



Board Meeting

Wednesday 13th April, Barnstaple Library, 10 am – 12 noon

Our Values

Our organisation is founded on the principles of trust, neutrality and openness and these are our core values:

- Welcoming – we are open, friendly, helpful and inclusive to people and their needs.
- Integrity – we work honestly and openly to build relationships based on trust and mutual respect.
- Creativity – we are dynamic, socially enterprising and creative.
- Collaborative – we are constantly looking for opportunities to work with new people, organisations and communities.
- Enjoyment - we strive to make every experience with our organisation enjoyable and rewarding for everyone involved.

We strive to be a high quality, cutting edge and digitally-driven organisation, constantly seeking better and more effective ways to deliver our services and help our customers and partners.

Minutes

Present: Julie Dent, Ciara Eastell, Diane Dean, Jonathan Stoneman, Steve Wallwork, David Solomides, Janet Fisher, Ann Draisey, Rachel Kidd & Emily Williams

Apologies: David Lockwood (Trustee) & Jenny Caldwell (DCC)

In Attendance: Sonia Burgess (DCC), Paul Love (Interim Head of Finance, Libraries Unlimited) Hugh Waters (University of Exeter Business School; PhD. research student)

For Item 6: Rebecca Bond (DCC)

28/16 Welcome and Apologies

• Apologies were noted from David Lockwood and Jenny Caldwell. The Board extended a huge vote of thanks to staff and the leadership team for all their hard work to ensure the contract with DCC was signed on the forecasted date of April 1st.

29/16 Declaration of conflicts of interest

- There were no declarations of conflicts of interest.

30/16 Minutes of March 16th 2016

- Minutes from the previous meeting were approved and signed as a true and accurate record of the Board meeting of March 16th 2016.
- The Board noted the action log and the completion of all actions brought forward with the exception of an agreement with DCC in relation to property. The CEO of Libraries Unlimited, Ciara Eastell and the CEO of DCC have jointly committed to an agreed resolution to Libraries Unlimited property holding by no later than September 30th, 2016.

31/16a) Finance & Audit Sub-Committee March 28, 2016

- The Board extended its thanks to the sub-committee members who had attended this meeting on Easter Monday. The sub-committee Chairman, Steve Wallwork, talked through the previously circulated minutes and outlined the sub-committee's recommendation that, subject to successful negotiation with DCC, the contract should be duly signed by Libraries Unlimited Chair, Julie Dent, on April 1st.
- The Board noted that the Council's external VAT adviser has determined that the Resources Fund is managed by Libraries Unlimited under an Agent arrangement. This requires the cost of new purchases to be recognised in the Council's financial statements with a corresponding reduction in the proposed service fee to Libraries Unlimited. CE confirmed that Libraries Unlimited will hold the resources fund and continue to manage the stock, purchase books and make decisions in relation to these purchases.

b) Finance update

- PL advised that there was a successful resolution in the negotiations with DCC with regard to DCC providing adequate funding to enable Libraries Unlimited to implement required support services, e.g. HR, communications and marketing, a facilities manager and administrative support for the Board and the CEO, to establish an appropriate and effective infrastructure to support the operation of Libraries Unlimited.

• PL updated that negotiations with DCC in relation to Libraries Unlimited's financial projections in relation to year 1 of its operation have been concluded successfully.

- The Board noted that there had been a 78% increase in room hire within the past 12 months libraries. The financial model for Libraries Unlimited is predicated on a further increase in room hire in subsequent years.

Action: PL to produce a paper on room hire for the May 22nd Board Meeting

32/16 Taskforce: National Strategy for Libraries

- The Board discussed "Ambition for Public Libraries in England," the draft strategy produced by the Libraries Taskforce, which CE currently sits on for the Society of Chief Librarians (SCL). A regional consultation workshop is planned for 24th May (11.30 - 2.30) and it would be useful to ensure Board representation.

Action: CE to circulate link and draft a response to "Ambition for Public Libraries in England" on behalf of Libraries Unlimited.

33/16 Branding & Identity presentation

- Rebecca Bond (DCC) outlined the branding and marketing toolkit devised in conjunction with Matter & Co, financed by the transformation funding allocated by DCC to support the establishment of Libraries Unlimited.



