

*your*  
**Suffolk libraries**  
*... expanding horizons*

**Suffolk's Libraries IPS Limited**

**(A Registered Society under the Co-operative and Community Benefit  
Societies act 2014)**

**Annual Report and Financial Statements**

**For Year Ending 31 March 2015**

Society Registration Number: IP031542

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# Suffolk's Libraries IPS Limited

## Contents

	Page
Reference and Administrative Information	1
Annual Report	2-29
Independent Auditor's Report	30-31
Statement of Financial Activities incorporating Income and Expenditure Account	32
Balance Sheet	33
Cash Flow Statement	34
Notes to the Financial Statements, incorporating:	35-48
Statement of Accounting Policies	35-37
Other Notes to the Financial Statements	37-48
Details of Voluntary Income	49-51

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# Suffolk's Libraries IPS Limited

## Reference and Administrative Information

Society Name:	Suffolk's Libraries IPS Limited	
Society Registration Number:	IP031542	
Principal Address:	Ipswich County Library Northgate Street Ipswich IP1 3DE	
Board Members	Tony Brown (Chair) Sylvia Knights (Vice Chair) Jonathan Ogden Sue Buck Anne Mallalieu Alison Wheeler Colin Rockall Peter Callaghan Bob Roberts John Fisher	
Hon. Secretary	Jonathan Ogden	
General Manager	Alison Wheeler	
Auditors	Larking Gowen 1 Claydon Business Park Great Blakenham Ipswich Suffolk IP6 0NL	
Bankers	The Co-Operative Bank 11/13 Princes Street Ipswich Suffolk IP1 1PH	Barclays Bank PLC 3 St James Court Whitefriars Norwich NR3 1RJ
Solicitors	Birketts 24-26 Museum Street Ipswich Suffolk IP1 1HZ	

# **Suffolk's Libraries IPS Limited**

## **Suffolk Libraries IPS Limited**

### **Report of the Directors for the period ending 31 March 2015**

The Directors are pleased to present their report together with the financial statements of the Society for the period ending 31 March 2015 which are also prepared to meet the requirements for a Directors' report and accounts for Co-operative and Community Benefit Societies Act purposes.

The financial statements comply with the Co-operative and Community Benefit Societies Act 2014 and the Statement of Recommended Practice — Accounting and Reporting by Charities (SORP 2005).

#### **Chairman's introduction**

##### **Establishing the Gold Standard**

This Annual Report describes a year of exceptional achievement.

At our last AGM, William Sieghart – who was leading an independent review of library services for the government – described Suffolk Libraries as 'remarkable,' and 'the future.' When his report was published in December he confirmed on the BBC's Today programme that Suffolk represents the 'gold standard' of library services. Over 90% of our customers say our service is as good as – or better than – before we changed our structure. And this success has been achieved at the same time as saving almost 25% of the pre-Mutual budget.

During the year we report on here the organisation was still working through some of the major challenges that were triggered by our move to Mutual status in 2012/13.

Managers and staff in the branches were adjusting to new ways of working, and new ways of interacting with customers, Friends groups, and the central support services. New systems were being established for finance, HR and IT, all of which created unforeseen work (and frustration!) for customers, frontline staff, and the small team of specialists charged with implementing the new systems, and fire-fighting the problems, which were many and complex (and often outside their control).

The fact that the new systems are now embedded, and most of the aggravating problems have been overcome is a tribute to the patience and motivation of frontline staff, and to the quality and resilience of our central team, led by our General Manager, Alison Wheeler.

The almost all-new Board was (and still is) on a steep learning curve. We share a commitment to stimulating a confident and highly motivated organisation. We are blessed with amazingly able colleagues throughout the organisation, and our priority is to release their energies and creativity, to provide an ever more highly valued service to our communities, and an ever more rewarding professional environment for staff.

## **Suffolk's Libraries IPS Limited**

Three initiatives in particular highlight our commitment to this priority: the introduction of a Reward scheme to recognise particularly valuable contributions from individuals and teams; the commitment to paying the Living Wage; and the investment in a Leadership programme to promote confidence and skills in the 40 or so individuals we expect to lead the service into a demanding, but exciting future.

The other development I would like to draw attention to is the growing importance and influence of our Community (or Friends) groups. These local, voluntary supporters are providing energy and experience right across the County, and I would like to thank them all for the key role they play in ensuring the service is increasingly rooted in the communities we serve.

Tony Brown

Chair of Suffolk's Library IPS Limited Board

# **Suffolk's Libraries IPS Limited**

## **Our objects and activities**

The objects of the Society are to:

- (a) promote and enable reading, learning and the sharing of knowledge through free access to book borrowing, electronic and other information services;
- (b) make other educational, cultural and entertainment materials available for hire;
- (c) encourage access to informal adult learning, skills training and employment opportunities;
- (d) facilitate activities to improve well-being;
- (e) provide welcoming accessible environments where social inclusion and community development can safely prosper in response to changing demographic, socio-economic and educational needs of the people in the area of benefit;
- (f) build partnerships of shared interest between public, private and voluntary sectors at the heart of communities.

## **The vision that shaped our activities**

- Suffolk Libraries is an independent organisation which delivers public library services which help people read, learn, get information and connect with others in their local communities.
- We have welcoming and committed staff and volunteers who are dedicated to helping people find the services they need.
- In our 2020 Vision it states that Suffolk Libraries will transform lives through access to knowledge and resources, promote lifelong learning and strengthen communities by meeting their evolving needs.

In shaping our objectives for the period and planning our activities, the Directors have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The Society relies on grants and the income from fees and charges to cover its operating costs. In setting the level of fees, charges and concessions, the Directors give careful consideration to the accessibility of Suffolk Libraries for those on low incomes.

The business plan objectives for 2014/15 to achieve the charity's aims and objectives are:

1. To ensure that Suffolk Libraries is an enterprising organisation that seizes every opportunity available and thus ensures its sustainability.
2. To develop relationships and partnerships to enable us to develop and deliver our offer.
3. To ensure that we connect with all staff, Board, volunteers and members so that they are conversant, engaged and delivery partners in our intent.
4. To demonstrate convincingly to customers, partners and the community the changing library offer.

## Suffolk's Libraries IPS Limited

5. To ensure that our buildings, infrastructure, systems and processes are engineered to maximise impact and performance.
6. To ensure that the Society has excellent governance through its Board with a thriving and supportive membership.

### Achievements and performance

The Society has enjoyed another year of consolidation, progress, and transformation. Here are the highlights in summary:

- **Customers** have benefitted with improvements and additions to the service both countywide and at local level.
- The Society confirmed its commitment to being a good employer of **staff** by introducing a reward scheme during the year, with a modest percentage increase for everyone and the adoption of the Living Wage. A staff survey during the year gave considerable insight into the areas which staff felt were important.
- The **membership** of the Society continued to thrive and remains at one member per library, supported by the work of the Community Libraries Team and local library managers. There were a number of notable local initiatives which typify the strength of these relationships.
- The **reputation** of the Society inside and outside Suffolk grew during the year with a national spotlight on the cooperative model as part of national research on rural services, and in particular as part of the independent review of library services carried out by William Sieghart.

## **Suffolk's Libraries IPS Limited**

### **Areas of success during the year included:**

#### **The AGM**

The Society held the 2<sup>nd</sup> Annual General Meeting (AGM) on Thursday 11<sup>th</sup> September 2014 at The Cookhouse, Suffolk Food Hall in Wherstead, Ipswich. The AGM is attended by member groups, to vote and agree such things as, which Auditors the Society will use next year, new Board members and accepting the accounts from the previous financial year. In 2014 Suffolk Libraries were able to gain sponsorship from Birketts Solicitors, EFMS and Wiltshire Farm Foods to help them to fund this formal event.

The evening was attended by just over 100 people and was a huge success. William Sieghart was the guest speaker and gave an inspiring address about the library services across the UK and how the library service in Suffolk stands out for its IT, Wi-Fi and the community focus.

Board members who said goodbye were Bob Roberts and John Fisher and Suffolk Libraries officially welcomed Colin Rockall, Peter Callaghan and Sylvia Knights to the Board.

#### **Launch of 2020 Vision in October 2014**

The Society's future vision, developed with members, staff and stakeholders, was launched at the second staff conference in October 2014 at the John Peel Centre. The day included sessions on communication, a review of the year for all libraries and groups and an external speaker, Mark Freeman from Stockton – on Tees library service.

The 2020 Vision was shaped over a number of months inspired by the views, ideas and energies of people who use the service, work in it, fund it and have a view on what it might be in the future.

It now acts as the defining description for the Society of the challenges ahead; where the library service is strong, or needs development; the role played by staff now and in the future, the wider context and the learning from the market research commissioned in 2014.

## **Suffolk's Libraries IPS Limited**

### **A year of enterprise and activity**

All 44 libraries in Suffolk had community groups signed up as members of Suffolk Libraries by the time of the 2014 AGM. This was an important milestone and vital to the structure of the Society as it meant that all groups were entitled to both nominate a potential board member, and vote in the election of those members at the AGM.

Across the county community groups have played a pivotal role in organising events and activities to support, promote the library and raise money to help enhance the services provided by their library. It is becoming increasingly difficult to pick the highlights which do justice to the activity, innovation and success across our libraries but here is a selection from 2014/15.

### **April**

Suffolk Libraries hosted a wide range of World Book Night events involving authors, community groups and a range of activities for children and adults to encourage an interest in reading.

One of the highlights was popular children's author Nick Butterworth, author of Percy the Park Keeper and Q Pootle 5 which has featured on CBeebies, who came along to Capel St Mary Library to talk about his books and read them a bedtime story.

National Poetry Day Founder William Sieghart came to Ipswich County Library as part of his national 'Poetry on Prescription' tour.

In April customers gained free access to over 1.5 million published academic articles through the newly launched Access to Research service.

### **May**

In May Suffolk Libraries launched brand new membership cards for adults and children. The children's card now features an illustration by Great Cornard local author Rebecca Elliott from her book 'Just Because'.

A pilot project was launched to lend eReader devices to library customers at Thurston Library. The pilot was one of the first of its kind in England and aimed to encourage the use of library eBooks by lending a small number of devices for people to try. There was some very positive feedback from one 90 year old lady with eyesight issues and arthritis who found the eReader easier to use due to its lighter weight and the ability to change the font size.

