



# Appointment of Chief Executive Candidate information pack

January 2024



# An introduction to CILIP

The Chartered Institute for Library and Information Professionals (CILIP) is the leading UK membership association for knowledge and information professionals. CILIP members drive positive change through professional practice in more than 20 industry sectors, from technology to Government, education to financial and legal services and health.

Operating under Royal Charter for more than 125 years, CILIP is the only body in the world able to award professional recognition to information and knowledge management professionals, including librarians.

CILIP provides national guidance and leadership in cutting-edge agendas including AI, digital transformation, data regulation and censorship. Through thought-leadership, training, R&D and innovation, they support the development of a profession that touches millions of lives in the UK and worldwide.

## **Vision:**

A professional community, dedicated to changing lives and promoting economic wellbeing through quality information, services and expertise.

## **Mission:**

CILIP aims to be the leading professional membership association for people working in information, knowledge, libraries and related sectors.

## **Values:**

CILIP stands for and actively champions the values that unite the information professions:

- Social Justice
- Intellectual Freedom
- Evidence-based practice

## **CILIP's impact:**

CILIP promotes education, literacy and prosperity for all by raising standards in libraries, information and knowledge management. CILIP unites, supports and empowers information professionals across all sectors.

## **Charitable objects:**

To work for the benefit of the public to promote education and knowledge through the establishment and development of libraries and information services and to advance information science (being the science and practice of the collection, collation, evaluation, organisation and dissemination of information).

## **Stakeholders**

CILIP promotes education, literacy and prosperity by raising standards in libraries, information and knowledge management. Key stakeholders include:

- The general public – the beneficiaries of CILIP's work
- CILIP members – whom CILIP supports to succeed in their chosen career
- CILIP customers – to whom CILIP delivers sector-leading products and services
- CILIP partners – with whom CILIP works to promote excellence in service provision
- Policymakers – whom CILIP seeks to influence in the interests of our members and beneficiaries

#### Key achievements:

- Delivering the world's first Level 3 Apprenticeship Scheme for Library, Archive and Information Services apprentices and initiating the development of a Level 7 Apprenticeship;
- Launching an impactful and profitable portfolio of events and conferences, including events focused on Digital Transformation, Copyright and Leadership;
- Publishing national guidance including a collaboration with Money Saving Expert Martin Lewis to support libraries delivering 'Warm Welcome' services during the cost-of-living crisis;
- Maintaining thought-leadership through Facet, the leading specialist publisher for the information and knowledge management profession worldwide;
- Inspiring 1000's of young readers to imagine a better world through the Yoto Carnegie Awards – the oldest and best-loved children's book awards in the world;
- Influencing national policy on libraries, information and knowledge services and the digital agenda, including Online Harms;
- Comprehensively updating the Professional Knowledge and Skills Base – the sector skills standard for the information professions – to future-proof professional skills.

CILIP has over 8,000 members across sectors including higher education, public sector, schools, healthcare, national libraries, government, armed forces and prisons.

#### Structure:

CILIP is a hybrid working environment, with a main administrative office at the British Library in Central London. CILIP staff are based across the UK, with representation in Scotland, Wales and Northern Ireland.

The Senior Management Team comprise the current CEO, Chief Commercial Officer (CCO) and Chief Development Officer (CDO). The CEO reports to the Board of Trustees who are responsible for directing the affairs of CILIP, ensuring CILIP is financially sustainable, well-run and delivering the charitable objects and purpose of its Royal Charter. In addition to the Board of Trustees, CILIP is supported by a Presidential team and a number of Delegated Committees.

