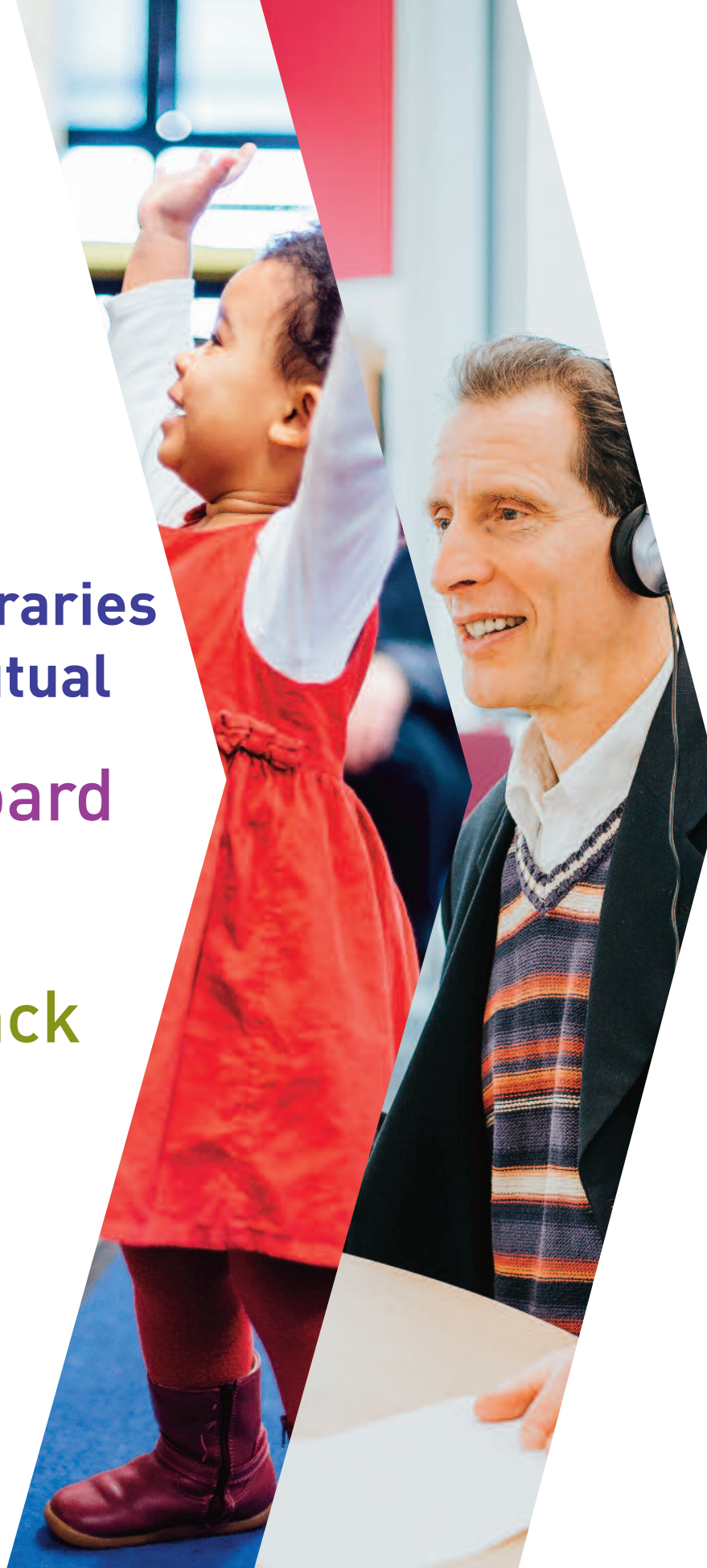


**Hertfordshire Libraries
Public Service Mutual**

**Chair of the Board
of Trustees**

Information Pack



www.hertfordshire.gov.uk/libraries



I am delighted that you are interested in helping to shape and lead the future for Hertfordshire Libraries.

Hertfordshire County Council is immensely proud of its library service. Our 'Inspiring Libraries' Strategy, adopted in 2014, has enabled us to invest in developing and modernising Hertfordshire Libraries in the most challenging times for local government, and we want to ensure that the service continues to thrive into the future.

We believe that independence from the constraints of the County Council, a clear focus on libraries, and the commercial freedom to explore new funding and partnership opportunities will offer the greatest scope to continue to deliver an affordable, sustainable and responsive library service to Hertfordshire residents now and in the future.

