

Suffolk's Libraries IPS

The Industrial & Provident Society Limited enabling county-wide library services supported by Suffolk County Council

OPEN BOARD MEETING MINUTES

Title of Meeting	Suffolk Libraries IPS - Board Meeting
Date	Tuesday 24 th April 2018
Place	Riverside Community Centre
Time	11.15am – 1.15pm
Attendees	Tony Brown, Sylvia Knights, Bruce Leeke (Chief Executive), Maureen Garratt Simpson, Jonathan Ogden, Colin Rockall, Sue Buck, Sarah Wilson, Stephen Taylor (SCC), Sara Blake (SCC), Cllr Tony Goldson (SCC), Charlotte Clark, Marion Harvey
Invited	Nikki Hulse (Governance Manager), Krystal Vittles (Libraries Innovation and Development Manager), Peter Baker (Head of IT), Mandy Wilkinson (Head of Finance), Paul Howarth (Stock & Content Manager), Daniel Harvey (Community Team Lead), Paula Phelan (Head of HR), James Powell (Marketing and Communications Manager), Mike Ellwood (Compliance Manager)

		Action
1.	<p><u>Welcome and Apologies</u></p> <p>Apologies were received from Marion Harvey, Cllr Tony Goldson, Krystal Vittles, James Powell, Peter Baker, Mike Ellwood and Sara Blake.</p>	
2.	<p><u>Declarations of Interest</u></p> <p>The Vice Chair declared a non-pecuniary interest in Item 4, Bungay staffing.</p> <p>The Chair declared a non-pecuniary interest in item 4, closure of Beccles Library for refurbishment.</p>	
3.	<p><u>Minutes of previous meeting 22nd February 2018</u></p> <p>The minutes of the previous meeting were accepted as a true and accurate account of discussions.</p> <p><u>Matters Arising</u></p> <p>There were no matters arising.</p>	

4.

Decisions

Bungay staffing

The manager at Bungay library has raised a need for a small amount of additional staffing at Bungay library. The Community Team Lead has looked at relevant performance statistics relating to Bungay Library in comparison to other libraries and believes that this increase is justified.

This was discussed at both Finance, Governance and Audit and Staffing committees where they highlighted the need for a process and criteria to be put in place for this type of request. A process was formulated and agreed by the committees. The SCC Commissioner asked for an electronic copy of this process for his records. The SCC Commissioner also asked if on-costs were included in the proposal, it was confirmed they are included.

This proposal was unanimously agreed.

Photography policy

Suffolk Libraries holds a wide variety of events and activities for all ages across the county. These often make great photo opportunities and provide excellent publicity material to promote future events and Suffolk Libraries services in general. There are several considerations which must be made when taking, storing and sharing photographs of customers and their children. This policy seeks to set out the main principles and to provide guidance to staff. This is particularly important to clarify some of these issues with the Data Protection Law changing in 2018.

This policy was unanimously agreed.

The Chair asked how this will be communicated to Friends Groups. The Community Team Lead responded that this will be included in a forthcoming circulation to them and will be posted on the extranet.

Closure of Beccles library for refurbishment

A refurbishment of Beccles library is being planned to incorporate new carpet tiles in the main library area, and the installation of shelving procured from the former School Library Service. Closure of one week will be required from 18th to 24th June 2018. As part of this installation the Beccles friends have confirmed in writing that the items they are funding will be donated to Suffolk Libraries and they relinquish any ownership of them.

The Chair mentioned that the friends of Beccles are enthused to be able to fund this refurbishment.

