



Society of College,  
National and University  
Libraries

## Inspire National Rollout: 2004-2006

A proposal to the Museums Libraries & Archives Council

### Framework for the Future Action Plan

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In partnership with



# Inspire National Rollout: 2004-2006

## Framework for the Future Action Plan

### 1 Summary

In June 2004 the Regional Libraries Advisory Group (RLAG) approved funding for year one of the two- year rollout of Inspire as a national offer between public, academic and other types of libraries across all English regions. The RLAG proposal is contained in the Appendix 1 to this document. This *Framework for the Future* proposal outlines what the national offer will consist of and how it will be tested, the characteristics of Inspire libraries, how the English regions will be engaged and how the regions and the Museums, Libraries and Archives Council nationally will contribute through membership of the Steering Group.

### 2 The Inspire national offer

As a result of the DFES-funded Inspire England project and the *Empowering the Learning Community* demonstrator Inspire-based projects in the North-West and West Midlands regions, there is now a body of experience built on the foundations of *Libraries and Learners in London* (LLiL) which will be reviewed as a matter of priority by the soon to be appointed Inspire National Partnerships Manager. Early lessons have been learnt through the regional pilots and the Inspire England project that the LLiL procedures needed to be simplified and this will inform the implementation of Inspire as a “national offer” service across the 9 English regions.

A clear common approach with defined outcomes will be developed using best practice derived from LLiL and the Inspire-based *Empowering* projects. The National Partnerships Manager will seek agreement with RLAG on the methodology for assuring the practicability of the model offer. This may involve working with a test region on functional implementation of the new national offer.

The Inspire national offer will support the following strategic objectives of the *Framework for the Future Action Plan 2003-2006* (September 2003):

Objective 1: Develop & promote the role and contribution of public libraries through a clear vision supported by effective advocacy & communication.

Inspire will particularly focus on supporting:

1.1.1 Position public libraries to ensure they deliver key national, regional & local priorities

1.2.3 Work with advocates for libraries to promote services & support improvement

1.2.5 Present & promote public library services effectively

Objective 2: Build libraries' capacity to improve through better quality of leadership & workforce skills

Inspire will particularly focus on supporting:

2.2.1 Implement a nationally coordinated workforce development programme that improves staff skills in delivering high quality services

Objective 3: Implement innovative solutions to achieve maximum impact from available resources

Inspire will particularly focus on supporting:

3.2.2 Promote best practice models for joint provision of library services across local authority & sectoral boundaries

Objective 6: Widen participation & demonstrate the impact & value of libraries in supporting learning

Inspire will particularly focus on supporting:

6.1.1 Ensure libraries play a full part in integrated strategies to improve access to adult learning support & resources

6.1.2 Implement best practice models to improve customer access to resources in academic & public libraries

### **3 Characteristics of Inspire libraries**

The “national offer” will be founded on an effectively marketed library welcome model, linking with the work of the Dave/Provocateur organisation engaged by MLA nationally as its marketing agent for *Framework for the Future*. An Inspire library will have the following characteristics which were developed as the Inspire “kitemark” criteria:

- Allows visitors reference access to hard copy materials
- Has a service plan that reflects commitment to co-operative working with Inspire partners
- Inspire is publicised throughout the library/service and to the wider community where practicable
- Library collection strengths are listed and promoted via the Inspire web site<sup>1</sup>
- All staff have an awareness of the access the Inspire scheme allows
- Designated staff receive in-depth briefing and have responsibility for cascading information about the scheme to other staff
- Inspire is included in induction and on-going training programmes about access schemes
- Qualitative and quantitative management information is collected to monitor the impact of Inspire

The service will be marketed across England to learners, learning and skills organisations and to community and voluntary bodies.

## **4 Engaging the English regions**

The National Partnerships Manager will initiate work with all 9 English regions simultaneously.