We now want to establish a Hertfordshire Libraries Public Service Mutual as an independent organisation, with charitable status. Our intention is to undertake a public procurement exercise for the delivery of library services in Hertfordshire during 2019, with the successful bidder winning a contract to deliver and develop the service for the next ten years. The Public Service Mutual will submit a bid for this contract, based on the principles of 'Inspiring Libraries'.

We are seeking an experienced, committed and dynamic Chair, with a passion for public libraries, to provide independent leadership in the establishment and development of this new organisation. This is a voluntary post and reasonable expenses will be paid. We need somebody with an appetite for innovation, who can head up the organisation and establish a robust and independent Board of Trustees and represent and advocate for the organisation locally and nationally. We expect the time commitment to be around 3 days per month on average.

Hertfordshire has a strong track record in the development and implementation of alternative delivery vehicles, tailored to meet the needs of particular services, and if successful in winning the contract, the Hertfordshire Libraries Mutual would join a family of organisations delivering services on behalf of the County Council, such as Herts for learning (HfL), and Hertfordshire Catering Limited.

If you have the qualities and the enthusiasm to take on this exciting and challenging role and would like to find out more, you are invited to contact Andrew Bignell, (andrew.bignell@hertfordshire.gov.uk), for an informal discussion.

I look forward to hearing from you.



County Councillor David Williams
Leader of the Council

Key facts about Hertfordshire Libraries

- 46 libraries across Hertfordshire, organised in three tiers, including 9 Community Libraries, run as a partnership between the Library Service and local volunteer groups.
- Online services, including the e-Library, the Online Reference Library, and the Hertfordshire Libraries App.
- 2 CreatorSpaces offering public access to the latest creative technology, with more planned.
- Countywide information and enquiry service
- Performing Arts Library
Prison Library at HMP The Mount
- Home Library Service
- Over a million items of stock for adults and children



During 2017/18, there were:

- 3.5 million visits to Hertfordshire Libraries
- 2.25 million online visits
- 4.7 million items borrowed by
- 146,000 library members
- 268,000 eBook and Audiobook downloads
- 21,681 children participating in the Summer Reading Challenge
- 157,675 attendances at library events and activities
- 500 staff
- 1,500 volunteers contributing more than 50,000 hours of support across the service
- 93% satisfaction rating in user surveys

Inspiring Libraries

– introduction to Hertfordshire’s Library Strategy

The Inspiring Libraries strategy is an innovative and ambitious programme designed to ensure that Hertfordshire continues to provide high quality library services to meet the changing demands of the next decade.

Adopted in 2014, following extensive public consultation, Inspiring Libraries aims to set a vision and direction for the service, and provide a framework for future decisions about service priorities.

The strategy focussed on three main themes:

- **The library as a vibrant community asset** – rooted in and shaped by the local communities it serves.
 - **The digital library** – a service that is ambitious in its use of technology and digital formats to improve access and enable residents to grasp the opportunities offered by digital innovation.
 - **The library as an enhanced gateway to reading, information and wellbeing**
- **Extending access to library services** - seeking opportunities to extend self-service access to libraries by rolling out swipe-card access and supported self-service initiatives.
 - **Developing technology** - continuing to invest in the development of technology to improve service delivery, to support digital inclusion, and to empower citizens.
 - **Maintaining service delivery** - continuing to deliver high quality services to contribute to the seven key social outcomes identified in Libraries Deliver: Ambition for Public Libraries in England 2016-2021

Over the last three years, the implementation of the strategy has led to significant changes in the library service. Savings have been made in the revenue budget, but continuing investment of more than £4million in library buildings and technology has ensured that the service is equipped to meet future needs.

In November 2017, the County Council agreed ambitions and priorities for the next phase of the Inspiring Libraries Strategy from 2018-21:

- **Improving library buildings** – continuing the programme of improving Hertfordshire library buildings to ensure that they are bright, attractive, welcoming, flexible, tech-enabled spaces in convenient locations.

From the outset of the Inspiring Libraries Strategy, it was anticipated that the service would need to consider the best operating models to deliver the strategy within a reduced budget, and in October 2018, the County Council agreed to adopt an alternative delivery model for the delivery of library service in Hertfordshire through a public procurement process in 2019. The County Council also decided to establish a Public Service Mutual – a company limited by guarantee and registered charity – so that it can tender for the library service contract.

A Hertfordshire Library Service Mutual

We believe that a Hertfordshire Libraries Mutual, ‘spun out’ of the existing library service and building on its traditions, its creativity, and its roots in Hertfordshire communities, will offer the greatest scope to continue to deliver an affordable, sustainable and responsive library service to Hertfordshire residents now and in the future.

