

Candidate Pack

Chief Executive Officer

2017



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Letter from the Board

Thank you for your interest in the role of Chief Executive at Suffolk Libraries.

The Chief Executive of Suffolk Libraries will be responsible for delivering our vision and plans for the next 5 years.

We are looking for an inspiring individual who is an effective leader and powerful communicator; someone who has the credibility to raise the profile of the organisation through their highly effective influencing skills and someone with the vision and ability to lead Suffolk Libraries in the next period of its development. This must be complemented by a successful track record of strategic and operational leadership in a changing and complex environment.

Stakeholder management, strategic vision and proven business acumen is central to this role. Even more importantly we need someone with a wholehearted commitment to the success of Suffolk Libraries and a willingness to lead and develop our services.

You will have the support of a dedicated Board and strong management team.

If you think you have the passion and drive to lead Suffolk Libraries then please read on. We look forward to receiving your application.

Yours sincerely

*Tony Brown
Chairman*



What we believe

Our Vision

“Suffolk Libraries will transform lives through access to knowledge and resources, promote lifelong learning and strengthen communities by meeting their evolving needs.”

our three core values



Suffolk Libraries will inspire learning, literacy and access to information, knowledge and opportunities.

We'll do this by:

- ✓ Providing the best resources and facilities we can
- ✓ Talking to people about what they need and how we can help
- ✓ Bringing people together and offering personalised learning opportunities



Suffolk Libraries will guarantee that libraries are safe, welcoming, supportive and accessible places for everyone.

We'll do this by:

- ✓ Supporting our staff to understand the different needs of people and how we can help them
- ✓ Promoting libraries as inclusive, safe and welcoming places
- ✓ Working with the most vulnerable people in society to help them find the opportunities and support they need



Suffolk Libraries will strengthen communities by bringing them together in a number of ways.

We'll do this by:

- ✓ Hosting and initiating creative events to encourage people to come to the library for new experiences – ie music, arts, meeting new people and exploring new activities
- ✓ Bringing diverse communities together to promote understanding and tolerance

Our Core Offer

We have undertaken a number of pieces of work over the last few years to develop the key principles of our service at local libraries. These are:

- Access to resources: Printed stock, digital information resources and a mixed economy of other digital and printed resources. Overwhelmingly, books and stock was what customers want to see more of and they value good quality stock.
- Free access to the internet and Wi-Fi, and access to a range of IT equipment
- Opportunities for learning (both formal and informal)
- Regular activities and services for older people
- Regular activities and services for early years, children and young people
- Activities and services to help with wellness, especially mental health
- Culture and arts activities and experiences
- Activities which address wider social needs including job seeking, social inclusion etc.

Business developments beyond 2017

Other developments will likely include:

- The continuation and conclusion of IT developments on self-service, on migration to the cloud and Suffolk Libraries sole service and delivery
- A consideration of any cost cutting opportunities
- Further exploration of how local community groups might support local libraries with economies and developments.
- Local partnerships with town and parish councils
- Opportunities for growth and expansion beyond and within Suffolk.

Contract extension

In July 2017, the Society signed a further five-year contract with the County Council. The relationship with the Council primary funder is valuable and constructive. It is important for the future to continue to develop this relationship and work towards find other funders and ways to expand the footprint of the service.

FACTS & FIGURES 15/16



During the year there were nearly **156,000** attendances at the activities on offer across Suffolk's libraries.

There were over **62,000** attendances by children and their families to regular activities for under fives in libraries.



Suffolk Libraries has **140,000** active library users.



Suffolk Libraries has over **10,000 eBooks** available



Suffolk's three **mobile libraries** issued **102,712** items in 2015/16, visiting 200 villages and 475 individual stops every four weeks.

Stock £1,063,000



CUSTOMER SURVEY

Suffolk Libraries launched its second countywide customer survey towards the end of 2015. The survey was completed by over 1,700 people and provided some great feedback about the service:



93%

rated the **library layout, facilities and environment** as excellent, very good or good



Suffolk Libraries also carried out a staff survey in 2015 and **93%** of staff said they were proud to work for the library service, and **94%** said they felt they made a valuable contribution to the community.

