

## 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 20 December 2018
Place	Riverside Community Centre
Time	11.00am – 1.00pm
Attendees	Tony Brown (Chair), Sylvia Knights (Vice Chair), Sue Buck, Charlotte Clark, Maureen Garrett-Simpson, Christine Geeson (SCC), Marion Harvey, Sally Irvine, Bruce Leeke (Chief Executive), Colin Rockall, Stephen Taylor (SCC), Cllr Paul West (SCC), Sarah Wilson
Invited	Alison Leyshon (new Board Member), Peter Baker (Head of IT), Laura Cooke (HR Manager), Mike Ellwood (Compliance Manager), Matthew Freeman (Director of Business Development and Customer Experience), Daniel Harvey (Head of Community and Performance), Paul Howarth (Head of Content and Product Development), Nikki Hulse (Business Development Manager), Sophie Moy (Governance Coordinator), Leon Paternoster (Head of Digital and Marketing), James Powell (Marketing and Communications Manager), Krystal Vittles (Head of Service Delivery), Mandy Wilkinson (Head of Finance)

		Action
<b>1.</b>	<p><b><u>Welcome and Apologies</u></b></p> <p>Apologies were received from Tony Brown, Peter Baker, Mike Ellwood, Daniel Harvey, Marion Harvey, Nikki Hulse, Sally Irvine, James Powell, Krystal Vittles, Cllr Paul West and Christine Geeson.</p> <p>Matthew Freeman, the new Director of Business Development and Customer Experience was welcomed to his first Board meeting.</p>	
<b>2.</b>	<p><b><u>Declarations of Interest</u></b></p> <p>A declaration of interest was declared from Sue Buck, as a member of the friends of Long Melford library, regarding the report on the changes in opening hours for Long Melford Library.</p>	

3.	<p><b><u>Minutes of previous meeting 25 October 2018</u></b></p> <p>The minutes of the previous meeting was accepted as a true and accurate account of discussions. There were no matters arising.</p>	
4.	<p><b><u>Co-option of Alison Leyshon, new Board Member</u></b></p> <p>It was proposed by Sylvia Knights and seconded by Maureen Garrett-Simpson that Alison Leyshon be formally co-opted as a Board member. The Board welcomed Alison and hoped she would enjoy her time as a Board member.</p>	
5.	<p><b>Update from committees:</b></p> <p><b>Finance Governance and Audit Committee</b></p> <p>The Chair of the Finance, Governance and Audit Committee informed the Board of discussions at the first committee meeting since the AGM. The committee discussed the following:</p> <ul style="list-style-type: none"> <li>• The Terms of Reference had been amended and would be re-circulated to all Board members.</li> <li>• The financial regulations had been reviewed.</li> <li>• A paper on Fees and Charges was presented. It was explained if the proposal was agreed the next step would be to approach Suffolk County Council. There was interest in what action would be taken if fines were not paid. The Board agreed a paper, including further detail, would be sent to Suffolk County Council. It was also agreed to review the charge annually, as well as looking at bad debt and addressing its recovery. The Head of Finance felt the ability to pay via the website should help as well as advertising more widely the ability to pay via telephone.</li> <li>• The Head of Service Delivery had put forward a proposal to amend Long Melford Library’s opening hours based on local consultation and an assessment of need by the library manager. With the redeployment of the manager from her previous role as Community Libraries Manager there were additional hours within her contract which were not being used to their full advantage. The manager also felt that there were other operational changes which could be made to create a better service for the community. Broadly, the proposals were to make use of the manager’s contracted hours to include an additional 6 hours of opening, across four days, with some movement around current opening to better reflect the needs of the community. To move the staffed hours from Sunday to Saturday and make use of volunteers on Sundays so there was still a</li> </ul>	<p><b>SM</b></p> <p><b>KV</b></p>