Already there has been a clear indication from the London Libraries Development Agency that LLiL aims to re-brand as Inspire London by the end of the calendar year. Inspire West Midlands will be broadened from the recently concluded pilot into a pan-regional scheme through a Steering Group reconstituted from the academic libraries group, Access West Midlands, with cross-sectoral representation of public, higher and further education, health and workplace libraries and the Learning and Access Development Manager of MLA West Midlands. Agencies in the North West region are currently considering the optimum model for implementation. North East Museums Libraries & Archives Council (NEMLAC) has commissioned "Implementing Inspire" a preparatory mapping study in the North East and it is likely that LINE (Libraries in the North East) will form the operational group for Inspire North East.

The National Partnerships Manager's role is closely focused on negotiation with each of the English regions to sign-up all public and higher education libraries. Other priority targets are further education libraries in colleges with COVE (Centre of Vocational Excellence) status, libraries in Strategic Health Authorities and their associated trusts, and workplace libraries within commercial organisations. The manager's job specification is contained in Appendix 2.

The lessons learnt from the LLiL implementation, and from other access schemes such as SCONUL Research Extra, will be applied in engaging all regions. The model adopted by LLiL was to encourage sign-up, not to apply coercive tactics and to sell the initiative through the success achieved by early joiners. The National Partnerships Manager will work with regional Inspire operational groups to ensure that the rollout is guided by local circumstances. Existing local schemes will be used to support subregional rollout if that appears to be the appropriate starting point. The requirement for adherence to the nationally agreed kitemark criteria as a fundamental principle of engagement will be used to eliminate the risk of developing a confused national offer through this route.

## **5 Stakeholders on the Inspire England Steering Group**

The Inspire England Steering Group will be reconstituted with effect from October 2004 for the 2-year implementation period 2004-2006. It will be made up of the following stakeholders:

- MLA Council: Margaret Croucher
- RLAG: Clare Connor as Chair and 2 nominees by the Chair from the RLAG membership: these 3 members will represent the interest of the 9 English regional agencies and CILIP
- British Library: Stephanie Kenna
- Learning & Skills Council: Programme Manager, Widening Participation (post currently vacant)
- SCL: Andrew Green and a 2<sup>nd</sup> nominee of SCL executive
- SCONUL: Mary Heaney and a 2<sup>nd</sup> nominee of SCONUL executive

- Devolved Administrations: Stuart James of the Scottish Consortium of University & Research Libraries
- National Partnerships Manager ex officio
- Aimhigher nominees (subject to funding approval of the Inspire Aimhigher<sup>2</sup> funding proposal submitted to the Higher Education Funding Council for England in September 2004)

## **6 Timescales**

The delivery deadline for the Inspire national offer is March 2006. The National Partnerships Manager will continue in post to August 2006 through RLAG funding to embed marketing, collection mapping, performance monitoring of the website/associated collection mapping and workforce development.

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<sup>2</sup> A copy of this proposal is available on request

# Appendix 1: Proposal to the Regional Libraries Advisory Group June 2004

## Inspire National Rollout 2004-2006

### 1 Summary:

By July 2006, supported access will be available for adult learners and aspiring learners to resources in Higher Education and Public Libraries and in the British Library across all regions. Inspire will negotiate agreement to and membership of a “kitemarked” national access service for learners, create targeted marketing materials for use in traditional and non-traditional environments, and work with staff to provide the resources and develop the skills and confidence to implement and promote the scheme. Inspire will build on the *Empowering the Learning Community* demonstration projects in the North-West and West Midlands as well as the pre-existing Libraries & Learners in London<sup>3</sup> (LLiL) scheme to link 875 HE, 4610 public and 3 national libraries. Libraries from others sectors in existing partnerships will be welcomed into the scheme and links will be actively established with other sectors to deepen and broaden the scope of access opportunities for learners. Inspire will assist the achievement of 2 fundamental aims in the DCMS *Framework for the Future* strategic vision of library service and access:

- Any member of a public library can also access materials held in HE and FE libraries
- Anyone seeking opportunities for learning and training can be guided to a course through a public library

### 2 Lead organisations & contacts:

- SCONUL, the Society of College, National & University Libraries<sup>4</sup>
- SCL, the Society of Chief Librarians (public library authorities: England, Wales & N Ireland)<sup>5</sup>

