



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
 - 2 Fab Labs & Business & Intellectual Property Centres
 - 370 staff (164 FTEs)
 - 5 + 5 year contract with Devon County Council
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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

1st April 2016: Go live



Critical Success Factors

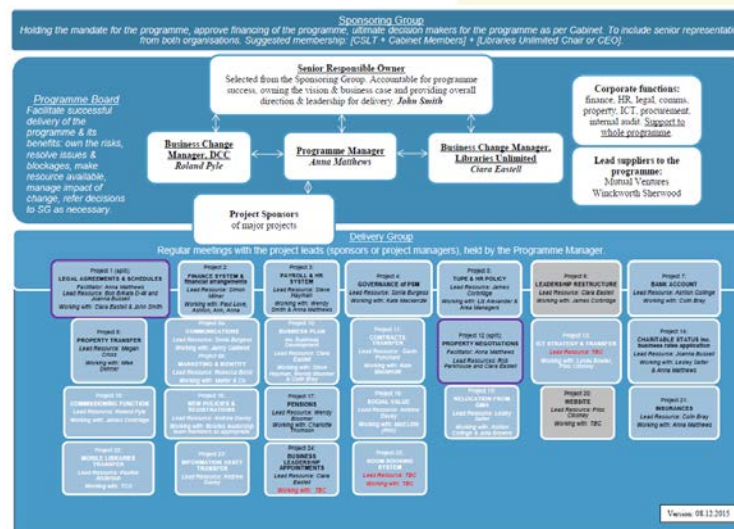


A team approach



Critical Success Factors

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



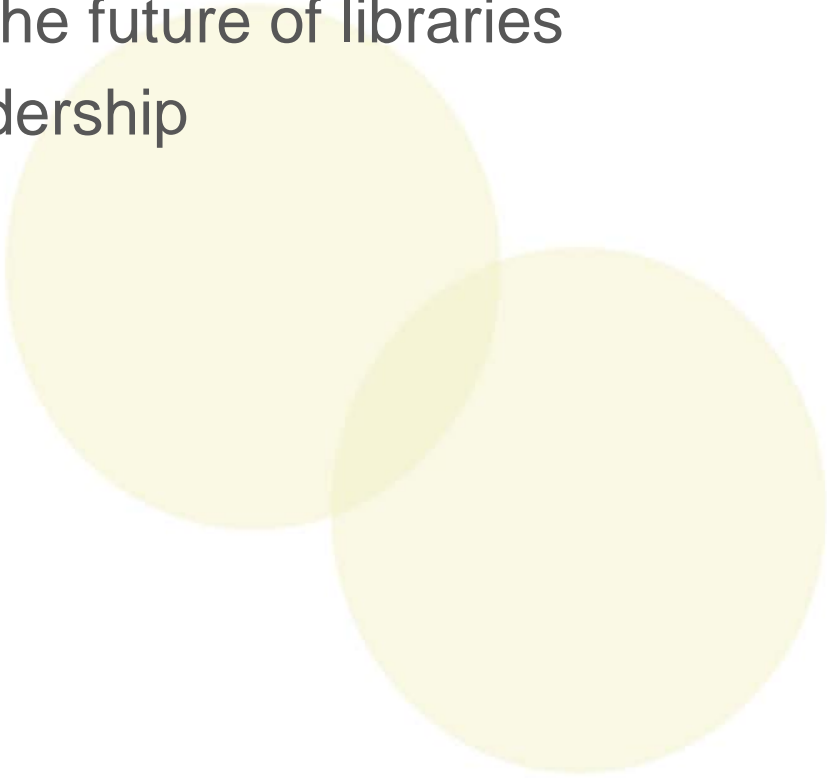
- Pensions, property & procurement
- Support services costs
- Making ongoing savings
- Capacity & expertise
- Business as usual
- Stakeholder engagement



- 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!
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- 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





- Opened 2 new libraries
- Unlimited Potential innovation project
- Saved £1.5 million
- Generated over £500,000 in new funds in first year
- Major Unlimited Value research project
- Staff development opportunities – eg Change Creation, Action learning sets, Fundraising Fellowship
- First Staff Conference & AGM
- Michael Morpurgo & Stella Duffy as Patrons
- Elected Staff Forum



- Expanding into Torbay
- Fundraising Strategy
- One of 6 library National Portfolio Organisations
- Continued workforce and organisational development
- Greater co-creation with Friends & staff
- Apprenticeship programme
- & much, much more!





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