

## 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	Thursday 28 <sup>th</sup> June 2018	
Place	Bury Library	
Time	11.15am – 1.15pm	
Attendees	Tony Brown, Sylvia Knights, Bruce Leeke (Chief Executive), Maureen Garratt Simpson, Colin Rockall, Sue Buck, Sarah Wilson, Stephen Taylor (SCC), Sara Blake (SCC), Cllr Paul West (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><b><u>Welcome and Apologies</u></b></p> <p>Apologies were received from Paula Phelan, Mike Ellwood, Daniel Harvey, Charlotte Clark, Paul Howarth and Peter Baker.</p> <p>The Governance Manager asked the SCC Commissioner if Sara Blake would still be invited to attend this meeting. The SCC Commissioner confirmed that Sara should be taken off the attendee list and he will confirm the name of the SCC staff member who will attend.</p>	<b>NH</b>
2.	<p><b><u>Declarations of Interest</u></b></p> <p>There were no declarations of interest.</p>	
3.	<p><b><u>Minutes of previous meeting 24<sup>th</sup> April 2018</u></b></p> <p>The minutes of the previous meeting were accepted as a true and accurate account of discussions.</p> <p><b><u>Matters Arising</u></b></p> <p><b>Bungay Library</b></p>	

	<p>The staffing at Bungay library has been amended and is working well.</p> <p><b>Beccles Library</b></p> <p>The refurbishment at Beccles library was finished at the weekend. The Chair thanked the staff for their fabulous contribution to ensuring the work was completed. An 'opening' event is being arranged and invitations will be sent to Board members.</p>	
4.	<p><b><u>Decisions</u></b></p> <p><b><u>Safeguarding policy</u></b></p> <p>The Libraries Innovation and Development Manager presented the updated Safeguarding Policy which had been agreed and recommended by the Staffing Committee.</p> <p>It is good practice to refresh an organisational safeguarding policy at least every three years. Since the last policy was written there have been a few changes regarding county-wide safeguarding practices. All of these changes are now reflected in the refreshed policy.</p> <p>SW welcomed the inclusion of volunteers in the safeguarding training. The Libraries Innovation and Development Manager responded that the new Volunteer Coordinator would be arranging this and a briefing note will also be provided to volunteers. The Home Library Service will also receive this training and this could be through on-line training which will also be made available to staff and volunteers.</p> <p>The Chair asked if the existence of this policy could be communicated with friends groups.</p> <p>The policy was agreed and accepted.</p>	KV
5.	<p><b>Update from committees</b></p> <p><b>Finance Governance and Audit Committee</b></p> <p>The Chair of Finance, Governance and Audit informed the Board of 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"> <li>• An update from the Stock Manager.</li> </ul>	

	<ul style="list-style-type: none"> <li>• An introduction to Mellissa Matthews who is the NPO Coordinator. The committee were very impressed with a comprehensive NPO update.</li> <li>• A review of Board meetings.</li> <li>• Antisocial behaviour update. The Community Team Lead has simplified the banning process and produced a flow-chart to assist staff. The guidelines and policy have been rewritten to define what antisocial behaviour is and how Suffolk Libraries deals with it. The pack is currently being finalised. Antisocial behaviour training programme is still being discussed and there is a meeting scheduled next week for this. The Chief Executive met with the Police and Crime Commissioner who felt that the police can give Suffolk Libraries more support and provided positive suggestions of how to deal with antisocial behaviour. The Chair asked for the pack to be brought to the next Board meeting.</li> </ul> <p>The SCC Commissioner stated that the Suffolk Libraries response to antisocial behaviour is founded in the library byelaws and he would like early sight of the policy. He also stated that SCC wish for libraries to remain as safe havens to those who want and need them but also recognised that staff and customer safety is important.</p> <p><b>Staffing Committee</b></p> <p>The Chair of the Staffing Committee gave the following update:</p> <ul style="list-style-type: none"> <li>• The committee agreed the Safeguarding policy which has been adopted today.</li> <li>• Training update – there is lots of training happening at the moment. Positive feedback has been received from staff for the NPO training.</li> <li>• Sickness management – the sickness figures were lower than previously due to long-term issues being resolved. The main cause of sickness was due to cancer and, unfortunately, 2 members of staff have passed away due to this.</li> <li>• Staff rewards – 20 staff received rewards following the latest panel meeting.</li> <li>• The Staff Advisory Group has been revamped and renamed EARWIG (Engagement and really good ideas group). This will commence after Latitude and good ideas from staff and Board members will be welcomed.</li> <li>• People plan – the Chief Executive gave his preliminary thinking on the Suffolk Libraries People Plan.</li> <li>• A light touch review of the 10 libraries which were affected by the ‘Next 5 Years’ review will take place.</li> </ul>	<p>DH/NH</p> <p>DH</p>
<p>6.</p>	<p><b>Management reports</b></p> <p><b><u>Overview of finance</u></b></p> <p>The Head of Finance gave an update to the Board:</p>	

- Year to date is £13k above budget at £34k
- The target for income generation 2018/19 is to increase in-house income generation by 10%.
- Profit generation – this is currently £9k above budget for the year.
- Photocopying and printing are showing good results and this area has produced a year to date surplus of £4k above budget.
- A pay increase of 2% was implemented in the May payroll and backdated to April.
- IT costs continue to be under budget due to the IT Team being a member of staff down, as are Central Services.
- The audit report for 2017/18 has been received and there are no suggested changes.
- Scam detection – an email was received in the junk mailbox for a request of £9k from an unknown person with a Suffolk Libraries email address. This was investigated and proven to be a scam. IT reported that this proved the IT security systems were working – and that the finance team are diligent in ensuring all requests for payment are genuine.