SCONUL	SCL
Mary Heaney, Chair Inspire Steering Group Director of Learning Centres, University of Wolverhampton 35-49 Lichfield St, Wolverhampton WV1 1SB Phone: 01902 322 302 Email: <a href="mailto:m.e.heaney@wlv.ac.uk">m.e.heaney@wlv.ac.uk</a>	Andrew Green, SCL representative on Inspire Steering Group City Librarian, Coventry City Council Civic Centre 1, Earl St, Coventry CV1 5RS Phone: 024 7683 1579 Email: <a href="mailto:Andrew.Green@coventry.gov.uk">Andrew.Green@coventry.gov.uk</a>

### 3 Partners:

The British Library  
The national Learning & Skills Council  
The Museums, Libraries & Archives Council (formerly Resource)  
The regional Museums, Libraries & Archives Councils  
The National Library of Scotland  
The National Library of Wales  
The Scottish Library & Information Council

<sup>3</sup> <http://www.londonlibraries.org.uk/servlets/llil/aboutllil>

<sup>4</sup> SCONUL promotes excellence in library services in higher education and national libraries across the UK and Ireland. <http://www.sconul.ac.uk/>

<sup>5</sup> SCL aims to take a leading role in the development of public libraries by influencing statutory, financial and other decisions. <http://chieflib.org.uk/>

#### 4 Sustainability

It is anticipated that sustainability and embedding of Inspire beyond 2006 will be achieved by a combination of the efforts of HE library groups linked to regional HE Associations working in partnership with the Society of Chief Librarians at regional level and with the regional agencies for Museums, Libraries and Archives.

#### 5 Aims and objectives of the rollout:

The following aims are fundamental to the project:

- Sign-up by regions and individual public library authorities, university libraries and other partners to Inspire's "kite mark" criteria<sup>6</sup>
- Promotion of the service across the UK to learners, learning and skills organisations and to community and voluntary bodies
- Development of a national training toolkit for front-line workforce development based on the existing work of the 3 founding regions
- Strategic support for the development of regional portals and web access to special collections

#### 6 How the objectives will be achieved

Inspire will appoint a national partnerships manager to develop and implement the cross-sectoral Inspire service to improve access to library resources for learners. S/he will work with the Inspire Steering Group and other regional Inspire teams being funded through *Framework for the Future* to assure an integrated and managed library infrastructure service for learners, regardless of their formal learning status.

Key elements of the role will be to market the service widely to learners and to LIS staff, and to support the development of the LIS and associated workforces so that they can underpin the Inspire service effectively. The national partnerships manager will liaise with the strategic marketing consultancy being commissioned by MLAC nationally to support the *Framework for the Future* vision.

In addition to working with the principal partners, the Inspire manager will establish links with other sectors especially with Further Education, Health and Workplace Libraries to deepen and broaden the scope of access opportunities for learners.

An early task for the postholder will be to develop a specification and funding proposal for the creation of a service website<sup>7</sup> to facilitate optimum visibility and accessibility of libraries in the Inspire partnership. The cost of the service website is not included in this proposal.

The post will be offered either as a secondment or as a 1 year contract in the first instance. In parallel with this proposal it is anticipated that a matched funding proposal supported by the West Midlands Aimhigher (Widening Participation) Director will be submitted to the Higher Education Funding Council for England under the Aimhigher National Activity call<sup>8</sup> for proposals. If successful this will enable the Inspire national partnerships post to be funded for a critical 2<sup>nd</sup> year, alongside *Framework for the Future's* 2<sup>nd</sup> year of regional Inspire rollout.

The work location of the postholder will be flexible to optimise interest in the post. Inspire will liaise with regional MLA councils, Library Development Agencies, Local Authority or HE LIS services to secure an appropriate work location for the successful candidate.

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<sup>6</sup> these are currently being finalised by the Inspire Steering Group

<sup>7</sup> this will build on the project website [www.inspire.gov.uk/home.html](http://www.inspire.gov.uk/home.html)

<sup>8</sup> bids in response to HEFCE Circular 07/2004 [www.hefce.ac.uk/pubs/circlets/2004/ci07\\_04/](http://www.hefce.ac.uk/pubs/circlets/2004/ci07_04/) are due by 1/8/04

## 7 Impact assessment

The outcomes and impact of the national rollout will be evaluated through the following measures:

### 7.1 Achievement

- Have the objectives outlined in section 5 been achieved?
- How many organisations have signed up to the Inspire service?