Libraries unlted Brand
Presentation V1.pptx

- Key points:
 - The new brand builds on the existing Devon Libraries brand recognising both the positive recognition and identity of this brand and the importance of reducing any costs associated with branding
 - The Libraries Unlimited brand and the new Devon Libraries brand are complimentary
 - Brand toolkit will be rolled out to all staff and Friends groups
 - Consistency and compliance with the toolkit by all stakeholders is key ensuring the brand builds recognition and a strong identity
 - Changes to existing branding in libraries will be managed incrementally
 - The brand and the elevator pitch describing Libraries Unlimited will evolve over time

Actions:

- **All trustees to consider using the branding in their email signatures to identify themselves as trustees of Libraries Unlimited**
- **SB to circulate branding toolkit to all trustees**
- **CE to ensure the brand is registered as the intellectual property belonging to Libraries Unlimited**
- **Leadership team to devise proposals and process for the incremental removal of the old brand from libraries and early wins in terms of building brand recognition e.g. customer joining packs**

34/16 Business and operations

a) Service Plan

- The Board acknowledged the developing service plan. This is a draft working document and forms part of the contract with DCC.
- Priority activities ahead of the May Board meeting include progressing the recruitment of support staff and the new library management system (LMS)

Action: CE to produce a briefing paper on the LMS for the May Board meeting

b) Workforce strategy

- The Board reviewed and approved the recommendations detailed in the previously circulated workforce strategy paper
- Key points:
 - Having a workforce which has the skills and attitude to deliver the organisation's purpose and which reflects the diversity of Devon's communities is key to delivering successfully on the organisation's vision
 - In the short term a need to: appoint posts to support the infrastructure of Libraries Unlimited; to agree some principles around changing the terms and conditions of existing staff in certain circumstances and for to have a place a range of statutory policies relating to the workforce
- The Workforce, Resources & Remuneration (WR&R) committee will progress these short term actions, subject to whole Board approval (via email), by the end of April
- Recognising the volume of work and its significance, the Board extended an offer to the WR&R committee members to be called on for additional support and input as required.

Actions:

- **All trustees to consider and respond to the recommendations of the WR&R committee**

- c) Anti-social behaviour at Exeter Library**

- CE outlined recent increased ASB at Exeter Library and the systems and approaches in place to reduce ASB. The Board extended their thanks to all staff at Exeter Library for the way they have dealt with this issue.

- Actions:**

- **CE to provide the Board with a further update at the May Board meeting**
 - **JD to talk to the NHS to establish what additional support they may be able to offer**

- d) Prisons contract**

- Devon Libraries provides prison libraries in 3 prisons in Devon, these are delivered under contract with the National Offender Management Scheme (NOMS). NOMS has advised that the establishment of Libraries Unlimited as the new provider of libraries in Devon means there must be a procurement exercise for the prisons contract. Libraries Unlimited will submit a tender by the end of July deadline.

- Action:**

- **JD to visit the 3 prison libraries.**

35/16 Governance

- a) Register of Members**

- The Board approved all the applications for membership and approved the previously circulated Register of Members
 - There will be a further call out for staff and Friends to become members in due course.

- a) Staff Forum**

- The Board acknowledged the importance of establishing a staff forum as a means of communication between staff, the leadership team and the Board and a way of representing staff views.

- The Board considered and approved the recommendations in the staff forum previously circulated

- Actions:**

- **SB to support the establishment of a staff forum by early July 2016**
 - **Staff trustees to attend an early meeting of the staff forum**
 - **SB to confirm level of information detailed on the Register of Members and systems in place for ensuring confidentiality.**

36/16 Launch

- The formal launch of Libraries Unlimited will take place on Saturday April 23rd (World Book Night) and will centre on 2 main events in Barnstaple and Exeter

- The leadership team would welcome all trustees to attend one or both events and act as advocates for the new organisation, its purpose and vision

- Action:**

- **All trustees to confirm if they will be attending these events. Where a trustee has indicated that they will attend both events they have been sent two invitations.**

37/16 Library Tours and Trustee affiliation to libraries

- The Board agreed that a tour of libraries by trustees would take place on Friday June 24th.

- Board agreed that each trustee would be affiliated to a number of libraries and act as a Board representative at library events as appropriate

- Actions:**

- **Trustees to advise SB of their availability for the tour on June 24th**

- Trustees to advise SB, by April 30th, if they have any particular preference with regards to the libraries they would like to be affiliated to
- SB to organise tour and produce a draft list of the libraries each trustee would be affiliated to for consideration and approval at the May Board meeting.

38/16 Key Messages

- We made it! Huge thanks to all those who helped us!
- We are now in start-up mode and are looking at how our branding, terms & conditions etc. can help shape the culture of our new organisation
- The Board have identified a need for a risk register
- The Board discussed the “Ambition for Public Libraries in England” and will contribute to its development through the consultation process
- Trustees will be touring libraries in June and each establish a meaningful affiliation with all libraries
- Our Launch will take place on April 23rd and welcome the support of all staff, Friends and trustees

**Signed as a true record following approval at Board Meeting March 16th
(subject to any handwritten corrections)**

..... Julie Dent, Chair

..... Sonia Burgess, minute
taker.