#### **Chief Executive Officer report**

The Chief Executive presented the reformatted report which show how Suffolk Libraries are delivering the four strategic pillars. This report will be refined over time. The Chair welcomed the new structure of the report.

The following areas were highlighted:

- Events and activities attendees - The totals show that the number of events and activities has increased from 9,534 to 11,120 to 12,659 over the last three years. Attendees have increased from 155,876 to 175,561 to 182,298. This highlights the success and reflects the impact of Suffolk Libraries and great credit should be given to all those involved.
- Gang violence - There has been a dialogue between SCC and Suffolk Libraries in relation to the recent gang violence impacting North East Ipswich. The focal point of these discussions has been Gainsborough Library. The Libraries Innovation and Development Manager has conducted a series of risk assessments on activities targeted at youth. There has also been a review of security arrangements. The situation will be monitored carefully as we move into the Summer holidays.  
The SCC Commissioner asked if his thanks could be relayed to those staff who responded so positively and quickly to the issues in Gainsborough.
- Suffolk Community Foundation - The Chief Executive met his equivalent from Suffolk Community Foundation. The meeting highlighted the potential to tap into some of the funding available from this foundation. There is particular synergy between some of their funding strands and our 'Local'

	<p>proposition. The Chief Executive will take further discussions forward once there is a better understanding of what SCC are planning to do with the mobile service.</p> <ul style="list-style-type: none"> <li>West Suffolk College - The Chief Executive met with Elton D’Souza a trustee of West Suffolk College. The College have a very ambitious principal who is keen to work with local partners to develop mutual benefit for the local economy and his students. A meeting has been arranged between Suffolk Libraries and the College in July.</li> </ul> <p>The Chair mentioned that WSC are currently in a competitive bidding process to provide a technology hub and Suffolk Libraries might be able to join up with them. MGS stated that Suffolk New College are running something similar.</p> <ul style="list-style-type: none"> <li>Tourist Information - The Governance Manager and Chief Executive have been involved in a number of discussions regarding Tourist Information provision. This has culminated in a meeting that will attempt to facilitate a more joined up approach between District and Town Councils. The central thread of the proposal is to have tourist information consistently hosted at libraries. Additionally, the Marketing and Communications Manager has met with two of the county’s Destination Management/Marketing Organisations (DMOs). These promote Ipswich, the Suffolk Coast and West Suffolk as visitor destinations and are keen to promote the information and activities libraries provide. The Vice Chair mentioned that Visitor Information Points already exist in Beccles, Bungay and Lowestoft Libraries and they should be spoken with.</li> <li>MacMillan Cancer Support - Members of the stock and content team have met with MacMillan Cancer Support to develop an information offer to people living with cancer and their carers. MacMillan have created a wealth of information leaflets, available physically and digitally, covering all areas of potential need in relation to living with cancer, including support available, treatments, finance, work and benefits, wellbeing and mental health. The stock and content team are working with MacMillan to select a core set of resources to be held in physical format in larger libraries as well as signposting to the full range in downloadable form in all libraries. The potential for hosting peer-support groups in libraries with support from MacMillan is also being explored.</li> <li>Ipswich Town Fun Day - The Suffolk Libraries Local brand will be promoted at the Ipswich Town Fun Day on Thursday 26th July. Tom Veasey will create a library in a gazebo and will run timetabled singing and story sessions. Leaflets promoting SLL branches will be distributed. Tom Veasey will also be attending the Ipswich North East Area Committee meeting on Thursday 14<sup>th</sup> June to provide feedback on the first three months of SLL Rushmere to councillors.</li> </ul> <p>The Chief Executive mentioned that the Suffolk Show is being considered for the future.</p>	<p>NH/BL</p>
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	<ul style="list-style-type: none"> <li>• Suffolk Day - As part of Suffolk Libraries' contribution to the Suffolk Day initiative, the stock and content team have created a number of booklists featuring books with a Suffolk connection. The occasion is also being used to restart promotion of Suffolk Writes, encouraging writers based in the county to share their work with library users through the Overdrive platform. Now that the stock and content team are at full capacity, development and promotion of Suffolk Writes can pick up again. A Suffolk Day 2018 blog has been published on the website, focusing on library Suffolk Day events and how living in the county inspires local authors, with the aim of generating publicity and web visits.</li> <li>• Lowestoft record office - Discussions have been held with Peter Aldous MP (Waveney) and SCC in relation to the Lowestoft Record Office. All parties agree that a more ambitious project, rather than just focusing on the Record Office, could be transformational for the library and the local economy. The starting point for this project is likely to involve research from SCC into what local partners might be interested in a consortium approach and also what funding pots are available locally and nationally. The SCC Commissioner gave some context to the issues and the Chair mentioned that Cllr Mark Bee is also interested in this project.</li> </ul> <p>The Chair thanked the Chief Executive for the report and asked that once the stock figures have been confirmed as an increase this should be publicised.</p>	PH/JP
7.	<p><b><u>Refocusing Suffolk Libraries</u></b></p> <p>The Chief Executive gave an update.</p> <p>The restructure process has been started. The central services team have given very positive contributions towards the new structure and these are currently being digested. There will be a closed Board meeting directly after this meeting to discuss the consultation findings.</p>	
8.	<p><b><u>Impact reporting</u></b></p> <p>The Chief Executive asked for support from the Board to take this project forward.</p> <p>Suffolk Libraries carries out many services that support the needs of society. These services are partly driven by obligations to Suffolk County Council (SCC), but they are also an inherent part of the DNA of the library experience which has evolved over generations. Establishing, measuring and monitoring the real impact of services is a complex process. But understanding the financial value of the social impact of services will enable us to enhance the organisations appeal to future funders but also highlight the exceptional value delivered on behalf of SCC. This</p>	