Ipswich County Library worked in partnership with Alzheimer's Society Suffolk to host two awareness raising events for Dementia Awareness Week. Other libraries also held events to raise awareness of dementia and mental health through the work of the Mental Health and Wellbeing co-ordinator.

Haverhill and Bury St Edmunds libraries took part in the 'Summer Reads' programme in 2014. Summer Reads (renamed Brave New Reads for 2015) is an exciting reading project involving Norfolk and Cambridgeshire library services and The Writers' Centre in Norwich, featuring a selected booklist and a range of events and activities to offer people a different kind of reading experience.

## **Suffolk's Libraries IPS Limited**

Kesgrave Library has a regular baking club who get together to tackle a wide range of recipes. The group decided to support BBC Radio Suffolk's 'Cakes for Carers' appeal to help raise money for Suffolk Family Carers' Eight Days a Week project by baking and selling cakes.

17 year old Reuben Cone was rewarded for his volunteering efforts in Ixworth Library, receiving the community award from his scout unit. He has been volunteering to help younger children during the summer reading challenge for several years.

### **June**

Stoke Library in Ipswich held a successful summer fayre with a Hungry caterpillar theme.

Suffolk Libraries began working in partnership with the John Lewis Partnership on the 'Get Connected' initiative to promote library eBooks and eReaders. John Lewis were able to provide eReader devices for people to try at events in libraries and also hosted some pop-up library events in their Ipswich store where staff were able to promote the library service to their customers.

Throughout the year the Get Connected programme of events in libraries has continued, promoting online services to customers and helping them to get the most out of their own tablets and eReaders.

Bookstart Week had the theme of 'My Hero' and both Lowestoft and Haverhill libraries welcomed Suffolk Fire Service (and a fire engine) along to the library.

The manager of Southwold Library organised the Slaughter in Southwold crime writers' festival for the second year. The festival ran over two days and included talks by Alison Bruce, Linda Davies, Sophie Hannah and Andrew Martin.

A new baby café was launched at Kessingland Library in partnership with the local Sure Start Children's Centre. The group is aimed at pregnant women who are interested in breastfeeding, those wanting to meet other mums or need answers to breastfeeding questions.

Elmswell Library Friends (ELF) launched a fundraising campaign to improve the library. The aim was to make some significant changes to create a more modern and flexible space including new mobile shelves which can be moved to make space for events and create a unique community venue. Fundraising continued successfully throughout the year including the now annual sponsored cycle ride and the group passed the £10,000 target in early April 2015.

### **July**

Suffolk Libraries celebrated 25 years of Michael Rosen's popular book 'We're Going on a Bear Hunt' which was illustrated by a Suffolk-based artist. Many libraries hosted bear hunt themed events for children and also helped to raise money for the RNIB.

Gainsborough Community Library ran an arts project for young people which was funded by The Starbucks Youth Action programme which inspires young people to make a difference in their communities. The project included sessions on graffiti and street art, painting a canvas, making a film and culminated in a project to repaint the graffiti boards in the library car park.

## **Suffolk's Libraries IPS Limited**

Sudbury and Great Cornard libraries played a key role in a children's literary festival in Sudbury. The festival had a 101 Dalmatians theme to mark the town's role in the well-loved children's story. There were a range of local events and competitions and of course many children dressed as Dalmatians.

The stock team compiled a special list of books about World War 1 which was promoted on the Suffolk Libraries website to mark the 100 year anniversary of the start of the war.

Kesgrave Library held a Teddy Bear's picnic to celebrate the opening of their improved children's library which was funded by the Communities Enabling Grant.

Mildenhall Library hosted an education animal encounter event with a chance for children to meet and hold various exotic reptiles. This follows other similar events in other libraries.

Ipswich County Library in Northgate Street held its annual free day of multicultural performances and stalls. This event is now part of the local calendar and is enjoyed by hundreds of people from the local community.

Beccles Library became the first of Suffolk libraries to get its own solar panels and start producing its own electricity.

### **August**

Suffolk Libraries IPS Ltd celebrated its second birthday in August with the announcement that all 44 libraries had its own community group.

The renowned Norwich Puppet Theatre brought its version of 'The Pied Piper' to Hadleigh supported by Hadleigh Library Friends group and Creative Arts East.

Staff from Bury St Edmunds Library took to the local Abbey Gardens to provide Baby Bounce and Tot Rock sessions during the summer.

### **September**

At the end of the summer holidays the Society celebrated its most successful ever Summer Reading Challenge with the news that nearly 8,100 children had taken part during the summer and 1,339 joined the library to take part. The number of children's books issued over the summer holidays was a staggering 246,647!

The summer reading challenge plays a huge role in helping libraries in Suffolk and across the UK to engage with children and it's very pleasing to see it go from strength to strength every year.

Comments from parents:

"I particularly like the interest the library played in hearing about my child's reading, it heightens the passion and love of reading"

"This challenge has definitely made a difference to my girls reading. They can't wait to get to the library every few days. They wouldn't have picked up a book

## **Suffolk's Libraries IPS Limited**

this holiday if it wasn't for the challenge! Now I think they will carry on even after it's ended. So thank you very much. At last my children are enjoying books!"

The Aldeburgh Library Foundation launched a new loyalty card for everyone who signs up as a member of the Friends of Aldeburgh Library. The card provides discounts off products and services in many local businesses and helped to raise money to support the library.

Ipswich County Library celebrated its 90th birthday in September and several people who have worked at the library over the years were invited back. During a time when innovation is paramount, providing new library services such as Wi-Fi eBooks and a range of events, it's important to also take time to celebrate the heritage of Suffolk's libraries and the part they have played in people's lives over many years.

Thanks to the help of a local bookshops, a series of well-known personalities appeared at Beccles Library in the autumn of 2014 including actor and comedian Nigel Planer, successful historical novelist Alison Weir and priest, 80s pop star, writer and broadcaster Richard Coles.

Lowestoft Library held its second annual literary festival which was marketed as the country's 'most Easterly' literary festival.

St John Ambulance teamed up with Suffolk Libraries to run a series of first aid awareness sessions at many of the county's libraries as part of its annual 'Save a Life September' Campaign. The charity made contact with hundreds of people through the events and provided some great feedback on how positive they'd found the experience of working with Suffolk Libraries.

### **October**

Local crime author Alison Bruce launched a new reading group called 'The Newmarket Reading Round' at the library.

A unique post office opened in Stradbroke Library (more on this story later).

Ipswich Library hosted an evening of quality world and folk music at the 'Rhythms of the Night Library' event.

A series of free 'Action for Happiness' workshops and events at Ipswich, Bury St Edmunds and Lowestoft Libraries was launched to get people talking about their health and happiness.

In October Suffolk Libraries was awarded £99,000 by Arts Council England (ACE) to develop new arts opportunities in eight of the county's libraries.

### **November**

Thanks to the activities of the Bungay Community Library group the library was redecorated, refurbished and had a new counter installed.

The Friends of Lakenheath Library launched a Winter Writing Challenge where customers were encouraged to write a short story based around the theme of winter.

## **Suffolk's Libraries IPS Limited**

The winners of Westbourne Library's 'Shine a Light on North West Ipswich' photography competition were announced with several images of local scenes now on display in the library.

James Campbell, children's comedian and author of the popular Boyface books held a fun and interactive storytelling project at Haverhill Library.

### **December**

Aldeburgh, Bungay, Hadleigh and Halesworth Library sold Cards for Good Causes in the run up to Christmas, raising money for several charities as well as the library.

There were many successful festive events in libraries including Christmas fairs, carol singing and Felixstowe Library held a festive fundraising event with a theme of Disney's Frozen.

National public library statistics published by The Chartered Institute of Public Finance and Accountancy (CIPFA) for 2013/14 showed an increase in children's book borrowing and eBook borrowing in Suffolk.

The Suffolk Libraries model was also highlighted in the independent report on the future of public libraries in England as a positive case study and its author William Sieghart referred to Suffolk Libraries as the 'Gold Standard' when interviewed about the report on Radio 4.

### **January**

From the start of 2015 Suffolk customers were able to borrow items from any library in Cambridgeshire for free and return library loans to any Suffolk or Cambridge library through the Shared Partnership in the East (SPINE) project.

Different generations of Felixstowe residents came together for the 'Suffolk at Play' project at Felixstowe Library which brought together Felixstowe Academy year 8 students and older people from local church groups to share their stories of childhood play.

Three libraries held events with a science and 'outer space' theme this month. Gainsborough Community Library hosted a star gazing evening and Bury St Edmunds Library offered children an out of this world experience with some space related craft activities. Rosehill Library in Ipswich also held a Science Fiction story writing competition for children.

After initial taster sessions two Ipswich libraries started offering 'lively library' sports activities in January in partnership with ActivIpswich. New age kurling sessions were launched at Ipswich Library for over 45s and Chantry Library started offering regular new age kurling, boccia and table tennis sessions.

### **February**

A partnership between Suffolk Coastal District Council and Suffolk Libraries saw new services and improved opening hours to Felixstowe Library.

## **Suffolk's Libraries IPS Limited**

Several libraries held special events for the first ever Harry Potter night to celebrate the publishing of new Harry Potter cover illustrations and National Libraries Day was marked with events to engage with customers.

### **March**

Stowmarket Library and Wickham Market both changed their opening hours after consultations with customers. Both libraries are open for the same number of hours but open and close a bit earlier on certain days to best meet local need.

In March Suffolk Libraries held an 'Opportunity and Independence' conference to share the Suffolk experience with cabinet members, directors, heads of library services and policy officers from across the country who were interested in hearing more detail about the Suffolk journey.

Suffolk Libraries held its first ever Bookfest event in March.

The end of the year also saw the completion of the programme to replace and update the public IT service with a series of modern and flexible options for customers including new pcs and Google Chromebooks which can be borrowed by customers and used in any part of the library to take advantage of the free Wi-Fi which all our libraries now offer.

### **Customer service**

A new, centralised customer service line was established during the year to give customers a single point of contact. In the past customers were directed to staff across different libraries, which means complex problems were not tracked properly.