DH

DH

	<p>This closure for refurbishment was unanimously agreed.</p> <p><u>H&S Management System</u></p> <p>The Chair of the Health and Safety committee gave an overview of this policy which has been updated to take into account new legislation and staff title changes. This policy will be linked to the staff handbook and available for staff on the intranet. The Chair thanked all those involved in updating this policy.</p> <p>The SCC Commissioner asked who would have the responsibility for doing a risk assessment when working with contractors. Would it be Suffolk Libraries or the contractors? This will be checked with the Compliance Manager on his return from annual leave.</p> <p>This policy was unanimously agreed and adopted, subject to the contractor question being answered.</p> <p><u>H&S Terms of reference</u></p> <p>The Health and Safety Terms of Reference were updated by the Governance Manager to bring them in-line with the other committees.</p> <p>These were unanimously agreed and adopted.</p> <p><u>Change of hours at Needham Market</u></p> <p>Needham Market library has submitted a proposal to amend their opening hours in order to achieve a greater consistency. Closing for an hour for lunch on both Tuesday and Saturday will mean the library can stay open for two hours later on a Tuesday. This will also remove the need for extra staff on Saturday to cover a lunchbreak therefore reducing costs.</p> <p>This was unanimously agreed, subject to an impact assessment being sent to the SCC Commissioner.</p> <p><u>Change of hours at Clare library</u></p> <p>Clare library has submitted a proposal to amend their opening hours to bring uniformity to remove confusion for library users.</p> <p>This was unanimously agreed, subject to an impact assessment being sent to the SCC Commissioner.</p>	<p></p> <p>ME</p> <p></p> <p>DH</p> <p></p> <p>DH</p>
--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------

<p>5.</p>	<p>Update from committees</p> <p>Finance Governance and Audit Committee</p> <p>The Chair of Finance, Governance and Audit informed the Board of comprehensive discussions at the recent meeting. The majority of discussions are being covered in this meeting, in addition to:</p> <ul style="list-style-type: none"> • The first draft of the Finance Strategy paper, looking at the next 5 years, was reviewed. • Accounts will be reported in a new format in future. • IT update, covering self-service replacement, print refresh, one network and Spydus upgrade. • Stock and Content update featuring an update on staff roles, Universal Credit and the development of a support fund. • 106 and CIL update. • NPO update featuring new staff member and finance support. • Let’s Talk Reading project. <p>JO mentioned that Universal Jobmatch is being changed and this could impact in libraries in the same way as Universal Credit. The Chief Executive will arrange for a discussion with DWP.</p> <p>The Chair asked if the Finance Strategy is going to be shared with the Board. The Chief Executive responded that this is currently being refined and areas need to be updated but the updated document will be brought to the Board.</p> <p>Staffing Committee</p> <p>The Chair of the Staffing Committee gave the following update:</p> <ul style="list-style-type: none"> • Gender Pay Gap. The results of this analysis were discussed prior to the deadline on 5th April. This paper was shared with the Board and whilst there is no cause for concern the leadership team is fully committed to increasing diversity as an employer and ensuring that employment with Suffolk Libraries offers appeal to a broad range of users. • NPO – staff development programme. • Training update – this area is now picking up after the staff review. • GDPR • Review of the Safeguarding policy – this policy will be brought to the next committee meeting. There are currently 2/3 safeguarding incidents per month. • Recruitment – most vacancies following the staff review and recruitment freeze have now been filled. 	<p>BL</p> <p>BL/MW</p>
------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------

	<p>Health and safety committee</p> <p>The Chair of Health and Safety gave the following update:</p> <ul style="list-style-type: none"> • ASB – this continues to be an issue in libraries. The Police and Crime Commissioner has been contacted to arrange a meeting and the senior leadership team are discussing a way forward. • Homeless people are trying to stay in libraries after closing which is causing some issues. • A new banning letter has been put together which is easier for staff to complete. • A way of engaging managers and greater involvement with staff was discussed. This could be a skype meeting or a debrief via Yammer or similar. It was also agreed that there could be a rolling rota of the library managers who attend the meeting so others can be involved. <p>SW asked if there is going to be a policy put in place detailing support for staff when dealing with homeless people. The SCC Commissioner stated he has a colleague who deals with this issue and he will put them in contact with Suffolk Libraries.</p> <p>The SCC Commissioner asked if all libraries have sharps boxes and if they don't this should be addressed. The Governance Manager will speak with the Compliance Manager.</p>	<p>ST</p> <p>NH</p>
<p>6.</p>	<p>Management reports</p> <p><u>Overview of finance</u></p> <p>The Head of Finance stated that the year-end had closed with a surplus of £225k. This surplus is made up of £134K of unrestricted funds and £91k of restricted funds held on behalf of the stock unit and mental health fund. The reserves for Suffolk Libraries now stand at £501k. The Head of Finance stated that there are still a few costs expected but these will be minimal.</p> <p>The Board were asked to consider and agree to the following proposal:</p> <p>Staff dividend</p> <p>Due to the surplus it is possible to offer the staff a dividend payment of either £50 (pro rata) or £100 (pro rata) per staff member. There was a discussion around the criteria of length of service and it was agreed that all staff who were employed on 31st December 2017 and still employed to date will receive £100 (pro rata) payment. This would be in addition to the proposed 2% increase.</p>	