IT Support £514,000

Insurance/legal costs £35,000

Property £732,000

Suffolk Libraries continues to provide a lending and information service to **three male adult prisons** at Highpoint, Hollesley Bay and Warren Hill.



Support Services £1,068,000



91%

said the **choice of books** and information is excellent, very good or good



93%

rated library **opening hours** as excellent, very good or good

Supplies £338,000



93%

said **activities and events** were excellent, very good or good

98%

said the **helpfulness of staff** is excellent, very good or good



89%

said new **library computers and wi-fi** are excellent, very good or good



89%

said the **eLibrary** selection is excellent, very good or good



97%

of our customers told us they thought the service had got better or was about the same since Suffolk Libraries took over.



The Home Library Service takes books to **1,356** older and disabled people in their own homes and has 260 volunteers

How Suffolk Libraries Works

Our relationship with the County Council

The County Council is the strategic library authority, so they are accountable to government and must ensure that there is a comprehensive and efficient service. We have a contract with the Council to carry out that duty on their behalf.

Suffolk Libraries and library community groups

In 2012, Suffolk Libraries became an Industrial and Provident Society (IPS) and from 1 August took over the running of the Suffolk public library service. All of the 44 libraries in Suffolk then set up a community group (friends group) and they became the members of Suffolk's Libraries IPS.

Each group is a separate, independent body with a board of volunteer trustees. The majority of groups are small unincorporated charities whilst a growing number have evolved into the more formal CIO (Charitable Incorporated Organisation) structure. The library manager is an ex-officio member of the friends group

Our community groups help and support their local library, with the local trustees taking a lead in fundraising and in extending the profile of the library in their area. Community groups do not manage their local library, but the Library Manager will consult with them on key decisions. Groups, for example, will usually take the lead on consultations on local opening hours.

The Suffolk Libraries Board

The Board consists of seven volunteer Directors, from the membership and the Chief Executive who is also an ex-officio Director.

The seven Directors are elected by the community groups (member organisations) – so they are elected from the membership, by the membership. Before the Suffolk Libraries AGM each year, every community group is invited to nominate someone to stand for the board. Once nominations are received, details of the candidates are circulated to all community groups. At the AGM, each group is able to vote for the candidates they want to be elected to the board. They are each allocated as many votes as there are vacancies. Directors serve a term of three years and may serve up to two terms (six years in total).