Since January 2015 the library service has received 49 compliments on the speed, quality efficiency of the service. Customers are particularly pleased with the new *suggest a title* process. Before, they made a suggestion and were told to periodically check the catalogue to see whether it had been successful. Now, they are told whether their suggestion will be stocked and when they can expect to reserve the title. If the title isn't purchased, they are directed to the cross-border/Interlending services. The team have received 834 stock title suggestions since January 2015.

The Society is now able to act on customer feedback more quickly and efficiently, and has been able to reduce the number of printed notifications sent to inactive accounts.

### **Web**

More adjustments have been made to the structure of our main website so important information is easier to find — resulting in far fewer complaints about this area of the Society's web presence than before last year's redesign. Analytics show increased search engine traffic directed to more pages within the site, as well as increased visits to sections such as the title lists. Testing also indicates that information is easier to find.

Although a large and growing number of customers continue to use, enjoy and value them, the catalogue and 3rd party services (including the eBooks on offer) continue to present a source of frustration. The separation of these services, the variable quality of search, the profusion of apps and the variable quality of the websites can make for a disjointed customer experience. The Society is continuously providing feedback to

## **Suffolk's Libraries IPS Limited**

suppliers and looking for ways to make these valued resources more coherent and consistent.

Efforts to increase engagement with our customers have been successful. There has been an increase in the number of visits to book/film/music lists by 26.2% (comparing Mar 2014 to Mar 2015) and the average time spent on these pages has increased from 38 seconds to 78 seconds.

Social media followers have increased. The Suffolk Libraries newsletter has 1,888 subscribers, an email open rate of 47% (versus a sector average of 20.8%) and an email click through rate of 13% (versus the average of 2.4%). Twitter has seen similar growth, and there is now an Instagram account.

To give some perspective on how effective social media activity can be, it's worth comparing how much website traffic the Society's Facebook and Twitter accounts generate compared with paid online advertising. The Suffolk Libraries Twitter and Facebook accounts generated 1340 views of the Bookfest website pages, while paid advertising in the East Anglian and Star generated 26.

Running the customer service and web teams from one place allows us to increase our social media engagement. For example, the web team added 'Sign up to our newsletter' check boxes to our online application form and reregistration forms (81 people signed up for the newsletter via the reregistration form).

Over the last year the web team has started to build 'microsites' — small, distinct sections of the website dedicated to a single event. These have been very successful in helping Society initiatives — for example, the Bookfest website handled all events and gave sponsors more exposure.

### **New ventures**

#### **Stradbroke Post Office**

On 14th October Stradbroke reopened following refurbishment fully equipped as a dual library and post office. This is the first time a library service has taken on the running of a post office anywhere in Britain. The new service has been well received by the community and is well supported.

The staff found themselves caught up in the Christmas rush while still learning about post office products and procedures but rose to the challenge. There is still a lot to learn about the levels of demand for postal services to ensure a good experience for all customers. The post office is providing a modest income to improve the viability of the library.

Since its opening library visits have increased significantly and the post office has been very popular with a local people who previously had to travel several miles to find a post office or a facility to withdraw money. Other libraries now also sell stamps.

#### **Felixstowe**

In February Suffolk Coastal District Council moved its Customer Services staff into the library following on from the successes in Woodbridge and Beccles. They paid for a

## **Suffolk's Libraries IPS Limited**

new shared reception desk and interview room. This has enabled them to improve their services in Felixstowe.

Felixstowe Library is effectively now a 'one stop shop', providing Suffolk Coastal customer services and information, as well as library services. To accommodate the change the library also extended its opening hours to include Mondays, following consultation with customers.

People now visit who have never been inside a library and who can see what there is on offer. The rent paid is a useful contribution to the running costs of the library.

### **Beccles**

Another new venture for Suffolk Libraries is the installation of solar panels. The first panels were installed on Beccles in August 2014 as part of a planning agreement, free of charge. The library gets free electricity plus the Feed in Tariff but some assessment must be made to evaluate how much benefit they bring to justify the capital investment required to install more. Suffolk Libraries is committed to improving the environment and is continuing to explore funding options.

### **Bookfest**

This year Suffolk Libraries hosted the first countywide Suffolk Libraries Bookfest. Between the 6<sup>th</sup> and 22<sup>nd</sup> March 2015, 21 events took place in libraries and other venues throughout the county, offering something for readers of all ages and tastes. The programme featured best-selling fiction authors alongside up and coming writers and local talent and personalities. The author list included Simon Scarrow – best known for his Roman military fiction, Suffolk-based author Erica James and best-selling international author Harriet James

Feedback from audiences was very positive as was that from the writers attending. Building on this year's experiences, work is already in progress for next year's festival.

### **SPINE partnership with Cambridgeshire Libraries**

In December 2014 Suffolk Libraries launched a new service offering an even greater choice of books and other items to its members. If an item is not available from within Suffolk Libraries, members now have the additional option of searching the catalogue of Cambridgeshire Libraries. If the item is available in Cambridgeshire, for a small charge it can be reserved for collection and loan from any library in Suffolk. Suffolk Libraries members can also visit any Cambridgeshire library in person and borrow items there using their Suffolk library card. Other options such as the interlibrary loans service and the stock suggestions facility also remain in place.

### **Enterprise and Innovation Hub**

The start of 2015 saw the second floor of Ipswich County Library transform into an Enterprise and Innovation Hub. The former Arts and Drama Library, which was an underused space, was relocated to the ground floor and the space was cleared to create glass pods, a kitchen area, presentation space, hot-desking space and a maker space lab. The space has been called the Carnegie Room and is a tribute to Andrew Carnegie, an entrepreneur who funded the building of many public libraries.

## **Suffolk's Libraries IPS Limited**

The Hub is designed to support other organisations across the town who are promoting enterprise, start-up businesses, prototyping and many other things. The Hub has many partners including University Campus Suffolk, Ipswich Borough Council, The Suffolk Chamber of Commerce and other likeminded organisations. The maker space has been created to support the innovation across the town both with young people and with start-up entrepreneurs. The technology within the space includes 3D printers, 3D scanners, digital sewing machines and Raspberry Pi coding equipment.

The Hub will open in May 2015 with a quiet launch to test resources and understand the needs of customers better with a grand opening planned for June. This project has caught the eye of several influential people involved with libraries nationally and they will be looking to Suffolk's model to see how it progresses and if it can be replicated in other places.

### **Arts Council England Grant**

The money was granted through ACE's 'Grants for the Arts' scheme to support activities to engage people in creative arts activities and help artists and arts organisations carry out their work.

This project will create space in eight libraries which can show filmed professional theatre productions using high quality digital equipment. This project will not only offer this opportunity in locations which would otherwise not be offered this kind of entertainment, but also develop library staff's business and entrepreneurial skills. Work has started with libraries to prepare them for how the project will work and the appointed arts partner is working with local communities to find out what they want to see and securing content from reputable providers such as Sadler's Wells and New Vic Productions. Staff will gain opportunities to increase their marketing and event management skills along the way.

The grant has specified that Suffolk Libraries screen 64 productions through the eight designated libraries. This will generate income for the service and it is envisaged that each library increase their entrepreneurial skills by using the installed equipment between performances to offer other screening which would interest communities e.g. Saturday morning film clubs. The first performances are on schedule to be screened in late summer 2015 and will continue throughout 2016.

### **Literacy Grant**

At the start of 2015 Suffolk Libraries was awarded a grant from the Foyle Foundation to help address some of the literacy issues facing the county. The money (£30,000) was granted on the condition it was used to employ a member of staff who would work with key groups of young people and schools to help drive library engagement and consequently have a positive impact on literacy across the county. It is expected that a post holder will be appointed by mid May 2015 with a start date of sometime in the latter half of the Summer school term.

This role aims to give every year 7 child (age 11) a library card, a literacy pack and at least one public library experience as a baseline. Beyond that post holder will be working with schools and parents to encourage reading in all its forms and work to offer experiences and opportunities in libraries for young people which encourage reading. Further to this, the role of the Literacy Ambassador will be to work to help set-up and drive literacy hubs across the county using a similar model utilised by the National

## **Suffolk's Libraries IPS Limited**

Literacy Trust. Suffolk Libraries understands that to ensure success of its literacy work this has to be undertaken in partnership with other organisations, which includes, but is not limited to schools.

### **Member activities**

In the year the Community Libraries team held a number of events to bring community groups together. These included a number of training sessions on 'how to apply for funding' and 'marketing and social media', more local meetings and a countywide meeting in February 2015.

It has been an extraordinarily busy year for groups. They have contributed by providing practical, financial and moral support to their local libraries. They work closely with managers and offer a strong connection to the local community offering a vital grassroots perspective.

These have helped the local service become stronger, more responsive to local needs and has led to changes in opening hours, in extended services, building improvements, and a wider programme of activities for local people.

An extranet was developed during the year specifically for community groups acting as a portal to information and guidance on topics such as governance and fund raising.

There is separate document with a comprehensive list of the year's community group achievements.

### **Mental health and wellbeing**

The mental health and wellbeing information service continues to offer opportunities for customers and partners and strengthens the already good partnership with voluntary and statutory organisations.

Funding has been extended to April 2016, a true reflection of the Suffolk County Councils belief in the project. Jason Joseph Mental Health commissioner commented on signing a new contract "The networks you have created and the additional effort you put into this process of supporting the mental health agenda is to be commended" Suffolk Libraries was one of the first voluntary organisations in Suffolk to be accredited with the Information standard. Being part of the accreditation panel in a accrediting other organisations has helped the Society to reflect on the project and make sure that the health information is up to date and credible for customers. This also strengthens the relationship between Suffolk Libraries and the ten key organisations involved in the partnership,

In June 2014 the mental health and wellbeing manager was approached to help the local mental health trust move their workshops away from clinical settings into the community. Alongside hiring space they wanted to develop a drop in within and the development of the open space project in Ipswich County Library.

The request (below) has been developed and wellbeing workshops on a Monday and Wednesdays are now running in Ipswich County Library. The Open space project is not only open to people referred into by the trust, but by its very nature "it's open" to anyone that walks into the library. A taster session for referrers was held on January 28th with great success and started the project in March this year. There are now between 17 and 24 people using the Open Space project every week.