The Head of HR expressed her concern that this will be a difficult message to give to staff who have recently been through a review. The Chief Executive responded that the message to staff will be framed appropriately and given context. The SCC Commissioner stated that the total cost to Suffolk Libraries for this dividend is less than one third of 1% of the total SCC funding.

LBART decommissioning

If a bill for decommissioning the LBART building is forthcoming it is considered that it will be in the region of £5k for maintenance costs. It was agreed on this basis unnecessary to make a financial provision for decommissioning costs.

Budget

The Head of Finance asked the Board to be aware that over the next four years the current reserves could reduce to £28,280 by 2022 due to cost increases such as the living wage and inflationary pressures. This does not take in to account any income generation by Suffolk Libraries.

Audit

The audit this year is scheduled to take place during the week commencing 14th May 2018.

New layout of accounts

The Head of Finance asked the Board to consider the new layout of how the accounts are presented and asked if they would prefer these to be rounded to pounds or to thousands of pounds. It was agreed that these will be rounded to thousands.

Post Office

The Post Office have stated that they will no longer take part-full bags of coins which could possibly cause issues with banking and cash tills not agreeing on a weekly basis.

SW mentioned that the new graphic presentation of the accounts was very welcomed. She asked that the variance is presented as a percentage rather than monetary value as this would be more helpful. The Head of Finance stated that this will be amended.

Chief Executive Officer report

The Chief Executive presented the Management report stating that this will be reformatted in the future with the following approach being adopted. This will allow the report to become more succinct and digestible without losing the key information:

- Focus on Delivering the Strategic Pillars: Summaries of progress in specific management areas will be presented under the four strategic pillars (as

	<p>demonstrated below).</p> <ul style="list-style-type: none"> • Non-Financial KPI's: A one-page non-financial KPI document will be created. Until there are departmental business plans this will focus on the key deliverables of the core offer and Suffolk Libraries obligations to Suffolk County Council (SCC). • Library Activity Report: In future a more succinct summary of ongoing activities at each of our libraries will be developed. An appropriate format for this will be discussed prior to the next Board. • Incident Management Framework (IMF): There will be a separate document which acts as an IMF. This will be a quarterly summary of all health and safety incidents and other key compliance measures. <p>Other areas highlighted:</p> <ul style="list-style-type: none"> • Contact has been made with several Suffolk businesses giving both sides an opportunity to understand the potential for future partnerships. Once these have been explored for mutual value, specific proposals will be put in place. • The Chief Executive is currently looking to engage a fundraising consultant to develop a strategy for Suffolk Libraries. • GDPR – the HR team and Compliance Manager are working very hard to ensure Suffolk Libraries is compliant. • Anti-social behaviour – the Chief Executive is working hard to engage with partners but this is proving frustrating. The senior leadership team will revisit this to create a consistency in how Suffolk Libraries deals with anti-social behaviour. <p>The SCC Commissioner stated that he has some concern on the wording of 'banked' and 'in the bank' in the Section 106 update, and confirmed that SCC hold the money and only release this to Suffolk Libraries upon receiving and agreeing a business case. He has concern that the amounts stated might cause confusion with friends groups, an issue which has previously occurred. The Chief Executive will raise this with the Libraries Innovation and Development Manager.</p> <p>The SCC Commissioner also wanted to give his recognition to the friends groups who are doing an awful lot of good fundraising to help libraries.</p>	BL/KV
7.	<p>Refocusing Suffolk Libraries</p> <p>The Chief Executive stated that there was a Board away day 2 weeks ago where the Suffolk Libraries vision, aims and strategic pillars were discussed and agreed upon, as follows:</p> <p>Our vision is to enrich everyone's quality of life</p>	