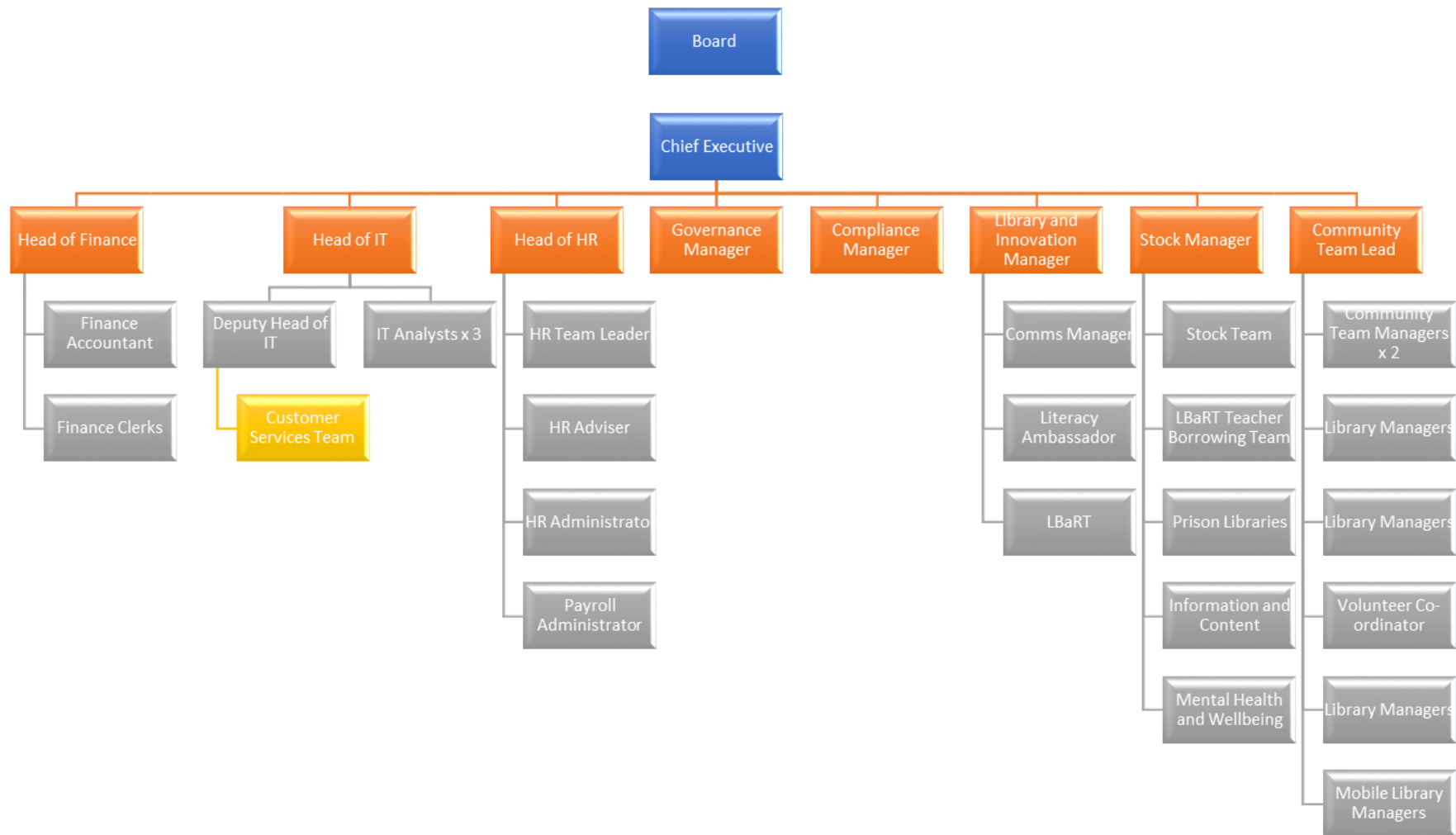
The Board meets every other month. There are also a number of board committees on finance and risk, staffing, governance and business development which explore issues and initiatives in more depth, supported by the Senior Leadership Team. These will then progress to the full board for formal agreement.

The Senior Leadership Team

The day to day management of Suffolk Libraries is delivered by the Senior Leadership Team. This team manages the service, makes professional decisions and advises the Board on areas of strategic development, financial responsibility and any areas of concern, or opportunity.

The key role of the Board is to be responsible for the Society's strategic direction, for its financial governance and accountability, to ensure it is compliant with legal requirements and it checks that the Society is performing properly against its contracts.

Staff Structure



Role Profile

ROLE PROFILE: Chief Executive

SUFFOLK LIBRARIES:

Suffolk Libraries IPS Ltd is an independent industrial and provident society with charitable status that delivers library services from 44 libraries, 3 mobile libraries and prisons. The service operates with 450 staff (180 fte) and 1200 volunteers. We have a contract with Suffolk County Council to ensure the service is delivered to an agreed specification. Suffolk Libraries is a membership organisation which means that local people form community groups to support their library. These member organisations elect our Board.

Suffolk Libraries the most established library mutual, with a successful five year track record of service delivery, innovation and community engagement. All 44 libraries have flourished, are run by expert staff and are supported by local friends groups along with our volunteers. In April/May this year 99% of customers surveyed said the library service was very important to them, and 95% of staff said that they were very confident or confident in the leadership of the organisation.

The CEO needs to be able to drive change, inspire innovation, work with and be part of a Board and lead the staff to ensure that this organisation continues to build on our success and be an exemplar provider of Suffolk's public library service.

ROLE PURPOSE:

To provide visionary, strategic and operational leadership for Suffolk Libraries as the organisation builds on its first 5 years of success. To provide the vision and inspiration needed to thrive in the next challenging phase of our development and to work towards the recommissioning of the service in 2022.

