

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
Board Members	Tony Brown (Chair), Sylvia Knights (Vice Chair), Sue Buck, Charlotte Clark, Maureen Garrett-Simpson, Christine Geeson (SCC), Marion Harvey, Sally Irvine, Bruce Leeke, Alison Leyshon, Colin Rockall, Stephen Taylor (SCC), Cllr Paul West (SCC), Sarah Wilson
Date	Thursday 28 February 2019
Place	Bury St Edmunds Library
Time	11.00am – 2.15pm
PRESENT:	<ul style="list-style-type: none">• Tony Brown (Chair)• Sylvia Knights (Vice Chair)• Sue Buck (Board Member)• Charlotte Clark (Executive Library Manager)• Maureen Garrett-Simpson (Honorary Secretary)• Sally Irvine (Board Member)• Bruce Leeke (Chief Executive)• Alison Leyshon (Board Member)• Colin Rockall (Board Member)• Stephen Taylor (Suffolk County Council – Culture, Health and Well Being Manager)• Sarah Wilson (Board Member)
In attendance:	<ul style="list-style-type: none">• Mike Ellwood (Compliance Manager)• Daniel Harvey (Head of Community and Performance)• Sophie Moy (Governance Coordinator)• Mandy Wilkinson (Head of Finance)

		Action
1.	<p><u>Welcome and Apologies</u></p> <p>The Chair opened the meeting by recognising this was the first Board to be held since the death of Ali Hopkins, a much loved and respected colleague at Suffolk Libraries. A minute's silence was held to reflect her immense contribution to the community.</p>	

	Apologies were received from Nikki Hulse, Leon Paternoster, James Powell, Krystal Vittles and Christine Geeson.	
2.	<p><u>Declarations of Interest</u></p> <p>There were no declarations of interest.</p>	
3.	<p><u>Minutes of previous meeting 25 October 2018</u></p> <p>The minutes of the previous meeting was accepted as a true and accurate account of discussions.</p> <p><u>Matters arising:</u></p> <p>It was reported that the fees and charges proposal was awaiting Councillor West's approval.</p>	
4.	<p>Update from Committees:</p> <p>Finance Governance and Audit Committee</p> <p>The Chair of the Finance, Governance and Audit Committee informed the Board of discussions which were held at the last meeting which included:</p> <ul style="list-style-type: none"> • Accounts, which would be discussed later. • Both the Terms of Reference and the Financial Regulations would be brought back following the Governance Review. The terms "surplus" and "deficit" to be used in the future rather than "profit" and "loss". • Five year projection to be taken forward with key performance indicators (KPI). These were to be reviewed on a bi-annual basis. • Risk register was presented with the related policy. • The new IT Manager was introduced, and it was agreed the IT update report would continue especially in respect of staff and service. • Redevelopment of the Hub, plans had been agreed and "The Lab" to be included. • Content and Product Development report had been circulated to all Board members. • NPO update. To be summarised in the future with enhanced impact and outcome reporting. • A discussion took place regarding Section 106 and CIL monies with an explanation given as to how these were used. 	

	<ul style="list-style-type: none"> • Plans had now changed in respect of the mobile libraries. The Head of Finance was waiting for new costings, but it was felt the vans would be purchased rather than leased. • Risk Register would continue to be a working part of the Senior Leadership Team agenda in the future and would also be included in the Governance Review. <p>A question was raised as to whether there was a timetable for the redevelopment of the Hub and the Head of Finance explained works were due to commence week commencing 11 March 2019. It was hoped this would be completed by the end of the financial year.</p> <p>Business, Development and Marketing Committee</p> <p>The Chair of the Business, Development and Marketing Committee explained it had been an interesting meeting and the following had been discussed:</p> <ul style="list-style-type: none"> • Terms of Reference had been put on hold until the completion of the Governance Review. • There had been an update on the Sponsorship Policy which was still in the process of being developed. • A draft strategy was presented in respect of the components for Business Development. • There had been a discussion around the Communications Strategy and the ongoing work in respect of this. <p>Staffing Committee</p> <p>The Chair of the Staffing Committee informed the Board of discussions held at the meeting on 28 February 2019. The committee discussed the following:</p> <ul style="list-style-type: none"> • The Terms of Reference was on hold until the completion of the Governance Review. • The usual facts and figures were included in the Management report to Board. • It was recognised the HR Manager worked hard and made swift progress in relation to the People Plan which would involve a very important shift in the way Suffolk Libraries recruited, trained and developed all staff. It was hoped over time retention of staff could also be monitored. This would be a regular item in the future. 	
<p>5.</p>	<p>Introducing KPI's</p> <p>The Chief Executive explained in the future KPI's would be reviewed at every Senior Leadership Team meeting and would also be presented to the Board. Whether they were substantive or for information only would be a Board</p>	