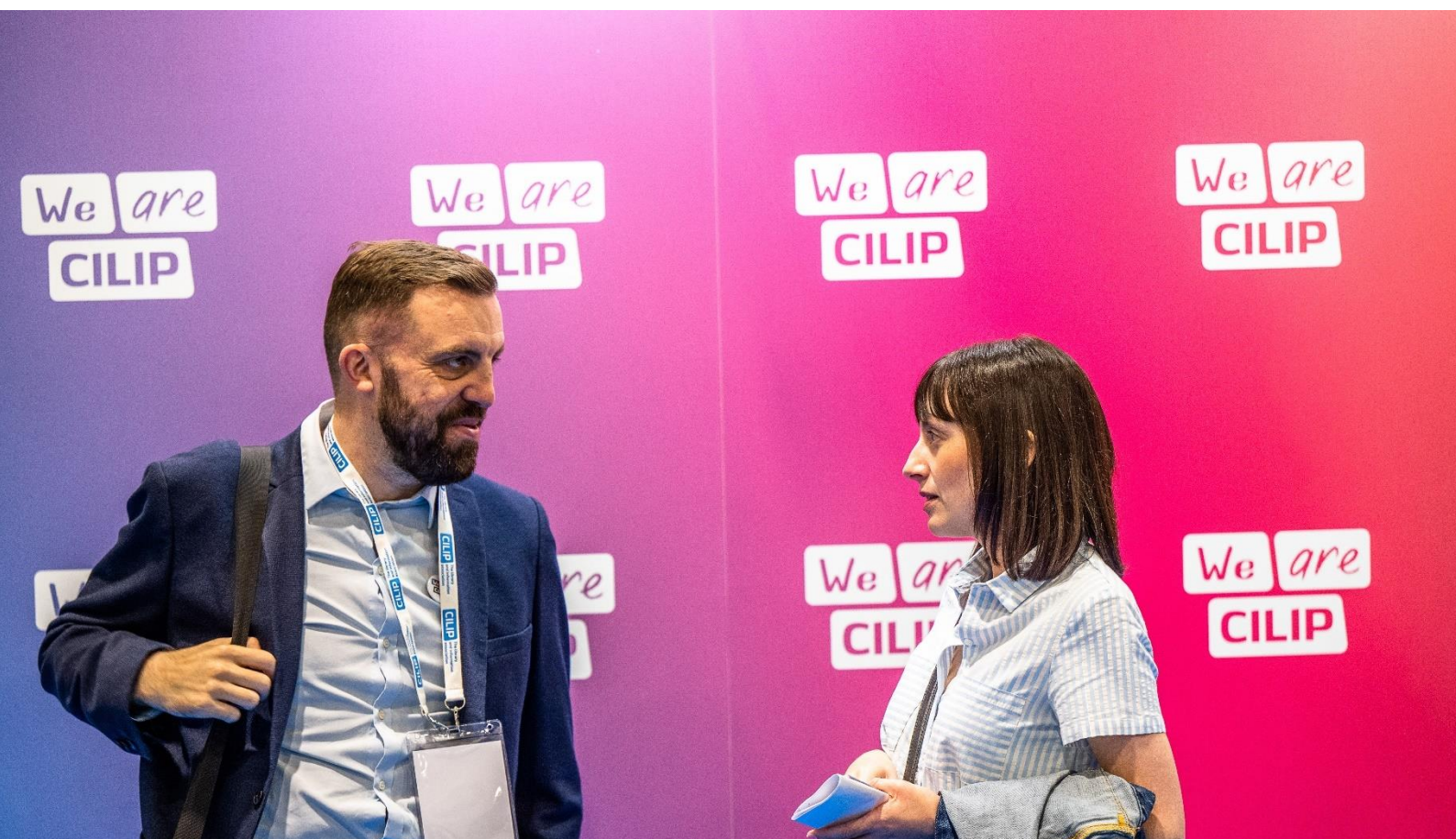
The organisation structure comprises of the following teams:

- The **Business Development Team** work collaboratively across the organisation to identify new opportunities, create value for customers and drive revenue across our organisation. Through the use of integrated marketing and communications campaigns, the team promote our work, services and products to a wide audience, focussing both on growth and retention of our membership, and leveraging relationships to deliver and exceed our financial targets.
- The **Performance & Improvement Team** work collaboratively across the organisation to support operational activity and financial growth through business partnering, support and positive challenge across Finance, Operations, Human Resources, I.T. and Data & Evaluation.
- The **Information Professional Team** provide quality editorial, insight and analysis, including print and digital formats and through a portfolio of quality magazines. Their key responsibilities are to maintain an overall awareness of key themes, trends and emerging issues, share knowledge, insight

and expertise and to produce high-quality attractive and relevant magazine for the Information Profession.