## **Suffolk's Libraries IPS Limited**

Action for Happiness workshops have been delivered in partnership with statutory and voluntary organisations. Funding was successfully gained from Suffolk Community foundation to add on a bolt on project. Based in the early evening three libraries across the county, the aim was to target anyone over 16 that could not attend wellbeing courses in the day, giving a positive slant to wellbeing instead of the grey clouds and black dogs of mental health.

Over 100 people have attended the events since it started in October 2014; the evening element seems to have offered a new avenue for working people.

A Mental Health and wellbeing event for staff at Ipswich County Library in Ipswich County Library in May for staff, after a request from a staff member.

### **Prisons**

Suffolk Libraries continue to provide a lending and information service to three male adult prisons: HMP Highpoint at Stradishall; HMP & YOI Hollesley Bay and HMP Warren Hill, both at Hollesley near Woodbridge.

These services are funded by the Ministry of Justice.

In addition to supporting the recreational, vocational and educational needs of prisoners the libraries deliver successful initiatives to encourage men to maintain and strengthen family ties. Storybook Dads enables the men to record personalised stories for their children onto CDs (DVDs at Highpoint). In the Me and My Dad scheme at Hollesley Bay men and their children complete activity sheets which are made into Memory Books.

Reader development has been encouraged with the Six Book Challenge, author visits and creative writing sessions. Over 30 men took part in the recent Six Book Challenge at Hollesley Bay, and over 60 at the Warren Hill establishment.

Board members have been very impressed at their visits to the prisons through the year on the quality of services provided by the prison library staff and the impact of their work.

### **Mobile Libraries**

The three mobile libraries continued to deliver a much valued service to many customers throughout Suffolk who live in rurally isolated areas.

Over the past year, Suffolk Libraries has worked with a two different partners to offer additional information provision through the mobile library service. These partners, the Citizens' Advice Bureau (CAB) and the Norfolk and Suffolk NHS Foundation Trust (NSFT) sought to spread word of their services in rural areas and felt the mobile library service was a good way for them to do this.

In September, NSFT joined all three mobile libraries at various locations to spread the word of the upcoming national Dementia Awareness Week. The organisation worked with the mobiles to hand out information leaflets, answer general questions about dementia and signpost to diagnostic and support services. In November, advisors from the Waveney area Citizens' Advice Bureaux joined the Saxmundham Mobile and

## **Suffolk's Libraries IPS Limited**

provided on-the-spot advice to mobile library customers. This activity was undertaken with the intention of giving people in rural areas a better understanding of the word of CAB and providing a local triage service.

These projects were successful for both services as it gave them a means of accessing people they may not have been able to otherwise reach and it was deemed successful for Suffolk Libraries as it added value to the service for local people. Suffolk Libraries will continue to explore other partnership opportunities to enhance the service over the coming year.

### **Suffolk Libraries Staff**

Local managers have been pivotal in all the Society's developments and it would be remiss not to reflect on just how much their role has developed and how significant their contribution is to the work of the Society.

Supported by the Community Libraries team they have led, managed and driven a variety of local innovations and improvements to customer service, while also delivering the specified library service. The Society is very fortunate to have such a motivated and skilled group of people.

In June 2014 50% of Suffolk Libraries staff completed a staff survey. The survey provided some very positive and constructive messages about the direction of the organisation and how staff feel about working for Suffolk Libraries.

It showed that most staff were highly motivated, enjoyed their jobs and felt that they had a lot to offer. They understood and endorsed the future direction for the library service, and they appreciated the added dimensions brought about by the community governance of the Society.

In general, staff valued and trusted their local manager. They see less of the senior managers and would like better communication from them. They valued working in their teams and felt supported.

Most staff understood their own role in the organisation, and most believed that they have had adequate training, however, staff would like more opportunities to develop. Not surprisingly, most staff believed that they should be better remunerated for their work, and would like a pay rise.

When it comes to personal well-being, most staff did not feel that the expectations were too high and they felt they had a good work-life balance

Staff also expressed frustration at the current delineation between front line roles.

The results of the staff survey were communicated to staff and together with UNISON an action plan was developed. The Action Plan included introducing a pay and reward scheme, improving communication, strengthening relationships and reviewing front line job roles.

### **Pay and Reward**

In 2013 Suffolk County Council awarded their employees with a 1% cost of living pay increase and a one off sum of £250 (pro-rata) as recognition that incremental

## **Suffolk's Libraries IPS Limited**

progression was halted. The Society decided not to follow this settlement and a working group was put together to investigate and identify options for a Suffolk Libraries Pay and Reward Scheme. The Society needed a scheme that would take account of the needs of Suffolk Libraries and its employees and be straightforward and cost effective to administer. There also needed to be the flexibility to reward individuals or teams for performance or pieces of work and encourage initiative, ambition, entrepreneurial activity, business skills or a community focus and attract new employees into the Society.

All staff were invited to attend a series of focus groups to discuss ideas and put forward their suggestions, and proposals were developed from the outputs from these sessions. Staff are now rewarded for exceptional performance when they go above and beyond their job description. Staff can nominate each other, teams or themselves. The nominations go to a panel each month and, if successful, staff are sent an email to thank them and given vouchers that are a small gesture to show the Society's appreciation.

At the same time the Society also introduced free loans of CDs and DVDs for staff.

In April 2014 and April 2015 all staff had a 1% increase. A 1% increase in April 2016 was also agreed.

The Society also committed to implementing the Living Wage in 2 stages (between October 2014 and April 2015).

### **New Role Profile**

During 2014 Suffolk Libraries worked on a strategy to review and develop frontline roles to keep them relevant for future library service needs, and refresh the skills which staff need to have. There were focus groups, a survey and work with the trade union to develop a new frontline role profile which combines the previous two front line staff roles (Library Assistant and Enquiry Officer). The staff voted on the new job title and chose Library and Information Advisor. This role was evaluated and then introduced in April 2015.

### **Leadership Programme**

In 2014/2015 Suffolk Libraries ran a Leadership Programme for 40 staff. This included the Senior Management Team, the managers from the larger libraries and was opened up to applications from talented front line staff who wanted to develop their skills further.

The aim of the programme was to better equip staff to manage the changes ahead and to build confidence and skills in leadership, communication, innovation and relationships at work. Staff were also able to do a qualification in Leadership and Management. The feedback from the programme has been positive with 100% of the candidates saying they would recommend it to a colleague.

The main feedback has been that of increased confidence in dealing with the challenges ahead, planning and looking outwards and a better understanding of colleagues.

## **Suffolk's Libraries IPS Limited**

### **Performance**

At the end of March 2014 there were 385 employees, with a total of 548 contracts, equating to 182 full time equivalent (FTE).

Sickness absence cost Suffolk Libraries almost £200,000 during the year, and recorded instances of sickness absence rose in 2014/2015. This can partly be attributed to more accurate reporting with the introduction of a new HR system, however, the cost of sickness absence to the Society is high and it has put a number of initiatives in place to improve attendance. This includes the review by the Human Resources team (HR) of all cases of long term sickness absence (10 days or more) and dedicated support to managers, referring employees to Occupational Health when appropriate, monitoring employees that hit sickness triggers and ensuring managers hold absence review meetings and return to work interviews.

The new appraisal scheme was evaluated during the year, designed by staff, and this is now reaching its first year of review. More training was provided at management forums throughout the year to help managers carry out the policy, which included the skill in having straight conversations on difficult topics.

The Council retains ownership of the book-stock (including non-print materials), of computers for both public and staff use and to the buildings. Suffolk Libraries has the duty to steward these assets, and provides figures on their use to the Council for its statutory return to CIPFA on public library performance and spend. The CIPFA figures for 2013/2014 have now been published, and are available. The Society has an agreement with the County Council to publish its figures for borrowing and stock through the CIPFA publication, and not before. Figures for 2014/15 will be available from December 2015.

Stock purchasing for the year is influenced by trends in use, in publishing and the Society's decision to increase its digital presence. Printed books will continue to be a core feature of the library offer for the foreseeable future, and these are now complemented by a growing number of books, music and audio books for people to download.

In line with continued increase in demand, this year Suffolk Libraries has continued to develop, expand and invest in the provision of digital resources. The downloading of eBooks has increased by a further 50% on the previous year and eAudio downloads have increased by 75%.

The music download and streaming service has also continued to attract new use with a 390% increase in downloads and a 260% increase in tracks streamed.

The stock and content team regularly monitor customer use and demand and plan accordingly to ensure the services and materials offered are attractive and relevant to the needs and preferences of library customers.

Suffolk's 44 static libraries welcomed over 3.1 million visits during the year and issued over 2.5million items. Events and activities at libraries continue to prove popular, with over 139,000 people attending regular and one off events at libraries during the year. This includes over 40,000 child attendees at regular activities for under 5s and 17,000 attendees at activities for older people.

## Suffolk's Libraries IPS Limited

Comments were recorded, including:

“It is wonderful to see so many young children and families of all ages enjoying this library. I have seen a huge change in the atmosphere here in the past few years - it feels so welcoming to all sections of the community, from babes in arms to the more mature member. It is also excellent to see so many faces and families from our multi-cultural community and also how people with additional needs are welcomed, helped and empowered in this building. One of your greatest assets are the loyal, kind and dedicated staff and volunteers that makes this library the special place it is.’

### Relevant factors which affect this year's performance

Last year, the report highlighted the importance of creating an inclusive and local environment which welcomes all of the community, providing library services in a variety of formats, print and electronic.

In the summer of 2014 the Society carried out some market research with people who don't use libraries, with young people and people looking for work. Future Library Lab was designed to identify what the barriers to using libraries were and what people would like their libraries to be like. Four themes emerged and were incorporated into the 2020 Vision. These were:

- Libraries should be supportive environments to help people shape their lives, experience new things and make new connections
- They have a unique role to play in the digital agenda and are places where people, resources and information come together in one place
- They are a social space where exciting and fun things happen for all people, including self-organised activities by the community
- Libraries should have a strong local identity which reflects local pride

The 2020 Vision builds on these and identifies the areas which the Society will be developing over the next five years to deliver these and partner or funder ambitions.