	<p>decision. This report was a starting point, the Head of Community and Performance would look at baselines in order capture data more efficiently with the hope of mapping trends in the future.</p> <p>It was noted the new footfall technology would ensure quarterly reporting could be produced. As this was work in progress the Chief Executive asked for feedback on the main areas that the Board would like to see.</p> <p>Board members were keen to see customer satisfaction presented on a quarterly basis, employee statistics be reported annually as well as volunteer engagement. It was thought that trends should also be measured.</p> <p>It was felt it would make sense for the organisation to have a quickly digestible and graphically powerful set of KPIs. The KPIs would develop with the organisation but should always reflect the areas of performance and development.</p> <p>It was agreed that the Chief Executive would share additional information after the meeting to see the level of detail captured.</p> <p>The Board agreed the principal and the Chief Executive would redefine the draft report and bring to the next Board meeting.</p>	<p>BL</p> <p>BL</p>
<p>6.</p>	<p>Management reports</p> <p><u>Chief Executive Officer report</u></p> <p>The Chief Executive presented the report to the Board and highlighted the following:</p> <ul style="list-style-type: none"> • The digital and marketing team were working with both the Suffolk Agricultural Society and West Suffolk College to have a Suffolk Libraries presence at the Suffolk Show. • The Coffee House would be opening a new café at Bury St Edmunds library on 2 March 2019. Other sites were currently being considered and talks were ongoing. • Suffolk Libraries day, several positive responses had been received regarding the sponsored book journey. This had real community reach. • Barclays Eagle Lab, possibility of hosting a lab at Ipswich County Library. Discussions were ongoing. • The BLOC programme continued to draw in more young people to the libraries through its exciting and innovative programmes. It was noted that during year one analysis had shown that more than 1,000 young people participated in an arts activity and year two looked like it would expand this further. 	

	<ul style="list-style-type: none"> • Library performance – there were anomalies in the figures and the Head of Community and Performance would be looking at these more closely. There was a national trend of library use being in decline. New footfall counters were being installed. • Level of volunteering had gone up. <p>The Board felt that there was potential in respect of engaging banks who were currently aspiring to play a bigger role in economic development. It was also felt that New Anglia LEP could be a potential partner. The Chief Executive would be meeting with the Head of Partnerships at Barclays and would look to start a conversation with the LEP. It was considered that the absence of rural banks was a major issue. However, the Chief Executive felt that libraries had limited appeal as banks would be unable to sell their products within a library as per FCA rules. An option would be to have pop up libraries in isolated locations and to incorporate these with a virtual high street offer alongside pop up libraries.</p> <p>In respect of the BLOC project there was concern that the money was not being spent and Suffolk Libraries should maximise suitable opportunities.</p> <p>The Board were pleased with the work the Volunteer Engagement Manager had produced and recognised the excellent feedback following the workshops which had recently taken place.</p> <p><u>Monthly Finance Report</u></p> <p>The Head of Finance updated the Board on the management accounts to January 2019 as follows:</p> <ul style="list-style-type: none"> • The year to date result was £21,000 above budget and there had been a surplus in the month of £6,000. • The budget for 2019/2020 was submitted to the Finance, Governance and Audit Committee on 1 February 2019 where it was accepted. • The annual audit would commence during the third week in May. • Refurbishment work in the Hub would start on 11th March 2019 which would cause some disruption. • Costs required chasing in respect of the new mobile library vans and whether a third party was required in terms of the refit. • 21 footfall counters were currently up and running and there were another three weeks of installation still to take place. <p>The Board considered the budget to be a prudent way forward.</p>	
7.	Values	

	This item was discussed as part of the People Plan.	
8.	<p>Governance Review</p> <p>Alison Leyshon, Board Member, introduced the report and requested views as to whether the Board were happy with the approach detailed.</p> <p>It was agreed that all Board members would be included in the discussion and gave thanks for the Governance Review panel for taking on this piece of work.</p> <p>The Board were pleased with the way the review had developed and it was felt the three members who had been involved in the process, due to their combination of experience, had given valuable new ways of thinking.</p>	
9.	<p>Budget Overview</p> <p>The Chief Executive and the Head of Finance presented the budget for 2019/2020. This had been discussed at the Finance, Governance and Audit Committee on the 1 February 2019 and recommended to the Board for acceptance.</p> <p>The budget had been set to a deficit of £123,000 which should be seen in the context of the forecast surplus for the year 2018/2019 of £188,000.</p> <p>The Board had some questions in relation to the detailed schedule differing from the figures detailed in the report. The Head of Finance explained that the schedule highlighted the previous year's expenditure against the forecast expenditure and highlighted any variation. Utilities were covered under running costs. To clear up any confusion the Head of Finance to explain the variances in the document via email to the Board following the meeting.</p> <p>The Board agreed the budget and felt it made good sense to reinvest in a strategic way. They agreed the investment strategy based on the outcome of this year.</p> <p>The Board approved and adopted the budget for next year.</p>	MW
10.	<p>People Plan</p> <p>The Chief Executive explained there were four key areas in delivering.</p> <p>The HR Manager had produced a spreadsheet which presented what was planned. Some of the work would be undertaken directly by the HR Team, some by EARWIG and some by the Wider Leadership Team. The appendix in the people plan showed the five values.</p>	

	The Board felt that this was an articulation of the organisation and the type of employer Suffolk Libraries wished to be.	
11.	Brandon Library Change of Hours The Head of Community and Performance presented the report. The change of hours was agreed.	
	<i>It was agreed that the following item was discussed in private, for Board Members only.</i>	
12.	<u>CONFIDENTIAL</u> <i>Consideration of Business Development Issues/Role</i>	
13.	Any other business There was none.	
14.	Date of next meeting: Thursday 2 May 2019, Riverside Community Centre	

The meeting closed at 2:15pm