### 7.2 Activity

- Number of staff who have used the toolkit
- Number of learners referred through Inspire
- Number of website hits and average time spent on website
- Number of other partner organisations involved

### 7.3 Outcomes

- Feedback from staff trained on the toolkit
- Feedback from learners using the service
- Feedback from learning & skills, information & guidance, voluntary and other organisations
- Awareness of Inspire on the part of library users, linked to MLAC's F4F national marketing activity
- Evidence of increased cross-sectoral awareness

## 8 Partners and their roles

### SCONUL & SCL

- Steering Group leadership
- Liaison with RLAG

### SCONUL

- Budget holder (Company no 1436951, Charity 278550)
- Formal employer of national partnerships manager
- Expertise on widening participation

### SCL

- Expertise on adult learners not in the mainstream education system
- Expertise on Social Inclusion
- Links with information & guidance sector and with community and voluntary organisations

### The British Library

- Steering Group membership
- Progressing the agenda of "Reaching the Regions" programme to increase the relevance of the BL and its collections to a wider public

### Learning & Skills Council

- Steering Group membership
- Expertise on skills agenda, lifelong learning and widening participation

### Museums Libraries & Archives Council

- Steering Group membership
- Strategic guidance in relation to *Framework for the Future*
- Link to marketing consultancy

### Regional MLACs

- Steering Group membership (4 each year)
- Partnership facilitation
- Regional and local knowledge

### National Library of Scotland, National Library of Wales, SLIC

- To be explored

**9 Outline project milestones and tasks: Year 1**

<b>Task/Month August 2004-July 2005</b>	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Submit Aimhigher proposal to HEFCE	■											
New Inspire Steering Group formed including RLAG nominee: 1st meeting		■										
Report to RLAG			■									
Manager appointed at latest by				■								
Manager establishes contact with year 1 regions being funded through F4F				■								
Specification & funding proposal for service website					■							
Pilot national training framework					■	■						
Strategic engagement with providers/developers of regional portals						■						
Inspire Steering Group: 2nd meeting						■						
Develop marketing strategy in liaison with MLAC						■	■	■				
Report to RLAG							■					
Commission Inspire service website subject to funding							■	■	■			
Rollout national training framework							■	■	■	■	■	■
Develop performance management criteria								■	■			
Inspire Steering Group: 3rd meeting									■			
Rollout marketing campaign in partnership with regions										■	■	■
Report to RLAG										■		
Liaise with MLAC on year 2 regions										■	■	
Inspire Steering Group: 4th meeting												■
Year 1 report to SG and RLAG												■

## 10 Risk analysis

<b>Risk</b>	<b>How to be managed</b>	<b>Level of risk</b>
Delays in appointing Project Manager	Interim use of consultancy	Med
Aim higher funding not forthcoming	Strategic review of options by SCONUL & SCL	Med
All organisations in a region do not join	Seek support and endorsement from SCL and HE association libraries organisations at regional level	Med/low
Regions or organisations unwilling to sign up to Inspire "kitemark"	Seek support and endorsement from SCL and HE association libraries organisations at regional level	Med/low
Training toolkit unsuitable for all partners	Pilot materials before launch	Low
Funding not forthcoming for service website	Rely on uncoordinated regional portals	Med/low
Marketing strategy does not achieve impact	Test as pilot. Further liaison with MLAC marketing consultancy	Med/low

## Appendix 2



- Post:** Inspire National Partnerships Manager
- Length of contract:** 2 years to 31 August 2006
- Location:** Flexible: any English regional MLA council, library development agency, Public Library Authority or Higher Education Library & Information Service (to be negotiated)

### Background

Inspire is an initiative led by SCONUL<sup>9</sup> (the Society of College, National and University Libraries), and the Society of Chief Librarians (public librarians in England, Wales and Northern Ireland) in partnership with the British Library, CILIP and MLA Council.