Last year, it was acknowledged that the library service's IT was not responsive, reliable or keeping up with user needs. Since then the Society has been able to replace all the public computers and introduce new print solutions. It's been a lengthy piece of work, as the innovative solutions chosen have needed software development, new skills for staff and a significant amount of beta testing before they could be rolled out to all locations. The work was carried out by the Society's IT team, with funding by Suffolk County Council.

Now there is a choice of Windows machines, Chrome devices and Chromebooks at every library. Customers are able to use memory sticks, download and print from the library computers or even from their own devices. The free wi-fi roll out is now also complete.

These two projects have been the main areas of activity for Suffolk Libraries IT team. They have also greatly improved the support arrangements for library staff and are now working on plans to upgrade the public self-service machines. These are now routinely unreliable. Both staff and customers express concerns about their accuracy. The discussions with Suffolk County Council on how to replace them have begun

## **Suffolk's Libraries IPS Limited**

There is increasing competition out there for the ready supply of printed and e-books. Amazon is a convenient and efficient supplier to many homes of both formats. Suffolk, like all other UK library services, is still only allowed to select from a limited range of ebooks, and does not have the resources to compete with the sophisticated interface of the commercial online books sector.

However, there is some evidence that libraries still have unique strengths which can be developed and exploited. In particular staff knowledge and expertise about their stocks can help their customers make unusual connections from their reading choices, which is something which software cannot do. Suffolk Libraries has this year taken part in the work done by the Society of Chief Librarians in the scoping and development of a new national platform which could deliver this.

One of the other challenges this year has been an increase in anti-social behaviour in some of the rural and urban neighbourhood libraries. Staff were surveyed about their perceptions of the problems which are not confined to groups of young people, but include issues with single males.

Work has been undertaken with staff and the trade union to establish a framework of support, and there has been some follow up within local communities. This is an issue which isn't confined to libraries and reflects a growing concern with anti-social behaviour across the communities.

Some work with rail commuters in 2014 showed that there are still a lot of Suffolk people everywhere who don't know what the library service offers them and how much is on line. The Future Library Lab market research reinforced this and reminded the Society of the need to continuously promote the work which is done and the services on offer.

In March 2015, the Society held its first countywide book festival with excellent exposure in every media across the county which raised the profile of the service as an force for good with the county's reading and literacy.

One of the major areas of concern for the Society in 2014/15 and the coming year is the ongoing viability of the Schools Library Service (SLS). Costs have risen and income has fallen significantly over the last few years, with fewer customers. The SLS brought with it a small reserve to cushion this impact and this has now been used up.

An options appraisal was carried out in 2014 and the Board decided to transform the service and integrate it more into the public library service, providing a new service for teachers, young people and children which will include expertise and advice for schools, self-service borrowing for teachers from local libraries and a greater emphasis on the local relationship.

### **Our volunteers**

The Society is very reliant on the support and help it gets from its 1400 volunteers. They help with the Home Library Service, with library activities, with fundraising and with the community governance in place. It is estimated that they give approximately 80,000 hours of service which equates to at least £630,000 worth of unpaid help towards the Society, based on the living wage.

During the year, the Society revised its policy regarding DBS checks for its volunteers, reflecting guidance changes. It is now not necessary for all volunteers to be checked in

## **Suffolk's Libraries IPS Limited**

this way, only those who have access to the homes of vulnerable people, and those who have regular unsupervised contact throughout the year with children and vulnerable adults.

### **Financial review**

The Society began the year with a tough challenge. There was a predicted gap of £150,000 in the funding and income for the service and the expected expenditure. This gap was reduced during the year to an end of year shortfall position of approximately £14,000. There would even have been a small surplus if there hadn't been last minute and unexpected recharges from the county council.

This was a remarkable achievement, and achieved with the collective support and hard work by the managers of larger libraries who worked throughout the year exercising frugal stewardship of their staffing budgets.

The Society's budget is made up of 92% from its funder Suffolk County Council, with the expectation that the remaining 8% is made up by the Society of income from traditional and new ventures. The programme of enterprising events and consultancy to other library services has brought in a small sum and this is likely to continue in 2015/16.

In 2014/15 the General Manager, senior managers and the Board hosted or visited Devon County Council, Kent County Council, West Cheshire Council, Lincolnshire County Council, Staffordshire County Council and Birmingham City Council. A consulting package has now been developed and will be offered in response to any external enquiries.

The shift to down-loads, ebooks and online services will continue and the Society is energetically promoting these to Suffolk residents. One of the impacts of these is a reduced income from overdue charges. At present the hire of DVDs and CDs is holding its own, however the move to streaming rather than hiring or physical formats will inevitably be a challenge for the future.

In addition Suffolk Libraries has income streams from three other areas. These are:

- the Schools Library Service, which provides resources and advice to schools for an annual charge;
- library services for the three prisons in Suffolk, which comprises staffing, materials and support for an annual charge, linked to a Service Level Agreement for each establishment;
- the provision of a mental health information and well-being service

In each case these services are provided on the basis of full cost recovery and not profit generation and so fall within the Charitable aims of Suffolk Library's IPS Ltd.

### **Investment powers and policy**

The Directors, having regard to the liquidity requirements of operating the Society and to the reserves policy have operated a policy of keeping available funds in an interest-bearing deposit account.

## **Suffolk's Libraries IPS Limited**

### **Reserves policy**

Reserves are needed to cover unplanned expenditure and any shortfalls in income in future years. The policy is to build up the reserves over a period of time to the equivalent of 2 months operating costs, or approximately £900,000.

At the end of the financial year the unrestricted reserves stood at £324,000 (2014; £318,000) which is consistent with achieving the policy.

The balance sheet is strong with net current assets of £392,000. (2014 £357,000) Given the support of our major partner, Suffolk County Council, the Directors consider the Society to be a going concern.

The Directors are, however, fully aware that the establishment of the target reserves, together with the economic backdrop, will provide a challenging environment in the years to come.

### **Plans for future periods**

The 2020 vision sets out the strategic direction for the Society over the next five years.

There are six areas of focus for the future. These are:

- The core offer of library loans, and free computer access.
- To enable learning, skills and employment
- To reinforce the role that Suffolk's libraries have as cultural broker in communities
- Put libraries at the heart of communities as place to help with wellbeing
- Enable business and enterprise
- Support community life

In the next year there will be a range of projects and initiatives to help to deliver these priorities. These include

- The transformation of the Schools Library Service
- The development of an offer to families
- Bidding to expand the local library offer of innovative learning to help with employment and self-fulfilment
- The replacement of self-service machines
- The expansion of enterprise and business services

Suffolk Libraries will also be working with statutory health partners to develop the health offer and work to deliver more health services 'in house' within libraries. This will be around mental health, dementia, early years health advice for parents and general health information enquiries.

Meanwhile these Business Plan objectives will be reviewed and updated to ensure that they are still relevant.

- To ensure that Suffolk Libraries is an enterprising organisation that seizes every opportunity available and thus ensures its sustainability.
- To develop relationships and partnerships to enable us to develop and deliver our offer. To ensure that we connect with all staff, Board, volunteers and

## **Suffolk's Libraries IPS Limited**

members so that they are conversant, engaged and delivery partners in our intent.

- To demonstrate convincingly to customers, partners and the community the changing library offer.
- To ensure that our buildings, infrastructure, systems and processes are engineered to maximise impact and performance.
- To ensure that the Society has excellent governance through its Board with a thriving and supportive membership

## Suffolk's Libraries IPS Limited

### Directors

The Directors of the Society are its trustee's for the purpose of charity law. The Directors and Officers serving during the period were as follows:

Directors:

Tony Brown	Chair	Appointed 12th September 2013
Sylvia Knights	Vice Chair	Appointed 11th September 2014
Jonathan Ogden	Honorary Secretary	Appointed 12th September 2013
Alison Wheeler	General Manager	Appointed 15th February 2012
Sue Buck		Appointed 12th September 2013
Anne Mallalieu		Appointed 12th September 2013
Colin Rockall		Appointed 11th September 2014 (Co-opted 29th May 2014)
Peter Callaghan		Appointed 11th September 2014
Bob Roberts		Resigned 11th September 2014
John Fisher		Co-opted 29th May 2014 to 11th September 2014

## **Suffolk's Libraries IPS Limited**

Suffolk Libraries IPS Limited is an a Registered Society governed by its Rules dated 14 May 2014. It is an exempt charity, regulated by the Financial Conduct Authority. Members are local community groups or local councils who are committed to supporting their local library and Suffolk libraries as a whole. On 31 March 2015 there were 44 members representing libraries out of a possible 44 libraries.

### **Appointment of Directors**

As set out in the Rules the Chair of the Directors is elected by the Board of Directors. Seven Directors are elected annually by the members of the organisation attending the Annual General Meeting and serve for a period of three years. The Directors have the power to co-opt up to five further Directors.

The General Manager is an ex-officio member of the Board, and an employee.

All members are circulated with invitations to nominate Directors prior to the AGM advising them of the retiring Directors and requesting nominations for the AGM. When considering co-opting Directors, the Board has regard to the requirement for any specialist skills needed.

### **Trustee induction and training**

New Directors undergo a briefing on their legal obligations under charity and other relevant law, the Charity Commission guidance on public benefit, content of the Society's rules, the committees and decision-making processes, the business plan and recent financial performance of Suffolk Libraries. During their induction they will meet key employees and other Directors. Directors are encouraged to attend appropriate events held by community groups where these will facilitate the undertaking of their role.

### **Board**

The Board of Directors, which can have up to 13 members, administers the Society. The board and its sub-committees covering governance, finance and audit and staffing meet regularly. The General Manager appointed by the Directors manages the day-to-day operations of Suffolk Libraries. To facilitate effective operations, the General Manager and senior staff have delegated authority, within terms of delegation approved by the Directors, for operational matters including finance, employment and operational matters.

### **Related parties**

None of the Directors receive remuneration or other benefit from their work with Suffolk Libraries except for the General Manager who is an employee and details of their remuneration is set out in note 19. Any connection between a Director or senior manager of Suffolk Libraries with a supplier or contractor must be disclosed to the full Board of Directors and details of such relationships in the current year are set out in note 19.