The role of Chief Executive inevitably faces both internally and externally

- ⤴ Internally: the CE is responsible for: ensuring that there is strong membership ethos throughout the organisation, directing and motivating the paid staff to deliver the contract and the Society's priorities: the overall management of Suffolk Libraries; supporting and contributing to good governance through the Suffolk Libraries Board, helping them to shape the overall strategic direction, and to monitor performance against agreed objectives.
- ⤴ Externally: the CE will develop a high profile for Suffolk Libraries with the general public, customers, volunteers, funders, stakeholders, government and advisory bodies (including the Arts Council). The CE has a responsibility to be the external advocate and ambassador for the library service within Suffolk and beyond, identifying new opportunities and promoting business development.

Accountabilities	Measures of success	What you need to have
To work closely with other Board members, offering advice and support, contributing to and then implementing the organisation's strategic plan and related Annual Business Plans; evaluating and reporting on the progress of those plans.	<ul style="list-style-type: none"> • Business plans in place • Achievement of objectives • feedback from staff, stakeholders and Board • successful contract sum negotiation • successful AGM and membership development 	<ul style="list-style-type: none"> • An understanding and a vision of the role libraries play in local communities • Experience in senior management and organisational leadership • Experience of working with trustees or elected directors.
<p>Be responsible for the operational management of Suffolk Libraries, including staffing, business and financial management, compliance, regulation</p> <p>To lead an organisation which is motivated, skilled and able to deliver the 2020 Vision.</p> <p>To review and evaluate the performance of SL, and elsewhere, to ensure best practice is captured and embedded throughout the service</p>	<ul style="list-style-type: none"> • successful financial management • an organisation which is flexible to cope with challenge, development, risk and opportunity • effective leadership and line management of direct reports and contractors 	<ul style="list-style-type: none"> • Business acumen • Excellent leadership skills • Experience of leading change and seeing change initiatives through to the end • Outstanding communication skills to influence and persuade. • The ability to build strong and effective teams across the organisation
To ensure that the contractual responsibilities are met, and that the organisation's structure, workforce and resources are aligned to successful delivery of the specification, and developed for future growth, as set by the strategic direction	<ul style="list-style-type: none"> • Delivering business targets • Effective performance measures 	<ul style="list-style-type: none"> • Strategic vision for libraries as a not for profit organisation
To engage with and motivate the membership of Suffolk Libraries, working with and through local communities, establishing a strong membership organisation and ethos, and stimulating the energy necessary for successful local performance	<ul style="list-style-type: none"> • Membership enthusiasm developed and shared • 360° feedback • Positive PR 	<ul style="list-style-type: none"> • Excellent relationship management and interpersonal skills. • Good presentation and report writing skills.

<p>To build Suffolk Libraries organisational credibility through positive and effective relationships, with local governance, with the Board, with funders, with the media and with stakeholders.</p>	<ul style="list-style-type: none"> • positive media profile • 360° feedback • Sustained and new partnerships 	<ul style="list-style-type: none"> • Computer literate. • Good networking skills. • Knowledge of current community challenges and opportunities. • Political sensitivity • Ability to successfully deal with difficult media/radio interviews. • Degree level education or equivalent
<p>To ensure the viability of the library service, developing new services or initiatives with a view to ensuring long-term sustainability and growth</p>	<ul style="list-style-type: none"> • diversification and development of new business/income streams • delivering business plan targets 	<p>How you act</p>
<p>To determine Suffolk Libraries policies including Equalities, Health and Safety, ensuring that these are communicated, understood and applied.</p>	<ul style="list-style-type: none"> • demonstrable safety and compliance management. 	<p>Behaviours expected/cultural values of the organisation;</p> <ul style="list-style-type: none"> • Ability to create, articulate and champion a vision, and inspire others to deliver this vision • Strategic and analytical thinking. Assess situations to determine importance, urgency and risks • Self motivated. • Strong at building relationships and able to communicate at all levels. • Customer & delivery focused. • Dynamic and creative. • Flexible and adaptable • Results orientated • Creativity/Innovation – ability to develop new and unique ways to improve