Inspire's purpose is to create a seamless pathway to support learning and access to information across the various types of libraries and particularly at this stage across academic (further & higher education), national and public libraries. It involves collaboration across the whole of the UK to support lifelong learning, widening participation and social inclusion. Inspire focuses on encouraging and facilitating managed access for learners and aspiring learners. It aims to provide the infrastructure to enable the achievement of key aspects of the DCMS public library strategy *Framework for the Future* and to encourage participation in post-compulsory education by those currently under-represented, in keeping with government's widening participation and social inclusion priorities and the DfES National Skills Strategy

### Job outline

The postholder will manage the development and implementation of the cross-sectoral Inspire programme to improve access to library resources for learners. S/he will work with the Inspire England Steering Group and other Inspire operational/project groups to assure an integrated and managed library infrastructure service for learners, regardless of their formal learning status. Key elements of the role will be to broker kitemarked cross-sectoral access agreements across the 9 English regions, to manage a major resource mapping exercise, to develop a service website in association with partner regions, to develop a national training programme for the library & information workforce, and to market the service to learners directly and through a wide range of agencies supporting access to learning. The postholder will liaise with similar initiatives in the Home Nations and the Republic of Ireland.

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<sup>9</sup> SCONUL promotes excellence in library services in higher education and national libraries across the UK and Ireland.  
<http://www.sconul.ac.uk/>

You will report to the Inspire Steering Group Chairperson and work in partnership with the Inspire Steering Group(s), staff of library and funding organisations, MLA national and regional councils, members of the public, suppliers of services etc.

You will be responsible for developing project and implementation ideas, monitoring and reporting on project development and progress and for project expenditure. Your role will span a range of duties as follows:

### **Project management**

- Develop a detailed 2 year project plan in association with the Steering Group
- Monitor and report on progress to stakeholders, ensuring a common understanding on access proposals, staff briefing and learner outcomes
- Evaluate the impact of the project on learners, partners and staff groups at regular intervals
- Work with partners on the development of training and marketing materials
- Undertake dissemination activities for Inspire
- Manage agreed budgets including monitoring in-kind contributions where appropriate
- Organise and administer Steering Group meetings, conferences and seminars
- Ensure that appropriate financial records are maintained
- Compile interim and final sets of accounts for submission to funding agencies
- Support the Steering Group in developing a sustainability plan for Inspire.
- Undertake problem-solving activities as required

### **Working with learners, staff and institutions**

- Identify cohorts of learners and their representatives from target groups to promote, test and measure the impact of the Inspire service on learning
- Identify staff groups to promote, test and measure impact on service provision
- Broker workable access agreements with individual institutions and regional groupings
- Provide national coordination for the regional mapping exercise in liaison with Inspire Operational Groups (subject to Aimhigher funding)
- Specify the national training programme offering a range of delivery mechanisms (subject to Aimhigher funding, the delivery may be managed by a consultant)

### **General organisation**

- Organise and prioritise work to ensure a smooth work flow and meeting of deadlines
- Observe equal opportunities, health and safety and other policies and practices of the host workplace and contribute to maintaining effective working conditions
- Participate in relevant personal staff development and training activities
- Any other such duties, commensurate with the scale and nature of the post, as may be required

