- LGA The Local Government Association
- DILON Diversity in Libraries of the North.

The Programme Evaluator will work alongside the commissioned Leadership Institute to evaluate the programme and report into the Programme Board.

6. THE BRIEF FOR THE PROGRAMME EVALUATOR

6.1 Explanation of programme content

The proposed 30-month programme will include a wide range of learning methodologies, classroom sessions, coaching and mentoring and online learning. Enabling the participants to immediately practice their skills and understand through supported action learning will deepen their experience and provide immediate change in their own library services.

We anticipate the programme will include the following elements:

Classroom sessions
Five days training/Two days mentoring development for 15 Heads of Service
Five days training for 15 Emerging Leaders
Five days training for 30 "Hidden Talents"

Action learning and mentoring
Action learning is at the heart of the programme. Each participating library service will be asked to contribute £2000 over the course of the programme (over 3 financial years) to enable the participants to initiate, deliver and evaluate leadership-focused action learning projects in their own service, which have local regional or national significance. Mentoring opportunities will be available throughout the project

Online learning course
The Leadership Institute at the University of Birmingham is required to develop an online library leadership course as a legacy of the project.

Pre and post conferences
The programme launched on 4 November 2019 (outside the score of this tender) with a conference for heads of public libraries in England and will conclude with an evaluation event at the end of the 30 months programme to which the successful Programme Evaluator would be asked to contribute.

7.2 The role of the independent evaluator

The successful Programme Evaluator will be required to evidence their experience evaluating leadership projects which support the development of a diverse workforce and to undertake the following:

1. To work closely with the Leadership Institute at the outset of the programme in April/May 2020 to identify data required. To provide guidance and advice around data gathering systems and processes. (The Leadership Institute will be asked to gather data during the programme to feed into the analysis.) (See appendix A for initial evaluation plan)

2. To undertake a final overview evaluation of the Programme between October 2021-February 2022 which will assess the following:

   A: Impact on the participants in each of the levels of leadership involved, monitoring the change that has taken place and the way they are employing their new skills. How has the project influenced their career?

   B: Impact on the participating library services How the programme changes the climate within the service – what impact do the four staff on the programme have on the service. Identifying changed values throughout the service, new skills within the service, new working relationships

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C: **Impact on the public library sector** – What learning and practical innovation have taken place and how will this transform leadership in the sector?

D: **Impact of the operation of the programme** - How well the programme worked overall. Did this model work (reaching three layers of service simultaneously)?

E: **Impact on improving diversity in leadership** Impact on increasing diverse leadership at all levels within the service, what works, what the barriers are and how to embed support for a diverse leadership

The evaluators will work with participants, the Leadership Institute and key stakeholders in the library services and their local authority or commissioning authority and with the partners in the Programme Board.

7. CONTRACT MANAGEMENT

The contract will be directly managed by the Sector Development Project Manager, who reports to the Programme Manager at Libraries Connected.

The successful Programme Evaluator will report into a Programme Board which will comprise members of Libraries Connected's staff, the Board of Trustees, CILIP, The Local Government Association, CLOA, and CILIP's BAME Group and Diversity in Libraries of the North.

8. WORKPLAN AND MILESTONES

We envisage the evaluation process will follow this workplan:

Activity	Time Period
Invitation to tender to seek external Programme Evaluator	March 2020
Appointment of successful Programme Evaluator	April 2020
Meeting with Leadership Institute to agree data collection (may be virtual)	May 2020
Workshop programme runs May 2020 – September 2021 *Action Learning runs May 2020 – December 2021*	
Evaluate programme	October 2021-December 2021
Report and final recommendations signed off	February 2022
Programme closedown and showcase conference	March 2022

9. BUDGET

A maximum of £13,000 is available for this project inclusive of VAT and all contractor expenses.