## Suffolk's Libraries IPS Limited

### Risk management

It is the responsibility of the Directors is to have a risk management strategy which comprises:

- an annual review of the risks the Society may face;
- the establishment of systems and procedures to mitigate those risks identified in the plan; and
- the implementation of procedures designed to minimise any potential impact on the Society should those risks materialise.

This work that has been carried out has identified that financial sustainability is the major financial risk for the Society. A key element in the management of financial risk is via a reviewed reserves policy and the retention of sufficient working capital. Attention has also been focused on non-financial risks arising from fire, health and safety, management of public access and safeguarding.

### Directors' responsibilities in relation to the financial statements

The Society's Directors (who are also the trustees of the Society for the purposes of Charity law) are responsible for preparing a Directors' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to Registered Societies in England and Wales requires the Society's Directors to prepare financial statements for each period which give a true and fair view of the state of affairs of the Society and of the incoming resources and application of resources, including the income and expenditure for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Society and to enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Society Act 2014, Charity law and the provisions of the rules. They are also responsible for safeguarding the assets of the Society and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors are aware:

- there is no relevant audit information of which the Society's auditors are unaware; and
- the Directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## **Suffolk's Libraries IPS Limited**

### **Auditors**

Larking Gowen have expressed their willingness to be reappointed auditors at the forthcoming Annual General Meeting.

By order of the Directors:

Signed

Alison Wheeler, General Manager, 30<sup>th</sup> July 2015

# **Suffolk's Libraries IPS Limited**

## **Independent Auditor's Report to the Members of Suffolk's Libraries IPS Limited**

We have audited the financial statements of Suffolk's Libraries IPS Limited ("the society") for the period ended 31 March 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the society's members, as a body, in accordance with Section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the society's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the society's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of the Board and the auditors**

As explained more fully in the Statement of Board Responsibilities (set out on page 28), the Board of Directors are responsible for the preparation of the financial statements which give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the APB's website at [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the Society's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the Co-operative and Community Benefit Societies Act 2014.

### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Co-operative and Community Benefit Societies Act 2014 require us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained; or
- the Society has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we need for our audit.

**Suffolk’s Libraries IPS Limited**

**Larking Gowen Limited**

Chartered Accountants  
Statutory Auditors

Ipswich

Date .....

# Suffolk's Libraries IPS Limited

## Statement of Financial Activities for Year Ending 31 March 2015

### Incoming Resources

Incoming resources from generated funds	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's	Notes
<b>Voluntary Income</b>					
Friends Groups	0	37	37	16	
Fundraising Library Staff	0	4	4	0	
Donations	0	28	28	18	
	<b>0</b>	<b>69</b>	<b>69</b>	<b>34</b>	Note 2
<b>Investment Income</b>					
Interest Income	5	0	5	7	Note 4
<b>Income From Charitable Activities</b>					
SCC Funding	5,351	0	5,351	5,838	
SCC Stock Funding	0	1,123	1,123	1,193	
Arts Council Funding	0	50	50	0	
SLS, Café, Libraries, Stock unit	347	16	363	317	
Professional Services	588	43	631	695	
Collection Fees	217	1	218	268	
	<b>6,503</b>	<b>1,233</b>	<b>7,736</b>	<b>8,311</b>	Note 3
<b>Total Income</b>	<b>6,508</b>	<b>1,302</b>	<b>7,810</b>	<b>8,352</b>	

Resources Expended	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's	Notes
<b>Charitable Activities</b>					
Library service operations	6,479	1,253	7,732	8,272	Note 5/6
<b>Governance Costs</b>	43	0	43	80	Note 7
<b>Total Resources expended</b>	<b>6,522</b>	<b>1,253</b>	<b>7,775</b>	<b>8,352</b>	
<b>Transfer between funds</b>	20	(20)	0	0	
<b>Net movement in funds</b>	6	29	35	0	
<b>Opening Funds 01 April 2014</b>	318	39	357	357	
<b>Funds Carried Forward at 31 March 2015</b>	<b>324</b>	<b>68</b>	<b>392</b>	<b>357</b>	

The statement of financial activities includes all gains and losses in the period. All incoming resources and resources expended derive from continuing activities.

The notes on pages 35 to 48 form a part of these financial statements.

## Suffolk's Libraries IPS Limited

### Balance Sheet as at 31 March 2015

<b>Current Assets</b>	<b>2014/15</b>	<b>2013/14</b>	<b>Notes</b>
	<b>£000's</b>	<b>£000's</b>	
Debtors	412	2,497	Note 10
Cash at Bank and in Hand	2,232	1,060	
<b>Total Current Assets</b>	<b>2,644</b>	<b>3,557</b>	
<b>Current Liabilities</b>			
Creditors amount falling due within one year	2,252	3,200	Note 11
<b>Net Assets</b>	<b>392</b>	<b>357</b>	
<b>Funds</b>			Note 16
Ordinary Share Capital	0	0	
Restricted Funds	68	39	
Unrestricted Funds	324	318	
<b>Total Funds</b>	<b>392</b>	<b>357</b>	

The notes on pages 35 to 48 form a part of these financial statements.

The financial statements were approved by the Board, and authorised for issue on 30<sup>th</sup> July 2015 and are signed on their behalf by:

Jonathan Ogden

**Secretary of Suffolk's Libraries IPS Limited**

Sylvia Knights

**Chair of Suffolk's Libraries IPS Limited Finance and Audit Committee**

Alison Wheeler

**Committee Member**

## Suffolk's Libraries IPS Limited

### Cash Flow Statement for the Year ending 31st March 2015

	2014/15 £000's	2013/14 £000's	Notes
Opening Net Funds 1st April 2014	1,060	4,247	
Net Cash Flow from Operating Activities	1,167	(3,194)	Note 14
Return on Investments	5	7	Note 15
Increase/(Decrease) in Cash Flow in the Period	1,172	(3,187)	
Closing Net Funds 31st March 2015	2,232	1,060	

The notes on pages 35 to 48 form a part of these financial statements.

# Suffolk's Libraries IPS Limited

## Year ending 31 March 2015 Notes to the Financial Statements

### Note 1

#### Accounting policies

##### a) Basis of preparation

The financial statements have been prepared under the historical cost convention in accordance with applicable United Kingdom Accounting Standards, the Charity Commission 'Statement of Recommended Practice: Accounting and Reporting by Charities' ('SORP 2005') and the Co-operative and Community Benefits Societies Act 2014.

##### b) Going concern

The Directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the society to continue as a going concern. The Directors make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The society has an initial five year contract with Suffolk County Council with the ability to extend this for a further five years. Amounts receivable under this arrangement are budgeted to cover the costs incurred by the society in fulfilling the contract. The society also has a healthy bank balance at the period end and surplus funds to carry forward.

Based on this information the Directors have a reasonable expectation that the society has adequate resources to continue in operational existence for the foreseeable future and they continue to adopt the going concern basis of accounting in preparing the financial statements. The current contract expires on 31 July 2017, and a further 5 year contract is being negotiated.

##### c) Incoming resources

All incoming resources are recognised when the society has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability.

Income received in advance is deferred and included within creditors as deferred income. Income is shown net of Value added tax.

##### d) Donated services and facilities

Donated services or facilities are included in income when the benefit to the society is reasonably quantifiable and measureable. They are valued by the Directors at the amount the society would have been willing to pay for the services or facilities on the open market.

##### e) Interest receivable

Interest on funds held on deposit is included when receivable by the society.

##### f) Resources expended

All expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party. All expenditure is classified under activity headings that aggregate all costs related to the category.

- Cost of generating funds comprises the costs of commercial trading and fundraising.
- Charitable activities include the costs of the library activities undertaken to further the purposes of the society.
- Governance costs represent those costs of the strategic management of the society and of complying with constitutional and statutory requirements.

# **Suffolk's Libraries IPS Limited**

**Year ending 31 March 2015**

## **Notes to the Financial Statements (continued)**

### **g) Assets**

Suffolk County Council has an obligation to provide a library service to the people of Suffolk. Under the terms of the contract the society has the right to use the necessary assets, including the lending stock and relevant software and licences.

Fixed assets, such as fixtures and fittings and properties are utilised under the terms of the contract with Suffolk County Council.

The Society does not legally own any of the assets, have any rights or obligations over the assets or receive any monetary benefit directly from their use. These assets are therefore not included within the financial statements of the society.

### **h) Operating leases**

The society classifies the lease of equipment and properties as operating leases. These are charged against income on a straight line basis over the term of the lease.

### **i) Stock**

The lending stock utilised by the society is managed and maintained on behalf of Suffolk County Council in order to fulfil its contractual obligations. Legal ownership of the stock does not transfer to the society at any time, nor any rights, obligations or monetary benefit. Stock is therefore not included within the financial statements of the society.

Stock consists of books, periodicals, CDs, DVDs and online subscriptions.

### **j) Taxation**

As an exempt charity, Suffolk's Libraries IPS Ltd income and gains potentially fall within the exemptions afforded by the Corporation Tax Act 2010 Part 11 Chapter 3 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Accordingly, there is no corporation tax charge in these accounts.

### **k) Pensions**

The society operates two pension schemes for the benefit of its employees.

A number of employees are members of the Local Government Pension Scheme ("LGPS"). This is a multi-employer defined benefit scheme funded by contributions from employee and employer.

The society is not responsible for contributions relating to previous periods and contributions payable to the scheme are capped at a rate of 23.7% of pensionable pay.

Should the provider of library services change then either the new provider or Suffolk County Council will inherit those liabilities in respect of the LGPS, as determined by an actuary.

The pension scheme therefore falls under the definition of a defined contribution scheme as the society is unable to reliably estimate future liabilities in respect of the LGPS.

Other employees have the option to join the group stakeholder pension scheme operated by Aviva plc. This is a defined contribution scheme. Employees joining this scheme contract directly with the insurance company.

The pension charge included within the financial statements represents the amounts payable by the society to the funds in respect of the period.

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### I) Incoming resources

- Unrestricted funds

Unrestricted funds are available for use to further any of the purposes of the society. Designated funds are unrestricted funds of the society which have been set aside to fund particular activities of the society.