- The **Content and Publishing Team** is made up of Facet Publishing and the Events and Awards Team and is engaged in the creation and dissemination of content and content related activities that support our sector. Facet Publishing is a global publisher of books for library, information and heritage professionals worldwide and the publishing arm of CILIP. The CILIP Events and Awards Team runs a range of events through the year, from the flagship CILIP Annual Summer Conference to more focused events and webinars, keeping our communities up-to-date with the latest tools, trends and resources they need to succeed in their work. The Yoto Carnegie Awards are the UK's longest running and best-loved children's book awards, recognising outstanding reading experiences created through writing and illustrations in books for children and young people and inspiring a culture of reading in future generations.
- The **Sector Development Team** work collaboratively across the organisation and sector to provide products and services needed for a rewarding and fulfilling information profession career: Training, recognition, standards, qualifications, opportunity, community. They provide the core services described under our Charter. The products and services support the strategic aims of CILIP and are embedded into our offer to increase value and drive sales. Their aim is to maintain a virtuous cycle of knowledge sharing to inform sales and marketing activity and to use business intelligence to underpin development.
- The **Research and Development Team** delivers a diverse portfolio of external and internally funded projects and programmes in partnership with key sector organisations through research activities that drive forward innovation, best practice and knowledge sharing to support the professional community. The aims of Research and Development at CILIP are to: Gather insight of/into the sector; develop products and services that are attractive to sector and our members; therefore, driving growth and value.

Click here to watch a showreel of the successful 2023 Libraries Rewired conference for a taster of the work CILIP delivers [Libraries Rewired 2023](#)



# Business Plan

## We Are CILIP – 3-year Business Plan (2023-25)

### Executive Summary

CILIP promotes public education and literacy by raising standards in libraries, information, and knowledge management. The 3-year Business Plan sets out how the Institute will fund and deliver the strategic goals set out in *We Are CILIP*, our 5-year Action Plan ([We are CILIP - CILIP: the library and information association](#)).

### 3-year aims

The 3-year aims for this Business Plan are:

- To help the organisation transition to a new business model following the sale of our premises
- To deliver sustainable growth in membership and drive value for existing members
- To maintain and where possible grow our diversified/non-membership revenue streams

### Business Drivers

Driver	Description
Membership	Organisational & individual membership of CILIP
Facet	Book and journal publishing and licensing of content
Advertising	Non-magazine advertising & sponsorship, incl. Info Pro Jobs
Magazine publishing	Magazine subs and advertising – IP, Pen & inc.
Events	Conferences, one-day events and awards
Professional services	Assessment, Professional Registration, accreditation services
R&D	Grant-in-aid
Fundraising	Donations, bequests, legacies
Training	Direct and indirect training provision (partnership)
Merchandising	Sale of merchandise
CILIP Pathways	Pathways services as a standalone enterprise budget

## Financial projection

We will generate a stable turnover of £3.6-3.9m per annum through primary-purpose trading activity, as well as the activities of their wholly-owned subsidiary, CILIP Pathways. All surpluses are reinvested into the Charity in support of the objects.

CILIP maintains operating reserves in accordance with a Reserves Policy. After a strategic decision by the Board in 2020, CILIP has recently divested itself of both a property in central London and a long-standing pension deficit, leaving the Charity in good financial health with a significant investment portfolio.

## Business Development

Key business development activities for the Charity in 2024 include:

- Membership recruitment and retention
- Seeking managed growth for Facet Publishing
- Growing and diversifying the Charity's advertising and sponsorship portfolio
- Growing the reach and impact of CILIP's portfolio of magazines
- Developing and extending a portfolio of conferences and events
- Expanding the pipeline of funded Research and Development activities
- Developing a 'costs-plus' model for professional services
- Investing in a new sector-leading training proposition
- Targeting fundraising and developing new funding relationships
- Introducing merchandise as a fundraising activity

## Metrics and KPI

CILIP maintains and reports against a set of Key Performance Indicators that are agreed with the Board.



# The Role

CILIP is now seeking to appoint a dynamic and experienced Chief Executive Officer to lead the organisation through the next phase of growth and innovation. The new CEO will be tasked with championing the interests of members, promoting professional skills and ethics and strengthening CILIP's position as a leading professional association at the heart of the information age.

The successful candidate will bring experience of leading a Charity, membership association or equivalent organisation with a national profile. They will be able to work alongside the skills-based Board to set and monitor strategy, promote accountability and celebrate success. They will need to evidence both a strong understanding of the Charity sector and the ability to deliver sustainable long-term income from a range of sources to support the Charity's aims – including through primary-purpose trading. They will have an understanding of the library sector, a passion for the benefits it delivers, and an ongoing commitment to the development of both the sector and the profession, ensuring that CILIP remains a widely respected leading voice in the field.

## Main duties of the Chief Executive

### Leadership:

- Drive organisational growth and success through visible and inspiring leadership.
- Work closely with the Board of Trustees on strategic development and delivery.
- Identify and seize opportunities for revenue and membership growth.
- Provide leadership to the Senior Management Team, empowering them to drive the organisation through effective collaboration and a shared vision.
- Maintain and foster an inclusive culture at CILIP that attracts, retains, and motivates ambitious and high-quality staff from diverse backgrounds.
- Build a positive and productive culture to ensure that members and staff work together to effectively achieve strategic goals.

