



# Setting up public service mutuals in real life



# Setting up a library mutual

Ciara Eastell OBE, Chief Executive

Bringing ideas, imagination, information and knowledge to people's lives and communities

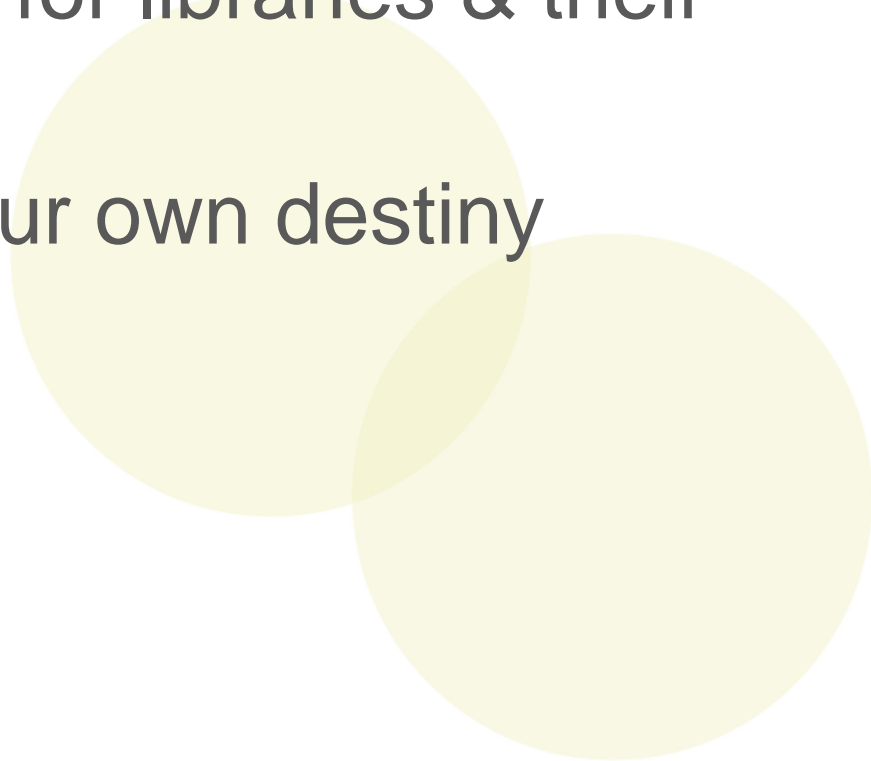
- 50 libraries, 4 mobile libraries
  - 3 prison libraries
  - Fab Lab & Business & Intellectual Property Centre
  - 370 staff (164 FTEs)
  - 5 year contract with Devon County Council
- 

# Why change?

---



- Significant financial reductions
- Results of public consultation in 2014
- Ambition and vision for libraries & their potential impact
- Desire to manage our own destiny