- Restricted funds

Restricted funds are donated for particular areas of the society's work, a specific library or projects undertaken.

#### M) Allocation of income and expenditure

Prior year income for fines and charges, photocopier, sales of goods and miscellaneous items has been reclassified in the SOFA and Note 3 to assist the understanding of the Society's activities.

There have been no adjustments to the total incoming or outgoing resources shown for the comparative period 2013/14.

#### Note 2

##### Voluntary income

	Unrestricted Funds £000's	Restricted Funds £000's	Total 2014/15 £000's	Total 2013/14 £000's
Group Contributions Cash Donations	0	28	28	22
Group Contribution - Prior Year Adjustment	0	0	0	(12)
<b>Total Group Cash Contributions</b>	<b>0</b>	<b>28</b>	<b>28</b>	<b>10</b>
Group Contribution Library Enhancement	0	9	9	6
Donations Income	0	28	28	18
Fundraising by Staff	0	4	4	0
<b>Total Voluntary Income</b>	<b>0</b>	<b>69</b>	<b>69</b>	<b>34</b>

Please see attached Detailed Income pages for detailed breakdown

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 3

#### Income from Charitable Activities

	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
<b>Income from Charitable Activities</b>				
Contract Income	5,351	0	5,351	5,838
Contract Stock Budget Income	0	1,123	1,123	1,193
	5,351	1,123	6,474	7,031
Restricted Income - Arts Council Bid	0	50	50	0
<b>Income</b>				
Schools Library Services	87	0	87	58
Lowestoft Café	53	0	53	58
Stock unit	0	16	16	0
Libraries	79	0	79	54
Room and Equipment hire	69	0	69	70
Income Misc	3	0	3	1
Central Office	56	0	56	76
	347	16	363	317
<b>Professional Services</b>				
Schools Library Service	351	0	351	376
Prisons Library Service	174	0	174	199
Mental Health Project	0	42	42	42
Professional Services - Central	1	0	1	10
Professional Services - Library	62	0	62	66
Stock Unit	0	1	1	2
	588	43	631	695
Library Hire Overdues	89	0	89	103
Library Reservations	5	0	5	6
Library Sale/Hire Audio/Visual	61	0	61	55
Library Sale of Books/Publications	51	1	52	88
Library Other fees and Charges	11	0	11	16
	217	1	218	268
<b>Total</b>	<b>6,503</b>	<b>1233</b>	<b>7736</b>	<b>8,311</b>

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

Notes to the Financial Statements (continued)

### Note 4

Investment Income	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
Bank Interest	5	0	5	7
	5	0	5	7

For Clarification of Notes to accounts please see below

Total of Note 2,3 and 4	6,508	1,302	7810	8,352
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### Note 5

Total Resources Expended	Staff Costs £1000's	Stock £1000's	Premises £1000's	Other £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
Direct Costs	3,490	1,027	643	383	5,543	6,079
Schools Library Services	252	92	65	29	438	403
Lowestoft Café	31	24	0	0	55	55
Prisons Library Service	150	30	0	1	181	202
Mental Health Project	34	0	0	8	42	42
Allocated Support Costs	836	7	52	578	1,473	1,491
	4,793	1,180	760	999	7,732	8,272
Governance costs	0	0	0	43	43	80
Total Costs	4,793	1,180	760	1,042	7,775	8,352

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 6

#### Charitable Activities - Library services Operations

	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
<b>Direct Costs</b>				
Frontline Library Staff	3,170	0	3,170	3,743
External Services Inc Staff	678	34	712	662
Staff Development	42	0	42	1
Property Costs	642	69	711	872
Stock	10	1,142	1,152	1,167
Other	154	8	162	293
	<u>4,696</u>	<u>1,253</u>	<u>5,949</u>	<u>6,738</u>
	<b>£1000's</b>	<b>£1000's</b>	<b>£1000's</b>	<b>£1000's</b>
<b>Allocated Support Costs</b>				
Support Staff Costs	1,042	0	1,042	407
Property costs	(16)	0	(16)	34
Agency Staff Costs	27	0	27	24
Insurance	22	0	22	33
Travel and subsistence	38	0	38	0
Bank Interest and charges	8	0	8	9
IT,HR and Accountancy	510	0	510	991
Supplies, printing and telephone	152	0	152	36
	<u>1,783</u>	<u>0</u>	<u>1,783</u>	<u>1,534</u>
<b>Total - Library Operations</b>	<u>6,479</u>	<u>1,253</u>	<u>7,732</u>	<u>8,272</u>

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 7

##### Governance Costs

	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
Consultancy Fees	18	0	18	26
			0	
Other Professional Fees	0	0	0	36
Legal Fees	8	0	8	9
Audit adjustment 2013/14	4	0	4	0
Audit Fees Current year	6	0	6	3
Board Expenses	7	0	7	6
	43	0	43	80
<b>Total Costs</b>	<b>£1000's</b>	<b>£1000's</b>	<b>£1000's</b>	<b>£1000's</b>
	6,522	1,253	7,775	8,352

#### Note 8

	Unrestricted Funds £1000's	Restricted Funds £1000's	Total 2014/15 £1000's	Total 2013/14 £1000's
Staff Costs				
Direct staff costs during the period were				
Wages and Salaries	3,843	25	3,868	3,775
Social Security Costs	153	2	155	161
Other Pension Costs	623	6	629	601
	4,619	33	4,652	4,537
Indirect employee Expenses	141	0	141	82
Total Staff Costs	4,760	33	4,793	4,619

The Average number of persons (including Management) employed by the society during the period

	Total 2014/15	Total 2013/14
Frontline Staff	364	368
Administration and Support	9	8
Management	12	11
Total	385	387

The number of employees whose emoluments exceeded £60,000 was 1 (2014: 1)

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 9

##### Acting as an agent

During the period the society collected fees on behalf of, and paid over to, Suffolk County Council totalling £217,706. (2014: £198,421) This is not included within incoming resources and resources expended in the Statement of Financial Activities.

The society received £217,706 (2014:£198,421) as collection fees for undertaking this process.

<b>Note 10</b>	<b>Total</b>	<b>Total</b>
<b>Debtors</b>	<b>2014/15</b>	<b>2013/14</b>
	<b>£1000's</b>	<b>£1000's</b>
Trade Debtors	296	2,225
Other Debtors	0	38
Prepayments	106	79
Accrued Income	10	155
	<u>412</u>	<u>2,497</u>

<b>Note 11</b>	<b>Total</b>	<b>Total</b>
<b>Creditors: Amounts falling due within one year</b>	<b>2014/15</b>	<b>2013/14</b>
	<b>£1000's</b>	<b>£1000's</b>
Trade Creditors	132	558
Other Taxation and Social Security	284	648
Accruals	159	268
Deferred Income	1,675	1,671
Other Provisions	2	55
	<u>2,252</u>	<u>3,200</u>

#### Deferred income reconciliation

	<b>Total</b>	<b>Total</b>
	<b>2014/15</b>	<b>2013/14</b>
	<b>£1000's</b>	<b>£1000's</b>
Balance brought forward	1,671	1,758
Amounts recognised in income	(1,671)	(1,758)
New amounts deferred	<u>1,675</u>	<u>1,671</u>
Balance carried forward	<u>1,675</u>	<u>1,671</u>

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 12

Analysis of net assets between funds

Fund Balances at 31st March 2014 are represented by

	Unrestricted Funds	Restricted Funds	Total 2014/15	Total 2013/14
Current Assets	2,512	132	2,644	3,557
Current Liabilities	(2,188)	(64)	(2,252)	(3,200)
Total Net Assets	<u>324</u>	<u>68</u>	<u>392</u>	<u>357</u>

#### Note 13

##### Financial Commitments

##### Operating Leases

At 31st March 2014 the society had annual commitments under non cancellable operating leases as follows

Detail	Total 2014/15			Total 2013/14		
	< 1 Yr	2-5 Yr	>5 Yr	< 1 Yr	2-5 Yr	>5 Yr
	£000's	£000's	£000's	£000's	£000's	£000's
<b>Land and Buildings:</b>	<u>0</u>	<u>112</u>	<u>0</u>	<u>0</u>	<u>18</u>	<u>0</u>
<b>Other</b>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6</u>	<u>0</u>

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

Notes to the Financial Statements (continued)

<b>Note 14</b>	<b>Total</b>	<b>Total</b>
<b>Reconciliation of net income to net cash inflow</b>	<b>2014/15</b>	<b>2013/14</b>
	<b>£000's</b>	<b>£000's</b>
Net Income/(expenditure)	35	0
Return on investments	(5)	(7)
(Increase)/decrease in Debtors	2,085	(2,041)
Increase/(decrease) in Creditors	(948)	(1,146)
<b>Net cash inflow(outflow) from Operating Activities</b>	<b>1,167</b>	<b>(3,194)</b>

<b>Note 15</b>	<b>Total</b>	<b>Total</b>
<b>Returns on investments</b>	<b>2014/15</b>	<b>2013/14</b>
	<b>£000's</b>	<b>£000's</b>
Interest Received	5	7
	5	7

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 16

#### Funds

	Balance as at 01 April 2014	Incoming Resources	Resources Expended	Transfers Between Funds	Balance as at 31 March 2015
<b>Unrestricted Funds</b>					
Share Capital	0	0	0	0	0
Transition Funds	78	0	(40)	0	38
Project Fund	240	0	(32)	0	208
General Funding	0	6,508	(6,450)	20	78
	<u>318</u>	<u>6,508</u>	<u>(6,522)</u>	<u>20</u>	<u>324</u>
<b>Restricted Funds</b>					
Donations	0	32	(32)		0
Friends Group	0	37	(37)		0
Mental Health Fund	0	43	(43)		0
Arts Council Fund	0	50	0		50
General funding	20	0	0	(20)	0
Stock Fund	19	1,140	(1,141)		18
	<u>39</u>	<u>1,302</u>	<u>(1,253)</u>	<u>(20)</u>	<u>68</u>
Total Funds	<u>357</u>	<u>7810</u>	<u>(7,775)</u>	<u>0</u>	<u>392</u>

#### Purposes of unrestricted funds

Transition Funds - To enable Suffolk Libraries to continue to develop as an independent organisation.