	<p>Suffolk libraries aims to provide safe, fun and inspiring spaces that:</p> <ul style="list-style-type: none"> • Stimulate creativity • Expand knowledge • Foster a sense of community • Connect people <p>The four strategic pillars:</p> <ul style="list-style-type: none"> • Delivering the core offer • Developing new partnerships and services to attract new customers and increase income • Inspiring existing stakeholders and promoting our brand and services to more people • Establishing, measuring and monitoring our social impact <p>The Chief Executive and Board are now reviewing the resources and aligning staff to achieve this.</p> <p>Under each pillar will be a number of tactics on how these can be achieved.</p> <p>A values process is currently being conducted with staff to explore the 'why and the 'how' of Suffolk Libraries.</p>	
<p>8.</p>	<p>CIPFA statistics summary</p> <p>The Stock and Content Manager gave a summary of the annual library statistics which have recently been made to SCC which shows how Suffolk compares with other, statistically similar, library services. These figures relate to 2016/17.</p> <ul style="list-style-type: none"> • Suffolk was second in the group for total visits per 1,000 people and also second for the total number of visits - 3,159,367. This was the first year this figure has increased since Suffolk Libraries has run the service and this is the highest it's been since 2012/13. • Suffolk was fifth both for book issues per 1,000 and total book issues. Suffolk was second for eBook lending per 1,000 people. Suffolk is second for book stock per 1,000 people. • Suffolk is 9th for active borrowers per 1,000 people. This measure has limitations as this doesn't count someone visiting a Bookstart activity or downloading an eBook. • Suffolk is 12th for net expenditure per 1,000 people, and 13th for cost per visitor - suggesting it is a low-cost service offering good value for money, when compared with the number of visits and issues. Suffolk is also second for the total revenue income. In terms of employee expenditure as a percentage of revenue expenditure, we are second in the group. 	

	<ul style="list-style-type: none"> • Suffolk had the 2nd highest number of volunteers, and 2nd highest number of volunteer hours across the year, largely because we include Community Group activity in this. • Suffolk Libraries is top for the number of requests per 1,000 people and the number of online requests. Suffolk successfully supplied 73% of book requests within 7 days of request, putting the service third in the group. <p>The SCC Commissioner stated that Cllr Goldson is very pleased with the results. The Chair asked if Suffolk can learn from other library services who have performed well in specific areas.</p> <p>There are lots of powerful messages which can come out of this information although there are issues of reliability of these statistics due to the unreliability of aging equipment which must be taken into consideration.</p> <p>The SCC Commissioner stated that the data for 2017/18 is currently being collated. He also stated that he would be happy to share an Infographic which will be of interest to the Board.</p>	ST
9.	<p>Any other business</p> <p><u>Cllr Goldson</u></p> <p>The SCC Commissioner mentioned that Cllr Goldson had been interviewed by Radio Suffolk at the beginning of this week and had given information regarding the forthcoming Summer Reading Challenge. The Board asked for their thanks to be passed to Cllr Goldson.</p> <p><u>Mobile Libraries</u></p> <p>The SCC Commissioner gave an overview of what will be discussed at the forthcoming meeting with the mobile managers regarding the consultation conducted by SCC.</p>	
10.	<p>Date of next meeting:</p> <p>The next meeting will take place on Thursday 28th June 2018 at Bury Library.</p>	