



Running public service mutuals in real life



Living life as a mutual

Alison Wheeler

CEO

Suffolk Libraries

A story about people

- A story which began in 2011...about the people who work for Suffolk Libraries, who campaigned for their local library, who support and volunteer, and the people who lead our mutual



A campaigner's story



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A well used community facility



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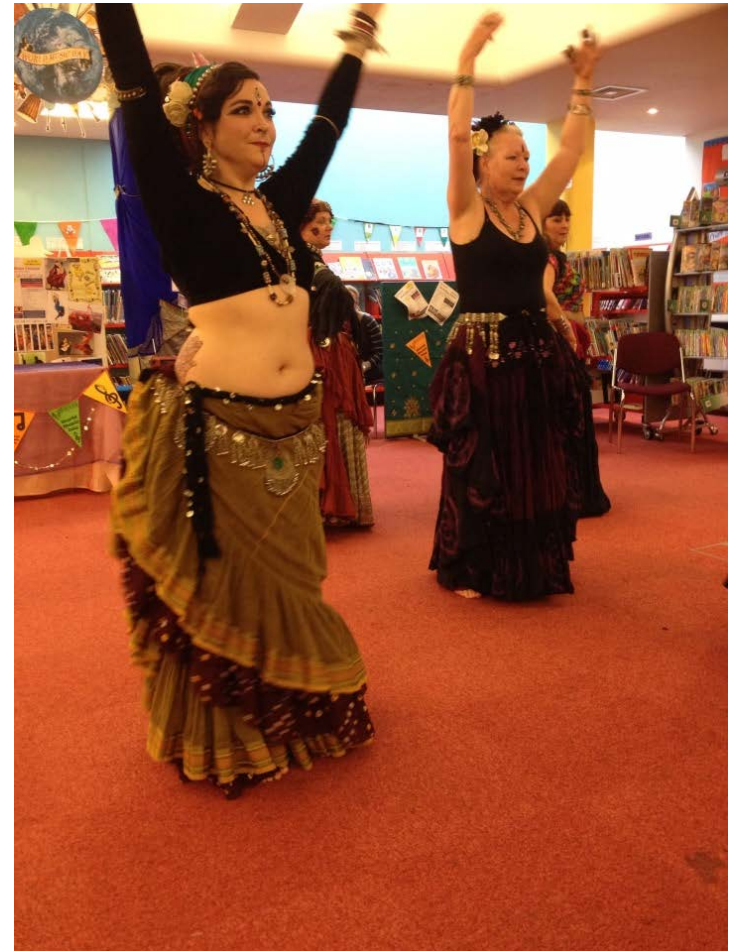
People who lead transformation from the front



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What do the staff say?

- “We’re not lucky we’ve worked hard for it!”
- I am proud to work for Suffolk Libraries
- Opportunities and freedom to try new things. Including staff in decision making and asking for their opinions and views.
- I feel confident in the way Suffolk Libraries is working hard to remain relevant. It feels like we've had a lot more activities and events to plan and run since we became IPS. Commitment to the living wage is also excellent.



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**We are hugely supported by our
community group supporters**



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Some of the highlights of our story.. from the last five years

We've earned and won

- Freedom, independence, and flexibility
- New expertise in business skills and a reinvigorated workforce
- A swifter pace and a commitment to progress
- We have developed our staff and communities together to be more confident, ambitious and willing to experiment or take risks
- We understand and are working towards a confident direction

We learned

- That inaction is the enemy of progress but self-belief breeds success
- To let go of old assumptions and take down artificial barriers
- What's really important to us, our staff, our communities and our customers

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**The signing of Suffolk Libraries contract extension
with Suffolk County Council**

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Five years on, the transformation continues

- The Next Five Years
- A 5 phase programme
- Everything reviewed
- March – December 2017
- Phase 5 in 2018



The Next Five Years

4 October 2017

Phase 1

Information gathering and listening

Customer Survey
Staff survey
Stakeholder discussions
Staff workshops

Outcome:

Evidence and data to help plan ahead and understand what customers want and what staff believe to be core skills for the future
Profile raising

Phase 2

Analysis and planning

Using all the data gathered to develop the core local library offer
Work with managers to plan proposals for consultation
Review of central services
Work with UNISON

Outcome:

Preparation of draft working patterns for formal consultation in Phase 3

Phase 3

Formal consultation

150 staff consulted
Alternative proposals sought to the working patterns and changes proposed
Trade union consultation on methodology and on the formal proposals

Outcome:

Alternative working patterns provided for 7/10 libraries
118 emails into consultation box
Legal duties met

Phase 4

Carrying out the changes

Publish booklet with guidance and vacancies
Meet with individuals in October and December
Assessment and decisions in November

Outcome:

Changes made
New working patterns agreed and staff chosen to deliver them.
Notice and redundancies under way and notice periods underway for people not staying.

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Areas of continuous challenge

- Culture change with staff
- Skills and competencies for the future
- Traditional to modern library transitions
- Politics
- Perceptions



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My Story



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But now

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10:02
ipswichstar.co.uk

97%



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And what's the best advice we'd give to anyone starting out?

- It's a marathon not a sprint
- Its an intense first few years- as you are doing everything for the first time
- OD is like...washing
- Its worth it

