



Bath Royal Literary &
Scientific Institution
1824–2024

INVITATION TO TENDER

For a
Volunteer Proposition & Development Project

RETURN DATE

End of day

31st May 2024



Made possible with

Heritage
Fund

Bath Royal Literary & Scientific Institution Invitation to Tender

Purpose of Tender: Develop the recruitment and satisfaction of volunteers at all levels of the organisation within BRLSI

Outline of Tender: The primary focus of this contract is to improve & increase the volunteering at BRLSI, specifically looking at recruitment, role specification, volunteer satisfaction and day to day management of the workforce.

The successful tender will bring experience and knowledge of developing volunteer programmes along with a pragmatic approach to implementing meaningful and long lasting change to the volunteer programme at BRLSI.

This contract is intended to run over a 3 to 6 month period. There is flexibility in start dates and duration of the project. The work will initially provide recommendations for enhancements and then roll out this new approach with our team as a pilot project.

Return of Tender:

Please submit your response by email to: james.hamilton@brlsi.org
to arrive no later than 5pm on 31st May 2024

Information for Tenderers

- 1) Volunteers are a vital and key part of our workforce. We currently have approximately 100 volunteers in our workforce who play a valued and critical role in helping us to achieve our charitable aims. However, there is a perception that over recent years the numbers of volunteers has fallen; both in terms of the absolute number and the amount of time they give to the Institution. More specifically, we are finding it increasingly difficult to find volunteers willing and able to take on 'convenor' roles (organising talks and events) and 'management' roles; for example we recently had to use the services of a head-hunter to find a new Treasurer as no one in our existing workforce was interested or willing to take on the role. We also have struggled to diversify our workforce, which remains predominantly white and over 65. Additionally, the number of women in senior roles is still too low.

- 2) Volunteer roles within BRLSI are extremely varied. Positions range from front desk to digital marketing, from curatorial roles through to Chair roles across a variety of committees. Recruitment & successful retention requires a range of approaches across the roles.

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- 3) As a result of these challenges, there is increasing pressure to recruit paid staff to fill critical roles within BRLSI. These paid staff inevitably increase our cost base and make achieving breakeven more and more difficult.
 - 4) This may in part be due to a macro change in working practices – with less middle managers retiring early with defined benefit pension schemes, looking for volunteer roles that can provide fulfilment and keep minds active.
 - 5) Going forward therefore, if we wish to increase the size of audiences and range of activities, we will need to underpin these aspirations by increasing the size of our volunteer pool significantly and develop approaches to aid management succession.
 - 6) To achieve this we are specifically looking at recruitment, role specification, volunteer satisfaction and day to day management of the volunteer workforce. A professional contractor is now sought to help us enhance our approach to recruiting and retaining volunteers (and roll out this approach) by undertaking:
 - a) A full audit of current volunteers and their roles and satisfaction across the volunteer workforce
 - b) Researching other charity volunteer schemes to establish best practices and useful initiatives
 - c) Reviewing the current approach to recruitment and retention of volunteers and workforce needs to identify current gaps and weaknesses
 - d) Setting out recommendations on how we can improve our approach to recruiting and retaining a more diverse pool of satisfied, committed & fulfilled volunteers
 - e) Undertaking a two month pilot, working with our current staff to build the proposition & recruit additional members to our volunteer pool; including:
 - i) Creating materials and resources using desktop publishing platforms such as Carva that can be used to attract a diverse pool of volunteers
 - ii) Reviewing and revising our online and other promotional approaches and resources (e.g. the volunteer webpage) to make

sure we have the right systems and resources in place to attract more volunteers

- iii) Drafting detailed volunteer specs and promoting them widely on various platforms inc. volunteer bureau, universities and any websites attracting volunteers and / or trustees.
 - iv) Visiting major companies, universities, and institutions to talk about what we do and how people there might want to get involved; forge partnerships with organisations e.g. some may grant day release to people wanting to volunteer, or some may want to help with digital marketing etc.
 - v) Work with Bath Spa University to identify and brief a student intern to continue work of pilot for a further three months.
- 7) Using learnings from the pilot project the contractor will advise on or develop tools and guidance that enable continuation the Volunteer Recruitment & Development project. Specifically;
- i) Advising on and developing recruitment strategies for the variety of volunteer roles at BRLSI.
 - ii) Developing the proposition for volunteers at BRLSI including induction, benefits, social activities, partnerships with other charitable organisations
 - iii) Assessing & advising on tools that could be used to help ongoing coordination & management of volunteers
 - iv) Creating a 'best practice' handbook outlining the BRLSI volunteer proposition and providing clear written guidelines for staff to ensure long term success of the programme
 - v) Implementing guidelines & training staff to enable the long term development of the Volunteer proposition by BRLSI staff
- To train the staff and / or volunteers as needed and produce a guidance note on approaches to be followed in future

Requirements of the submission

8) Your proposal should include:

- Approach to the project
- Methodologies used – including how it is proposed to incorporate [Digital guidance for projects | The National Lottery Heritage Fund.](#) in

digital resources and content and how it is proposed to embed environmental sustainability in the work proposed;

- CVs of individual(s) highlighting key competencies around areas such as workforce management, recruitment and retention of volunteers and their training
- Track record in the form of examples of similar projects you have delivered in the past 3 years.
- Two client references
- A fixed fee showing the daily rate and expenses, basis of invoicing and whether or not you charge VAT
- Projected timescale for when you would deliver the various requirements and outputs

9) The individual/s or organisation will have existing knowledge, expertise and experience in recruiting volunteers and / or workforce management in charities or other cultural organisations which can be applied and repurposed for this work.

10) Contract details

- a) We expect this work to begin in Summer 2024 and be complete before the end of 2024. The anticipated budget exclusive of VAT (if applicable) is £10,000. There is flexibility in terms of timing.
- b) We anticipate the work could be undertaken remotely or from our building in Queen Square, if preferred. Regular visits and travel in and around Bath will be needed. Progress meetings with the Steering group will be held via Zoom.
- c) The primary contacts for the overall project will be James Hamilton, General Manager and Chris Garcia, BRLSI Director of Fundraising.

Tender assessment

11) BRLSI reserves the right to make an appointment based on written submissions or invite one or more tenderers to an interview. Criteria for assessment will be:

- Technical capacity to meet the both elements of the brief (i.e. recommendations and roll out of the new approach)-30%
- A proven track record /experience/knowledge in delivering similar work – 30%
- Value for money – 40%

12)Tender process with likely dates:

Advertise brief - upload to our website and circulate (also post on Art Jobs and SW Fed website)	6 th May 2024
Closing date for receipt of tenders	31 st May 2024
Shortlisting and interview process	10 th June 2024
Notify successful tender, issue contracts & reference checks	17 th June 2024
Begin the contracted work	July 2024 (Flexible)