Summer 2014: Public consultation

Dec 2015: Options appraisal

Jan 2015: Mutual Support Programme

Jan 2015: Business Case

Summer 2015: Business planning

Summer 2015: Appointment of Chair



Nov 2015: Green light from Cabinet

Nov 15 – April 2016: Transition/mobilisation

Early 2016: Appointment of trustees

1<sup>st</sup> April 2016: Go live



# Critical Success Factors

---



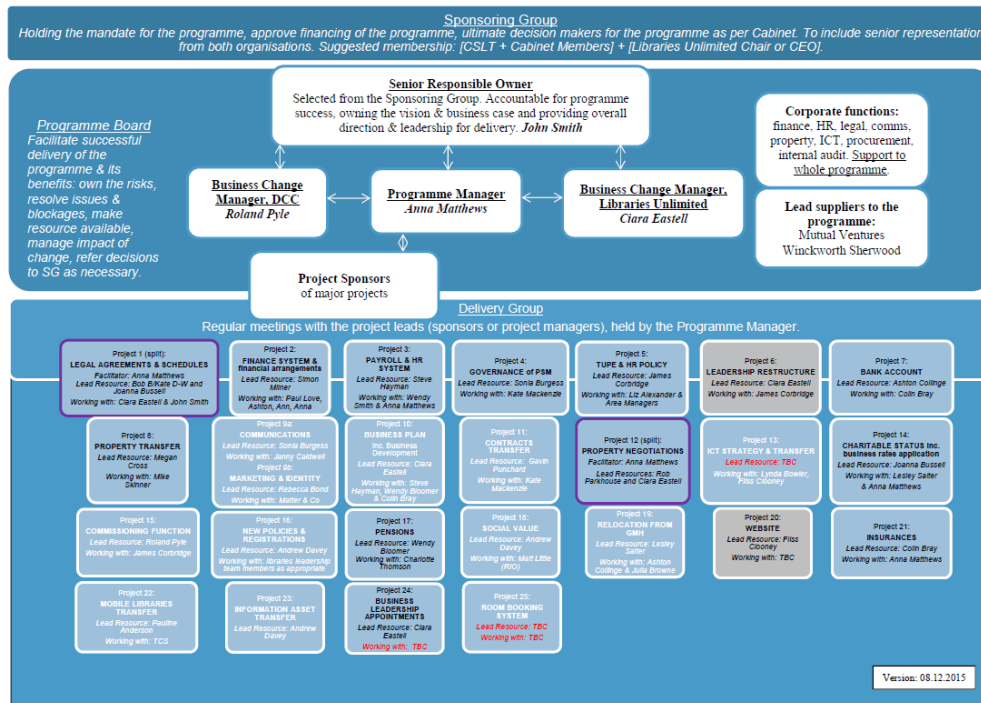
## A team approach



# Critical Success Factors

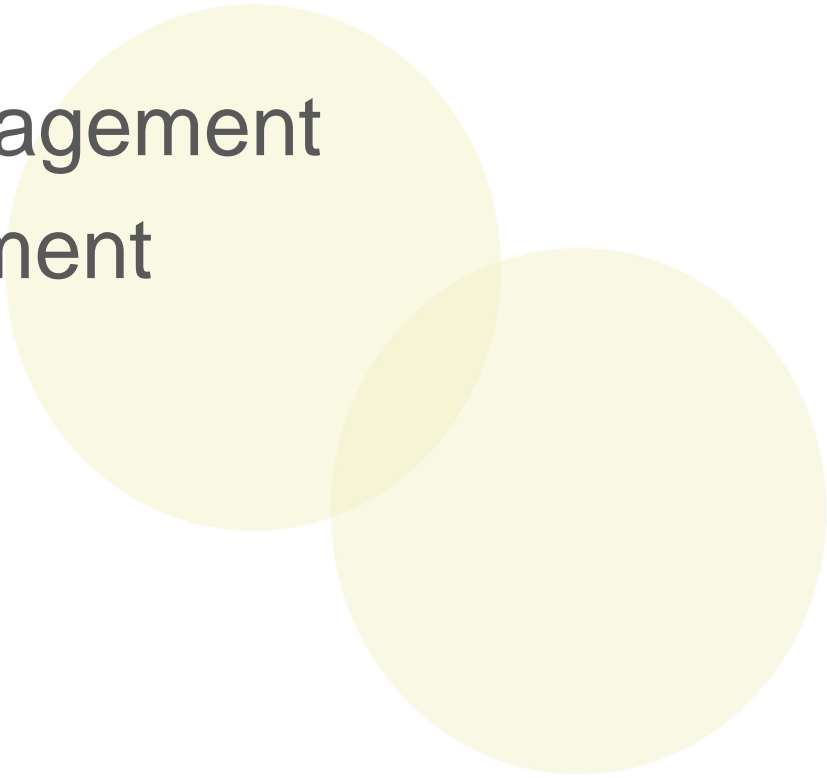


- Learning from others
- Transformation funding
- Form must follow (your own) function
- Project management approach



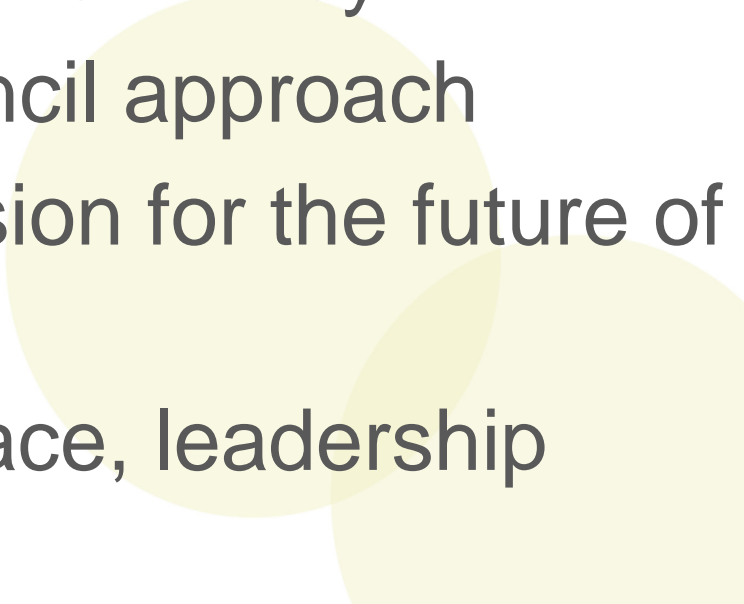


- Pensions, property & procurement
  - Support services costs
  - Making ongoing savings
  - Capacity & expertise
  - Business as usual
  - Stakeholder engagement
- 

- Staff Advisory Group
  - Friends Group network
  - Public comms
  - Elected member engagement
  - Trade union engagement
- 

# Key lessons learned

---

- Focused team effort on vision, values & purposes
  - Not a quick way to save money
  - Requires whole Council approach
  - Needs compelling vision for the future of libraries
  - Energy, resilience, pace, leadership
  - It can be done!
- 

- Fast paced
- Liberating
- New skills, partnerships & opportunities
- Extracting infrastructure from DCC
- Becoming more commercial & more focused on social impact
- Organisational change and workforce development
- Balancing internal pressures and external opportunities



librariesunlimited.org.uk  
@LibrariesUnLtd

Ciara Eastell

@CiaraEastell