		and create new opportunities. • Ability to problem solve.
DUTIES		
Working with the Board Support the work of the Board in providing governance, strategic direction overall and scrutiny of Suffolk Libraries. To ensure the Board is provided with high quality, regular management and monitoring information and operational advice. To work with the Chair of the Board, and sub-groups, to develop policy proposals for Board discussions and decisions. Ensure that the Board gets advice, stimulus and opportunity to help it develop a sustainable future for the library service. Foster effective team work between the Board and the SLT and staff.		
Leading and Managing the Organisation To ensure a long-term strategy, business development plan and budgets are in place to guide Suffolk Libraries in the successful achievement of its aims and objectives. To create and lead change and inspire others to deliver long-term strategy and vision. Oversee the efficient and effective day to day operations of Suffolk Libraries. To ensure the efficiency and financial viability of Suffolk Libraries and any proposed new services with a view to ensuring successful business development and long-term sustainability and growth. To line manage and support (including carrying out regular supervision and annual appraisals) the work of the staff, identifying the changing needs of the organisation, planning for the career development and the succession from current arrangements. In conjunction with the Board to ensure that Suffolk Libraries complies with all relevant regulations and quality standards regarding its operation in terms of its Charitable status		

Ensure the work and profile of Suffolk Libraries is communicated effectively both internally and externally.
Membership To build strong, responsive relationships with local communities, providing support, advice and motivation to encourage the recruitment of energetic local members to Community Groups
Compliance To ensure appropriate systems are in place to maintain Suffolk Libraries' responsibilities in terms of its financial, legal and regulatory commitments. Ensure that Suffolk Libraries policies and procedures are adhered to and work is carried out in accordance with the organisations aims, objectives and core values.
Carry out any duties or responsibilities not specified above which are needed to ensure the successful sustainability of the library service and the Society.

What we can offer you

Basic Salary:	£65k to £75k depending on experience
Pension:	6% employee contribution
Probationary period:	6 months
Notice period:	3 months after probation
Hours:	37 hours per week
Annual Leave:	25 days plus Bank Holidays
Location:	Ipswich, Suffolk



About Suffolk

In this role you would have access to the many benefits associated with living and working in Suffolk such as

- a strong and supportive infrastructure in the cultural and voluntary sector with one of the highest concentrations of NPO's outside of London (including Suffolk Libraries).
- A county wide information partnership and Local Economic Partnership (LEP) which recognises the value of culture.
- The average price of housing is £258,916.
- a number of very high performing and well regarded schools at every stage of education.
- Suffolk now has its own university based at the Ipswich waterfront which is an area of growth and attractive visitor facilities.
- a number of national and international cultural destinations such as Newmarket, Aldeburgh, Southwold.
- a thriving digital and innovation campus called Adastral Park at Martlesham.
- a well-established financial services sector.
- access to areas of natural beauty such as Minsmere, Shotley, Woodbridge and Beccles which is the gateway to the Broads.
- a number of blue flag beaches and seaside towns with literary festivals and activities to appeal to people of all ages.
- This is a county which is over 90 miles from one corner to another and this include Tudor and medieval splendour at Lavenham and Long Melford and Georgian jewels at Bury St Edmunds with a dash of Anglo Saxon history at St Edmundsbury Cathedral. Along with the artisan rigour of towns like Ipswich, Haverhill and Lowestoft.
- As it's so rural it is a good place of those who enjoy outside sports such as walking, running, angling, cycling and riding.

In short Suffolk is a great place to live and work.



How to apply

To apply for this position, please provide the following two pieces of information:

- A comprehensive CV, including details of your achievements in each role and details of two referees. We would expect to obtain references at short list stage and shortlisted candidates will be asked if they object to us requesting references.
- A supporting statement, explaining your motivations for applying for the role, how your skills, knowledge and experience match the job outline and what you can additionally bring to the role.

Applications should be submitted to our Head of HR, Paula Phelan by email paula.phelan@suffolklibraries.co.uk.

For an informal and confidential discussion about the role, please contact Paula on 07787 514971.



Key Dates

The recruitment process will require candidates to make themselves available for a number of interviews. This will provide the opportunity to meet key stakeholders as well as gaining a thorough understanding of Suffolk Libraries.



Shortlisted candidates will be asked to complete an online psychometric assessment on leadership style and approach.