Our vision

Our vision is to create inspiring library services that enable Hertfordshire citizens to enrich their lives.

Hertfordshire Library Service will enable individuals to access knowledge, information and cultural resources for themselves, and provide support for those who may need more help.

Hertfordshire libraries will provide safe spaces (both physical and virtual) where anyone can go, without judgement, to read, to borrow, to learn, to access information and online resources.

Hertfordshire libraries will enrich communities by fostering local culture and heritage and providing opportunities for citizens to participate actively in community life.

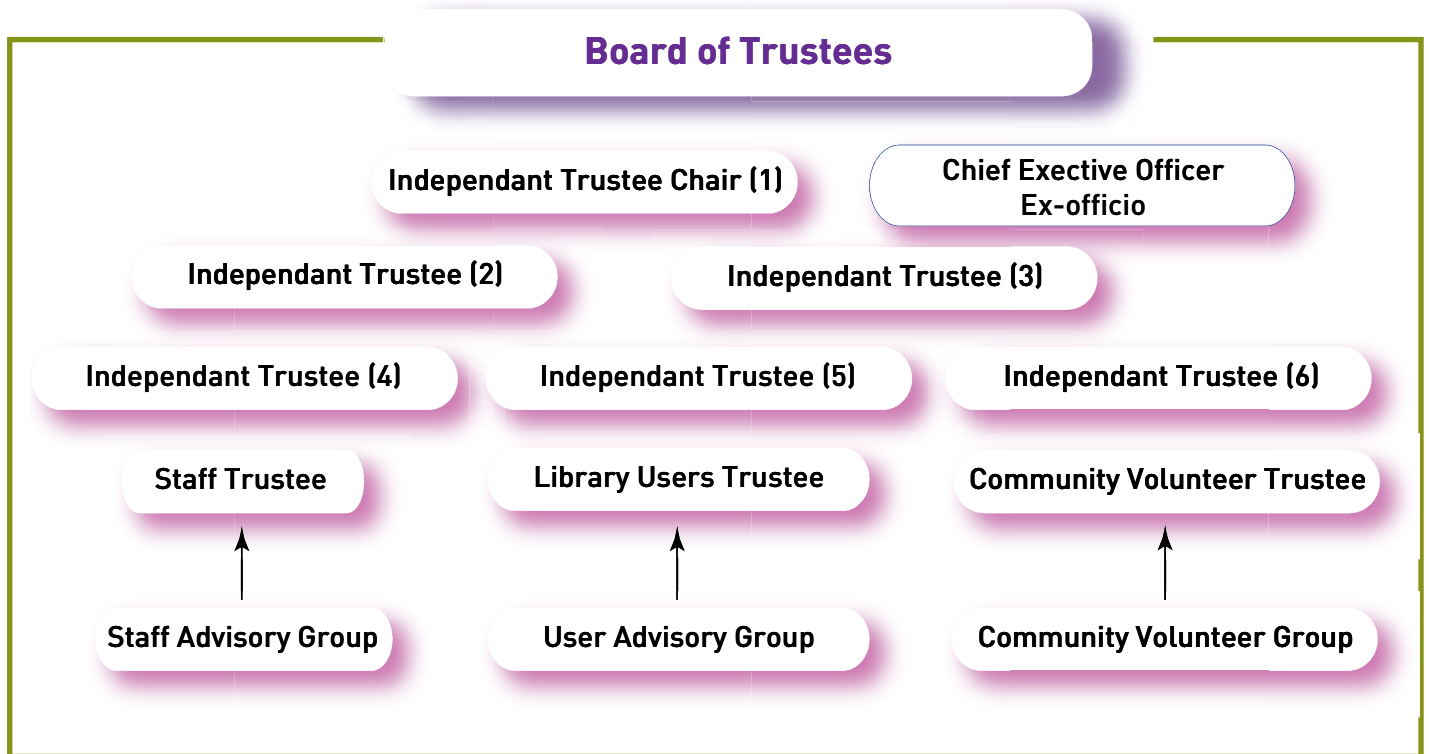
Values

A Hertfordshire Libraries Mutual will model and promote the following values:

- **Customer and community focus** – it will provide excellent library services to reflect the needs and demands of our customers and of Hertfordshire communities.
- **Integrity** – it will reflect the public library ethos – open to all, welcoming, safe, neutral, helpful, non-judgmental.
- **Creativity and innovation** – it will embrace change and encourage innovative and creative solutions to problems.
- **Quality** – it will take pride in the quality and professionalism of the services it provides.
- **Entrepreneurial spirit** – it will embrace commercial opportunities to ensure the sustainability of the organisation.
- **Empowering** – it will empower and develop staff and offer opportunities to local people to use library services and resources to develop and strengthen their communities.
- **Collaborative** – it will embrace opportunities to work in collaboration with a range of partner organisations to deliver better services

The Board of Trustees

Once fully established, the Board of Trustees will comprise representation from library staff, library users and community library volunteers, as well as independent trustees, who will bring a range of skills and experience into the organisation.