## 4 Person specification

<b>KEY COMPETENCES</b>	
Leadership	<ul style="list-style-type: none"> <li>▪ Ability to act as a champion for widening access to HE and lifelong learning through access to library and information services</li> <li>▪ Experience of high level negotiation with varied groups</li> <li>▪ Partnership development experience is desirable</li> <li>▪ Well-developed knowledge and understanding of equal opportunities and diversity issues and commitment to social inclusion.</li> <li>▪ Capacity to influence and originate action at different levels</li> </ul>
Project Management & Organisational Skills	<ul style="list-style-type: none"> <li>▪ Able to develop, monitor and deliver project plans</li> <li>▪ Understanding of financial aspects of project management/budgeting</li> <li>▪ Experience of developing, prioritising and achieving realistic targets through effective planning and organisation</li> <li>▪ Ability to work independently within a team environment</li> <li>▪ Capacity to identify problems and develop ways of solving them</li> <li>▪ Able to produce, collate, analyse and communicate statistical information effectively</li> </ul>
Communication and interpersonal skills	<ul style="list-style-type: none"> <li>▪ Excellent communication and negotiation skills – oral and written</li> <li>▪ Well developed listening skills</li> <li>▪ Ability to persuade and influence people and present clear ideas</li> <li>▪ Proactive in identifying access and learning issues</li> <li>▪ Tactful and confidential in handling differences and sensitivities among partner organisations</li> </ul>
IT and e-communication	<ul style="list-style-type: none"> <li>▪ Excellent IT skills in a broad range of office software</li> <li>▪ Understanding of the web environment and ability to develop a service website specification</li> <li>▪ Experience of content management systems is desirable</li> </ul>
<b>Qualifications, work experience &amp; knowledge</b>	
<ul style="list-style-type: none"> <li>▪ A professional library, museum or archive qualification or a comparable record of professional working</li> <li>▪ Experience of operating effectively at managerial level</li> <li>▪ Experience of delivering access and learning-related projects or services in one or more of the library, museum or archive domains. Experience in at least one sector (further or higher education, public, health etc) within the libraries domain is desirable</li> <li>▪ Knowledge or experience of mapping access and monitoring learning-related performance of library, museum or archive organisations</li> <li>▪ Knowledge of the post 16 learning agenda</li> <li>▪ Experience of building effective working relationships with external organisations and partners</li> <li>▪ Knowledge of how to carry out effective project evaluation</li> <li>▪ Experience of audience development work is desirable</li> <li>▪ Experience of drafting performance-related reports</li> </ul>	

## Additional information

### Career advice (entry)

This role offers a unique opportunity to contribute to transforming the UK library and information service landscape. It involves working with a wide range of partner organisations on converting existing project work into a sustainable national service. Skills in persuasion and negotiation skills of a high order are important to assuring the implementation of Inspire. Candidates should have a strong commitment to lifelong learning and social inclusion and to developing capacity through alliances of partners across the library and information sectors and organisations supporting access to learning and achievement.

The post is offered on a secondment or contract basis for up to 2 years. The work location of the postholder will be flexible to optimise interest in the post. Inspire will liaise with regional MLA councils, Library Development Agencies, Public Library Authority or Higher Education Library & Information Services with a view to securing an appropriate work location and administrative support for the successful candidate.

### Career advice (beyond)

Through working with partner organisations, the postholder will gain valuable exposure to opportunities in a wide range of fields. The skills and experience which will be acquired in post will make the successful candidate marketable to educational institutions, public sector and commercial organisations. The role could serve as a basis for progression to more senior, strategic roles depending upon development and skills acquired within the source role.

### Funding arrangements

Funding for the Inspire National Partnerships Manager has been secured from a combination of the Regional Libraries Advisory Group (funded by the British Library, CILIP – the Chartered Institute of Library & Information Professionals, and MLAC – the Museums Libraries and Archives Council) and from funding allocated by the DCMS to implementing the public library strategy *Framework for the Future*<sup>10</sup> (F4F). A copy of the funding proposal to RLAG, which outlines the 1<sup>st</sup> year of the national rollout, is attached. Since this proposal was developed, DCMS/F4F funding for the 2<sup>nd</sup> year has been secured.

In parallel with the funding for this post, a matched funding proposal supported by the West Midlands Aimhigher (Widening Participation) Regional Forum is being submitted to the Higher Education Funding Council for England under the Aimhigher National Activity call<sup>11</sup> for proposals. If successful this will enable substantial work on mapping resources, development of the website and consultancy support for the national training programme, and will extend partnership working to include Aimhigher Regional Fora, Learning Partnerships, Connexions, IAG and voluntary sector partners.

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<sup>10</sup> [http://www.culture.gov.uk/global/publications/archive\\_2003/framework\\_future.htm](http://www.culture.gov.uk/global/publications/archive_2003/framework_future.htm)

<sup>11</sup> HEFCE Circular 07/2004 [www.hefce.ac.uk/pubs/circlets/2004/cl07\\_04/](http://www.hefce.ac.uk/pubs/circlets/2004/cl07_04/)