	<p>small library presence on this day. The Board noted there would be a small increase in rent due to additional opening.</p> <p>The proposal was agreed by the Board.</p> <ul style="list-style-type: none"> <li>• CCTV and Data Protection. It was noted there were ongoing changes to legislation that impacted these but that they were being refreshed to reflect this. The Board agreed the policies.</li> </ul> <p><b>Staffing Committee</b></p> <p>The Chair of the Staffing Committee informed the Board of discussions at the first committee meeting since the AGM. The committee discussed the following:</p> <ul style="list-style-type: none"> <li>• A new Chair had been elected.</li> <li>• Usual reviews of key areas had taken place and the roles of volunteers had been considered.</li> <li>• Minor changes had been made to the Terms of Reference which would be circulated to the Board.</li> </ul> <p><b>Business, Development and Marketing Committee</b></p> <p>The Chair of the Business, Development and Marketing Committee explained this meeting had recommenced, which was good timing following the appointment of the new Director of Business Development and Customer Experience. The following had been discussed:</p> <ul style="list-style-type: none"> <li>• Terms of reference were being developed but would be brought back to the Board.</li> <li>• KPI's were also in the process of being developed.</li> </ul> <p>It had been a brief introductory meeting.</p>	<b>SM</b>
<b>6.</b>	<p><b>Management reports</b></p> <p><b><u>Monthly Finance Report</u></b></p> <p>The Head of Finance updated the Board on the management accounts to November 2018 as follows:</p> <ul style="list-style-type: none"> <li>• The year to date result was £27,000 above budget and there had been a surplus in the month of £33,000.</li> <li>• Overall the forecast was for a healthy surplus against budget</li> </ul>	

- The current recommendation was to end the year with an increased surplus against budget and for this to be added to the reserves.
- It was noted next year would be a year of investment and that there would be a deficit budget and therefore it made sense to build the reserves in a year of strong performance.
- The central services office refurbishment had commenced.
- All annual planning cycle timetable milestones had been met.
- The final budget would be submitted to the Finance, Governance and Audit Committee in January 2019.

It was recommended to the Board that the budget surplus in 2018-19 be approved with a view to reinvesting the funds in 2019-20.

The Board fully supported the prudent approach which had been a result of a lot of hard work. It was a sensible plan and by taking a longer-term view, it would ensure Suffolk Libraries became a more resilient organisation.

**Chief Executive Officer report**

The Chief Executive presented the report to the Board and highlighted the following:

- The format of the paper was still work in progress.
- A KPI dashboard would be introduced in the future.
- The “visitor information points” (VIPs) had been an interesting exercise. It had involved hard work and was administratively intensive. This type of activity would require significant evaluation in future to ensure it was the worth the time commitment required. A new VIP had been agreed, however, in the new Eye library and a Memorandum of Understanding had been signed.
- The University of Suffolk had been a good strategic partner to work with. It was planned to use them for a research project in the future to look at developing research which aimed to draw a clear correlation between the introduction of library services, experiences and content and an improvement to an individual’s wellbeing. Suffolk MIND had also been approached to participate. MBA students could be used for a number of enterprise initiatives from a one-day conference to creating a revenue generating business around the sale of excess non-fiction.
- The Head of Content and Product Development had met with the British Libraries Coordinator and there was definitely an opportunity to work with them to develop an enterprise zone for local businesses.
- Recognition should be given to volunteers on the work they provided for Suffolk Libraries. Broader engagement of volunteers would be important for the future. It was noted that both the Head of Community and Performance and the Volunteer Engagement Manager had done a great job in developing a strategy. The Board felt in the future there should be an agenda item

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	<p>entitled “Volunteers Strategy”. It was felt people were starting to understand that Board members were also volunteers.</p> <ul style="list-style-type: none"> <li>• It was noted from January 2019, “roadshows” would be taking place for both staff and community groups outlining future plans.</li> <li>• Meetings were currently taking place on the possibility of having a coffee partner. Someone who could lease space in libraries who had the relevant expertise who could deliver across different sites. “The Coffee House” had a great vibe. Further meetings would take place in the new year.</li> <li>• The Director of Business Development and Customer Experience explained he had met with Fred Olsen as well as Vertas.</li> <li>• In terms of statistics it was a mixed bag regarding trends. It was highlighted that the figures should be developed further to enhance reporting.</li> <li>• It was highlighted that library cards needed to be seen as more valuable item by customers.</li> <li>• The website should become an effective tool to further engage customers.</li> <li>• There had been a consistent downward trend in relation to sickness.</li> <li>• In relation to the incident management framework further work was required, especially with anti-social behaviour over the next 6-9 months. The Governance Coordinator and the Compliance Manager would investigate.</li> </ul>	
<b>7.</b>	<p><b>Any other business</b></p> <p>On behalf of the Board, the Vice Chair gave her thanks to Peter Baker, Head of IT, and wished him well for all of his hard work over the past 3 years. It was felt that Peter had made a huge difference to Suffolk Libraries.</p> <p>The Vice Chair finished the meeting by wishing everybody a happy Christmas.</p>	
<b>8.</b>	<p><b>Date of next meeting:</b> <b>Thursday February 2019, Bury St. Edmunds Library</b></p>	