The role of Trustees

Members of the Board of Trustees will be both directors of a company and trustees of a charity. They will therefore have duties and responsibilities under both company law and charity law.

Whilst not onerous, these must be taken seriously

Details about the role and duties of a trustee can be found here:

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do>

Key role of Trustees:

- To ensure the organisation complies with its governing document and pursues the objectives defined in it.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- To appoint the Chief Executive Officer and monitor his or her performance

In addition, with other trustees, each trustee must hold the charity "in trust" for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, purpose and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its "corporate" behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity's assets, both tangible and intangible.
- Ensuring that the charity's governance is of the highest possible standard.



The role of the Chair of Trustees

This is a part-time, voluntary role but reasonable expenses will be paid.

Location: Hertfordshire

Time commitment: In the region of 3 days per month on average

Tenure: Up to three years, with a maximum of two consecutive terms

The key role of the Chair:

- Work closely with the Chief Executive Officer, particularly in the establishment of the new Hertfordshire Libraries Mutual as an independent organisation.
- Represent and work for the best interests of the organisation during contract negotiations with Hertfordshire County Council.
- Provide oversight and challenge in the interests of the organisation, as well as strategic vision and strong, ambitious leadership into the future.
- Be the public face of the organisation's Board and a principal advocate for the value of libraries, both locally and nationally.
- Lead the Board in setting and driving the strategic direction for the organisation, and in monitoring performance.
- Ensure the Board can fulfil its responsibilities for the overall governance and strategic direction of the organisation.
- Ensure that the organisation complies with its governing document and any other legislation or regulations relevant to the structure of the organisation, such as charity law or company law.
- Ensure the effective and efficient administration of the organisation, and its financial stability.
- Ensure good relationships with the organisation's staff, volunteers, customers, partners and stakeholders.
- Plan and chair Board meetings and annually review the organisation's performance.
- Address any conflicts of interest among Board members and ensure that all Board members have access to appropriate induction, advice, training, development and information relating to their role.
- Work with Board members to plan Board succession, openly and widely recruiting diverse Board members with relevant skills and experience.
- Ensure appropriate procedures are in place for the election of those Board member places ringfenced for representatives the advisory groups.
- Monitor to ensure that decisions taken at Board meetings are implemented.
- Conduct, with the support of the Chief Executive, the duties associated with running a company, including all yearly statements, reports, and audit of accounts in line with national legislation.
- Comply with the general responsibilities and duties held by a trustee of a charitable organisation.

Person Specification

Values and personal attributes

- A passion for public libraries, and commitment to the future of thriving library services in Hertfordshire
- Commitment to the vision and values of the Hertfordshire Libraries Mutual
- Commitment to embedding diversity and inclusion across the organisation.
- Commitment to Nolan's seven principles of standards in public life – selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Commitment to the organisation and a willingness to devote time and effort
- Willingness to challenge and be challenged

Knowledge, skills and understanding

- An understanding of the value that libraries provide to communities, and commitment to raising awareness of library services.
- Good independent judgement and strategic vision
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- An understanding of the challenges of leading an organisation in its early development, or in periods of significant change.



Experience

- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives.
- A proven track record of sound judgement and effective decision making.
- A history of impartiality, fairness and the ability to respect confidences.
- A track record of commitment to promoting equality and diversity.

- Experience of leading in a voluntary capacity (e.g. school governor, Parent Teachers Association, previous Board level experience).

Other

- Willingness to attend Board meetings and be available for and respond to telephone calls and electronic communication from senior management of the organisation.
- Willingness to attend occasional daytime and evening events.

How to apply

If you would like to find out more, you are invited to contact Andrew Bignell, Head of Libraries and Heritage Services by email: andrew.bignell@hertfordshire.gov.uk for an informal, confidential discussion.

If you think you have what is required and you are ready for a challenging yet rewarding role, please apply by emailing your CV and/or statement of interest detailing why you are interested in applying to maricris.cariaga@hertfordshire.gov.uk by 19th December 2019.

Interviews will be held on 15 January 2019