### Management Competence:

- Develop and consistently deliver against budgets and plans.
- Ensure the efficient use of technology and staff, building on changes to date.
- Appoint, develop and manage capable staff.
- Work within the governance structure of the organisation and charitable guidelines.

### Advocacy and Communication:

- Be a strong advocate for the organisation externally.
- Engage with a variety of stakeholders, including members, government bodies, political figures, professional bodies and industry.
- Build networks of influence with a wide range of stakeholders, including Government, employers and the media.
- Represent CILIP and the profession effectively in the media and at public engagements.

## Financial Management:

- Be responsible for CILIP's finances and for CILIP's internal administration, ensuring that CILIP complies with all relevant laws and regulations.
- Maintain financial sustainability through budget planning and resource allocation.
- Grow and diversify revenue streams.

## Membership Engagement and Development:

- Attract new members and retain the support of existing members.
- Keep members informed of CILIP's activities, maintaining regular contact with members and ensuring that the interests of members are reflected in CILIP's work.
- Ensure that CILIP provides high quality and relevant services to our members and develop and deliver programmes and services that meet the needs of CILIP's diverse stakeholders.





# Person specification

## Knowledge and Experience:

### **Essential**

- Success in leading a Charity or membership association with a national profile, or equivalent experience.
- Experience of working with a Board of Trustees to develop, deliver and monitor the impact of strategy.
- Experience of delivering compliance and supporting good governance in a Charity context.
- Demonstrated success in advocacy, public and media relations and stakeholder engagement.
- A track record of successfully operating and influencing at the most senior levels within Government and/or policy-making circles.
- Established networks and an understanding of how to engage and influence in these settings.
- A track record in growing and diversifying revenue streams and securing inward investment.
- Evidence of financial management and commercial astuteness.
- Experience of working in multi-stakeholder environments and maintaining positive relations with a broad range of stakeholders.
- Knowledge of the regulatory and legislative environment affecting the professions that comprise the CILIP membership.

### **Desirable**

- A deep understanding of the library, information and knowledge management profession, its challenges and emerging trends.
- Strong understanding of new and emerging technologies and their impact across the library, information and knowledge management sector and community on their users and the wider impacts on work and the economy.
- An understanding of the UK and international context for professional education including widening access, workforce development and training.
- Experience of financial management and growth in a charity or third sector context.

## Skills, abilities, and personal qualities:

### **Essential**

- Strong leadership skills, with the ability to inspire, motivate and guide a diverse team of professionals.
- A forward-thinking and strategic mindset with the ability to develop long-term plans to achieve CILIP's goals and build momentum to engage others in a shared approach to implementation.
- Exceptional change management capabilities to navigate the evolving landscape of the professional body, with an ability to drive priorities and prioritise resource.
- Strong financial acumen and an ability to evaluate, assess and manage risk.
- Exceptional interpersonal, negotiation, and communication skills, both written and verbal.
- The ability to represent CILIP and the profession effectively in the media and at conferences.

- Proficiency in engaging with a variety of stakeholders, including members, government bodies, political figures, and industry partners.
- The ability to build networks of influence with a wide range of stakeholders, including Government, employers and the media to help further the organisation's objectives.
- The ability to understand and address the opportunities and complex issues facing the sector and the profession in the information age.
- A commitment to lifelong learning and the advancement of professional development.
- A strong commitment to Diversity, Equality, and Inclusion (DEI) and an ability to create to create an inclusive working culture.
- Familiarity with the governance structures of professional bodies, including experience working with boards, committees, and volunteers.

## Education/Qualifications:

### **Desirable**

- Masters level qualifications or demonstrable equivalent experience gained in a senior leadership role.
- Masters level qualifications in Library and Information Science, Knowledge and Information Management or a related discipline.
- Professional registration or Chartered/ Chartered Fellow membership of a professional association.

# Terms of appointment

The role is offered on a permanent, full-time contract. Salary will start from c. £90,000 and will depend on skills and experience.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to CILIP on this appointment. Candidates should apply for this role through Saxton Bampfylde's website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **MBLUA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on Wednesday 14 February.

*\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

### GDPR personal data notice

According to GDPR guidelines, Saxton Bampfylde is only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



# Saxton Bampfylde

## LONDON

9 Savoy Street  
London WC2E 7EG

## EDINBURGH

46 Melville Street  
Edinburgh EH3 7HF

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