Project fund - General running of the library service but with the emphasise on standalone projects for the improvement of the library service rather than day to day expenses which are met out of the Contract Sum and income generation.

General Funding - The category of this fund has been corrected this year to reflect the considered use of any surplus generated. The use of surplus is to maintain a healthy balance sheet for future periods to enable the general running of the service.

#### Purposes of restricted funds

Donations - To facilitate the running of individual libraries stated with the specific donations.

Friends Groups – to support individual libraries to enhance their community.

Mental health fund (Well Being Grant) - To facilitate and promote access to Mental Health services within Suffolk.

Arts Council Fund - The purpose of the funding was to enable 8 libraries to host digital screenings of high quality theatre productions, the first showing is scheduled for September 2015.

Stock fund - To purchase books, audio books, CDs, DVDs, periodicals, online subscriptions, and E-readers for use within the libraries of Suffolk.

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

#### Note 17

#### Share capital

<u>Organisation name</u>	<u>Date of Acceptance</u>
Friends of Glemsford Library	19/12/2012
Friends of Thurston Library	24/01/2013
Wickham Market Partnership	26/02/2013
Needham Market Town Council	26/02/2013
The Friends of Long Melford Library	26/02/2013
Leiston Cum Sizewell Town Council	26/02/2013
Bungay Community Library	15/04/2013
Sudbury Town Council	26/03/2013
The Aldeburgh Library Foundation	26/03/2013
Friends of Mildenhall Library	26/03/2013
Friends of Southwold Library	15/04/2013
Friends of Ipswich County Library	15/04/2013
Friends of Lowestoft Library	15/04/2013
Friends of Brandon Library	02/05/2013
Stradbroke Courthouse & Library Trust CIO	29/05/2013
Friends of Ixworth Library (FOIL)	29/05/2013
Friends of Library in Kessingland (FOLK)	29/05/2013
Saxmundham Library Friends	29/05/2013
Friends of Woodbridge Library (FOWL)	29/05/2013
Debenham Library Foundation	29/05/2013
Framlingham Town Council	08/07/2013
Voices for Gainsborough Community Library	08/07/2013
Friends of Oulton Broad Library	08/07/2013
Friends of Stowmarket Library	08/07/2013
Friends of Haverhill Library	08/07/2013
The Friends of Lavenham Library	15/07/2013
The Kesgrave Community Library	21/08/2013
Elmswell Library Friends	21/08/2013
The Friends of Halesworth County Library	21/08/2013
Friends of Newmarket Library	21/08/2013
Friends of Lakenheath Library	21/08/2013
Felixstowe Town Council	21/08/2013
Beccles Library Community Trust	21/08/2013
Eye Library Friends	21/08/2013
Hadleigh Library Friends Group	21/08/2013
Westbourne Library Friends	21/08/2013
Kedington Library Friends	28/11/2013
The Friends of Capel St. Mary Library	30/01/2014

## Suffolk's Libraries IPS Limited

Year ending 31 March 2015

### Notes to the Financial Statements (continued)

The Friends of Stoke Library	20/03/2014
The Friends of Clare	20/03/2014
Rosehill Library Friends	20/03/2014
Friends of Chantry Library	29/05/2014
The Friends of Great Cornard Community Library	31/07/2014
Friends of Bury Library	31/07/2014

Each group has a £1.00 share, with the share-holders fund being £44.00

Individual members of the society must support its objects and complete an application for no more than one share.

The shares of the society are of the nominal value of £1 and are issued to members on admission. They are not transferrable, except in the case of an unincorporated organisation or partnership members (and then only in the case of a change of nominee(s) and only to the new nominee(s)). They are not available for withdraw, carry no rights to interest, dividend or bonus, and are forfeited on cancellation or cessation of membership for whatever reason.

At the year end the society had 44 members. (2014: 41 members)

#### Note 18

##### Contingent Liabilities

Certain of the society's employees are members of the Local Government Pension Scheme (LGPS)

This is funded, multi-employer defined-benefit scheme, with assets held in separate trustee-administered funds. The society made contributions of £603,317 (2014: £630,093) during the period in respect of these employees, which has been accounted for as an expense in the statement of financial activities in line with the accounting policy of the society.

The terms of the contract with Suffolk County Council for the provision of library services state that, should the provider of the library service change, then either the new provider or Suffolk County Council will inherit the liabilities relating to LGPS at that time, at an amount to be determined by the terms of the contract and an independent actuary. As a result the society is unable to reliably estimate the liability at the period end that relates solely to itself, as both its timing and amount is contingent on future events.

According to the most recent full actuarial valuation available to the Board, dated 31 March 2010, the society's share of the deficit in the scheme was £53,000, representing a share of scheme assets of £10,093,000 and scheme liabilities of £10,146,000.

#### Note 19

##### Remuneration & related party transactions

Remuneration (including employer pension contributions) paid to 1 Board member; the General Manager of Suffolk Libraries IPS, during the period was £72,249. (2014:£76,634)

6 Trustees were reimbursed expenses amounting to £6465 (2014:6348) for the period ended 31 March 2015 from Suffolk Libraries.

There were no payments to related parties. (2014:£0)

#### Note 20

##### Post Balance sheet events

There were no post balance sheet events which effect the Accounts Year Ending 31st March 2015

## **Suffolk's Libraries IPS Limited**

**Year ending 31 March 2015**

**Notes to the Financial Statements (continued)**

### **Note 21**

#### **Infrastructure Improvements**

Suffolk County Council are responsible for maintaining the buildings and IT infrastructure of the libraries. During the year they have improved Ipswich Library by funding the development of the top floor of the Library into the Enterprise and Innovation Hub to a value of £56,000. SCC have also invested in new computers, chrome books and laptops for public use within the libraries at £128,000.

## Suffolk's Libraries IPS Limited

These pages are not part of the financial statements

### Detailed breakdown of Voluntary Income

Group Contributions Cash Donations	Unrestricted Funds £'s	Restricted Funds £'s	Total 2014/15 £'s	Total 2013/14 £'s
Halesworth Friends		6593	6,593	555
Gainsborough Friends		4745	4,745	
Bungay Friends Group		3746	3,746	200
Stradbroke Friends Group		2840	2,840	900
Beccles Friends Group		2577	2,577	161
Woodbridge Friends Group		1312	1,312	400
Sudbury Friends Group		795	795	
Chantry Friends Group		790	790	
Haverhill Friends Group		727	727	
Thurston Friends Group		713	713	
Long Melford Friends Group		639	639	635
Leiston - Friends Group		501	501	
Rosehill Friends Group		464	464	
Saxmundham Friends Group		382	382	
Newmarket Friends Group		350	350	
Southwold Friends Group		333	333	1,116
Elmswell Friends Group		313	313	
Clare Friends Group		235	235	
Brandon Friends Group		138	138	
Lakenheath Friends Group		134	134	
Westbourne Friends Group		123	123	320
Ipswich Library Staff Group		100	100	
Glemsford Friends Group		96	96	
Kessingland Friends Group		96	96	
Hadleigh Friends Group		84	84	837
Aldeburgh Friends Group		(290)	(290)	
Needham Market Friends Group		(325)	(325)	650
Mildenhall Friends Group			0	5,000
Woodbridge DC stated in Rent			0	3,050
Babergh District Council - Debenham			0	2,000
Glemsford Parish Council Stated in Donations			0	2,000
Wickham Market Partnership			0	1,059
Stowmarket Friends Group		370	370	971
Lowestoft Friends Group			0	720
Ipswich Library Staff Group			0	500
Lavenham Friends Group			0	494
	0	28,581	28,581	21,568

## Suffolk's Libraries IPS Limited

<b>Group Contribution - Prior Year Adjustment</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
Locality Budget Debenham			0	(5,442)
Locality Budget Stradbroke			0	(6,266)
	0	0	0	(11,708)
<b>Total Group Cash Contributions</b>	<b>0</b>	<b>28,581</b>	<b>28,581</b>	<b>9,860</b>

### Group Contribution Library Enhancement

	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
Ipswich Contract Cleaning				2,591
Westbourne Friends Group				480
Wickham Market Friends Group				275
Halesworth Friends Group				360
Bungay Friends Group		6,683	6,683	807
Southwold Friends Group		738	738	666
Needham Market Friends Group		698	698	
Long Melford Friends Group		371	371	
Lavenham Friends Group		100	100	
	<b>0</b>	<b>8,590</b>	<b>8,590</b>	<b>5,179</b>

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2014/15</b>	<b>Total 2013/14</b>
<b>Donations To Library</b>				
Kesgrave Library		10700	10700	10500
The Poetry Archive		2000	2000	2000
Suffolk Libraries HQ		1000	1000	
Locality Budget SCC				1500
Ixworth Library				500
Birketts Donation to AGM				300
Blue Star Donation to AGM				200
Books for Teenagers Mental Health				200
Newmarket Library				69
Stoke Community Library				50
Aldeburgh Library		17	17	19
Beccles Library		2000	2000	
Brandon Library		19	19	
Bungay Library		515	515	273
Bury St Edmunds Library		838	838	
Chantry Library		1	1	
Clare Library		7	7	
Debenham Resource Centre		0	0	
Felixstowe Library		917	917	
Gainsborough Library		1	1	
Glemsford Library		1000	1000	
Great Cornard Library		2924	2924	

## Suffolk's Libraries IPS Limited

Hadleigh Library	236	236	
Halesworth Library	415	415	
Haverhill Library	241	241	
Ipswich County Library	395	395	1313
Kedington Library	320	320	
Lowestoft Library	94	94	
Needham Market Library	285	285	12
Newmarket Library	549	549	
Rosehill Library	817	817	
Southwold Library	1876	1876	
Stowmarket Library	387	387	250
Thurston Library	103	103	
Westbourne Library	18	18	1076
Woodbridge Library		0	
<b>Total Donations Income</b>	<b>27,675</b>	<b>27,675</b>	<b>18,262</b>
<b>Fund Raising by Staff</b>	<b>3,986</b>	<b>3,986</b>	<b>0</b>
<b>Total Voluntary Income</b>	<b>68,832</b>	<b>68,832</b>	<b>33,301</b>