10. THE TERMS OF BUSINESS RELATING TO THE AWARD OF ANY CONTRACT

Payment at key milestones in two Instalments subject to satisfactory delivery of programme and report to Programme Board.

11. PROCESS FOR SUBMITTING PROPOSALS

11.1 Procurement timetable

Invitation to tender sent out	w/b Monday 2 March 2020
Deadline for proposals	Friday 3 April 2020
Possible interviews	April 2020
Appointment and initiation	End April 2020

11.2 Proposal submission

Please submit proposals by email to info@librariesconnected.org.uk

Proposals must be submitted by 17:00 hours Friday 3 April 2020.

Proposals should be no more than 2500 words and should include:

- Understanding of the brief.
- An outline methodology for achieving the brief.
- Your experience in evaluating programmes particularly in the context of the impact on creating leaders from a diverse workforce.
- 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.

11.3 Evaluation of proposals

We will evaluate proposals using these criteria:

CRITERIA	WEIGHTING
Extent to which proposal demonstrates an understanding of the brief	20
Knowledge and experience relevant to the project, including understanding of evaluating workforce development programmes, policy and strategy with a particular focus on understanding diversity in leadership and supporting the wellbeing of leaders	25

Quality of methodology and experience in relation to evaluation	25
Proposed team composition and management	20
Cost (Value for money)	10

12. FURTHER INFORMATION

For an informal discussion about the work, please contact:
>   Project Manager Adrienne.Speake@librariesconnected.org.uk
>   Libraries Connected Programme Manager sarah.mears@librariesconnected.org.uk;

13. 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.

APPENDIX 1

Transforming leadership Libraries Connected

Monitoring and Evaluation plan

Overall aim: We want to develop innovative, entrepreneurial people who will have the confidence and the vision to lead teams in tough times and who have the passion for and understanding of the communities they serve, including leaders from underrepresented communities.

Outcomes	Outputs	How	Who
To attract a diverse leadership talent pool	To reach a diverse cohort of 15 Emerging leaders To reach a diverse cohort of 30 "Hidden Talents"	• Monitoring the application process (And preparing a targeted recruitment plan)	Libraries Connected

To create a diverse leadership talent pool ready to step into the next leadership layer	Individual behaviour change from 15 Emerging leaders and 30 "Hidden talents"
	
	Confidence
	Skill development through learning and practice
	Project management delivered
	Mentoring skills developed
		• Progress will be tracked through Baseline assessments, mid-term assessment and end of project assessments
		• Participants will be asked to sign a learning contract and encouraged to keep reflective learning diaries and to record their learning – from the taught sessions, discussions with Head of service and with their mentors
		• Final overview evaluation may include:
		  ➢ Interviews
		  ➢ Analysis of Pre and post assessments
			Leadership Institute
			
			Programme Evaluator

To create 15 Heads of Service who are outstanding leaders	Behaviour change and development, refreshing skills Boost to energy and confidence Strengthened peer support	• HoS chart their individual progress via post session reflective evaluation (call, focus group etc) • Feedback from the Emerging Leaders	Leadership Institute
Evaluation of the action learning projects led by the Emerging Leaders	Leadership projects that change policy, strategy, and practice in the Library Service, the Region or nationally	• Measuring participation • Exploring the outcome of the project • Assessment of the process	Library Service participants Emerging Leader, Hidden talent, Library Staff/ partners - anyone else involved

Impact on the library service	How the programme changes the climate within the service – what impact do the four staff on the programme have on the service	• Identifying changed values throughout the service • New skills within the service • New working relationships	Evaluating organisation To talk to a range of staff within the service as well as the participating team
Delivery of the programme	How well the programme work Did this structure work (reaching three layers of service at the same time? How well did all the elements work together?	• Feedback from all participants, the Board, participating experts and mentors	Evaluating organisation
Impact on the sector	Has the programme made a difference to the diversity of leadership	• Following the careers of the participants, mapping their areas of influence	Libraries Connected and CILIP