	<p>paper outlines how Suffolk Libraries intends to develop a methodology to measure, monitor and evaluate social impact for years to come.</p> <p>It is recommended that the Board approves expenditure on hiring a specialist consultancy to help us measure social impact. Suffolk Libraries plans to work with this consultancy to develop a methodology that key staff members can be trained to deliver in the future. This will ensure that there are at least 2-3 'in-house' impact specialists. Taking this approach creates additional long-term value from the initial investment and also creates a development opportunity for senior managers.</p> <p>The Chief Executive mentioned that there is a meeting on 17<sup>th</sup> July 2018 to clarify details and there is no immediate urgency for this work. The Chief Executive has suggested a 6-12 month window to ensure the right methodology is put together.</p> <p>The Vice Chair mentioned that this piece of work is very important when the SCC contract is being renegotiated for Suffolk Libraries to understand the impact of their social value.</p> <p>SB agreed and mentioned that the complete offer needs to be investigated, ask for recommendations from other clients and invite the provider to come and present to the Board.</p> <p>The SCC Commissioner asked for permission to share the paper with the SCC Head of Intelligence (Anna Crisp) whose advice would be invaluable and would ensure that priorities and measurement methodology aligns.</p> <p>The Libraries Innovation and Development Manager suggested that the scope is quite narrow and needs to be expanded. The Chief Executive agreed and responded that the scope still needs to be agreed.</p> <p>The Chair stated that he would broadly support this course of action but would welcome some case-studies of work this company have successfully provided for others.</p> <p>The Libraries Innovation and Development Manager suggested looking at Arts Council impact report, she will investigate further.</p>	KV
9.	<p><b><u>Update on fundraising workshops</u></b></p> <p>The Chair gave an update on the workshops.</p> <p>This has been a very positive process and the workshops have been constructive and will have a developmental impact.</p>	

	<p>The first workshop involved describing Suffolk Libraries existing audience and the generation of a pen-portrait of the different groups served by Suffolk Libraries. This was aimed at helping staff to envisage and understand the customer of Suffolk Libraries.</p> <p>The next workshop related to services and to make a list of what Suffolk Libraries does – the what/why is it of value/how to enhance to create more profit. This was a good way of analysing the business of Suffolk Libraries. There was an exercise in who the competitors of Suffolk Libraries are and examples of organisations in this sector who fundraise and what they achieve.</p>	
10.	<p><b><u>Any other business</u></b></p> <p><b>Kedington Library – change of hours</b></p> <p>The manager of Kedington library has worked with the Parish Council, Kedington library friends, staff, customers and local stakeholders on a proposal to amend the opening hours of the library to better suit customer demand.</p> <p>The proposal is to close the library on a Sunday when there is very little footfall and move these hours to weekdays when there is customer demand. The proposal is cost neutral.</p> <p>This was agreed by the Board.</p> <p><b>Mobiles</b></p> <p>The SCC Commissioner gave a confidential update regarding the mobile libraries.</p> <p><b>Scam email</b></p> <p>The SCC Commissioner mentioned that a number of SCC staff had received an email purporting to be from the CEO of SCC but he address was slightly different to the correct address (.org.uk rather than .gov.uk). The SCC Commissioner asked for Suffolk Libraries staff to check the address and delete if necessary if they receive an email from the SCC CEO.</p>	
11.	<p><b>Date of next meeting:</b></p> <p>The next meeting will take place on Thursday 6<sup>th</sup> September 2018 at Riverside Community Centre.</p>	