

Suffolk Libraries

SUFFOLK'S LIBRARIES IPS LIMITED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017

SUFFOLK'S LIBRARIES IPS LIMITED

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The following pages do not form part of the statutory financial statements:

Detailed breakdown of donations

SUFFOLK'S LIBRARIES IPS LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS OF THE SOCIETY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2017

Board members

Tony Brown, Chair
Sylvia Knights, Vice Chair
Jonathan Ogden
Maureen Garratt Simpson, Honorary Secretary (appointed 29 September 2016)
Alison Wheeler, Chief Executive
Sue Buck (co-opted 27 April 2017, retired 29 September 2016)
Anne Mallalieu (retired 29 September 2016)
Colin Rockall
Peter Callaghan (resigned 23 February 2017)
Sarah Wilson (co-opted 27 October 2016)

Company registered number

IP031542

Registered office

Ipswich County Library, Northgate Street, Ipswich, Suffolk, IP1 3DE

Chief executive officer

Alison Wheeler

Independent 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

Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE

Solicitors

Birketts, 24-26 Museum Street, Ipswich, Suffolk, IP1 1HZ

SUFFOLK'S LIBRARIES IPS LIMITED

CHAIRMAN'S STATEMENT FOR THE YEAR ENDED 31 MARCH 2017

The chairman presents his statement for the period.

When I joined the Board of Suffolk Libraries in 2013, after its first year of operations, I referred to it as a social experiment. The experiment had been designed to deliver that most sought-after goal - an improved service at a significantly reduced cost. At that time, there was no guarantee the experiment would be a success. So, it is gratifying to introduce this Annual Report, which contains ample proof that the experiment has worked.

Despite the unfavourable economic and budgetary environment – which has at times seemed almost to penalise us for our own success – we have shown that passion, talent, creativity, and a shared sense of purpose can achieve the most challenging outcomes.

One of the themes which dominated our discussions in 2016/17 was the insight that libraries are about people (as distinct, say, from being about books). As the scope and number of community-based activities have grown over the past few years, we have shown that libraries are the ideal – and sometimes now the only – places where individuals and groups can gather in a safe and supportive environment to enjoy an almost limitless variety of social, recreational, and educational pursuits.

The initial contract between Suffolk County Council and Suffolk Libraries, signed in July 2012, included a break point allowing Suffolk Libraries to withdraw from delivering the service at the end of the first five years. Despite the uncertain financial future, the Board unanimously decided in December to commit to what has become known as The Next Five Years. We did this believing that, having worked so hard to negotiate a robust contract initially, and having learned and developed so much since then, the current structure and governance model had the best chance of ensuring a secure and successful future for the library service in Suffolk, in the interests of our communities, our volunteers, and our staff.

In order to ensure Suffolk Libraries can remain sustainable and competitive, we have developed a comprehensive Transition programme, which includes innovations which are designed to improve both access to our services, and the quality of service we are able to deliver.

We are piloting Suffolk Libraries Local, which brings the full library experience to three communities not currently served by a branch. We are implementing significant improvements – and cost savings – to our IT network, and our self-service facilities. We are planning a more consistent approach to staffing levels and practices across the network. And we are rolling out Suffolk Libraries Extra, which enables our keenest supporters to support the service financially, through a membership/donation scheme.

The county continues to benefit from the activities of our Community Groups, which ensure local libraries respond to the enthusiasms and opportunities in their communities. Across the county CGs are delivering more activities and events than ever before. And many have enabled major refurbishments and other real improvements to the library experience in their location.

I would like to thank everyone who helped make the year reported on here one of continued progress and success. Without the creative energy of our brilliant staff, and our 1200 invaluable volunteers this would not have been possible. I would like to thank all the members of the library team which has written and produced this impressive record of achievement, which we are presenting at the AGM.

And I would reiterate my thanks to Mandy Wilkinson, Sylvia Knights and the Finance, Governance and Audit committee, who work so hard to ensure we continue to be both efficient and solvent. Thanks also to our scrupulous team at Larking Gowen for confirming that this is so.

It is fair to report that our relationship with Suffolk County Council has not been without its frustrations, as they seek to implement the damaging cuts applied to their budgets by central government. But overall the working relationship is a strong one, based, I believe on a shared commitment to delivering the best possible service for the money available.

SUFFOLK'S LIBRARIES IPS LIMITED

**CHAIRMAN'S STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017**

I observed earlier that libraries are about people. And there is no person who has contributed as much to the success of Suffolk Libraries as Alison Wheeler, our Chief Executive. This Report covers the last full year of Alison's tenure, as she plans to retire next February. Her particular combination of vision, passion, versatility, and resilience will be impossible to replicate. And there is no sign of her energies declining as she and her team work hard to ensure that she hands over a thriving service to her successor next year.

**Tony Brown
Chairman**



Date 20/7/17

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

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 expert 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 2016/17 to achieve the charity's aims and objectives are:

1. To ensure that Suffolk Libraries is an enterprising organisation that seizes every opportunity available to extend its purpose and ensure 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, members and delivery partners so that they are conversant and engaged in our intent.
4. To continuously build good relations with our staff and look for ways to ensure that they fulfil their potential.
5. To demonstrate convincingly to customers, partners and the community the changing library offer.
6. To ensure that our buildings, infrastructure, systems and processes are engineered to maximise impact and performance.
7. To ensure that the Society has excellent governance through its Board with a thriving and supportive membership.

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BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Achievements summary

This has been yet another year of achievement and innovation, building on an established track record of excellence and reputation for success in Suffolk and beyond.

Over the year there have been further improvements to the way the Society has run its business, building on the secure foundations established five years ago with greater controls over the systems, software and infrastructure which support local libraries and the staff who work in them.

There have been millions of physical visits to libraries and mobiles or to a new and relaunched website with ever more people coming to events at their local libraries organised by local staff or by the community group.

Community groups have increased their profile and extended their activities with new initiatives and building improvements across the county delivered and supported by local members and volunteers in partnership with staff. These include iPad lending schemes, music gigs, changes to local opening hours and clubs for children.

The overall profile of Suffolk Libraries has increased with a multitude of local media stories inspired by local or countywide initiatives, countywide invitations to showcase the Society's success and a spotlight on Suffolk in the national initiatives on libraries led by the Government.

The first five years of the contract with the County Council have delivered more for less year on year and in December 2016 the Board decided to exercise its right to another five-year contract which will begin in August 2017.

This activity stimulated a necessary reflection of what the future might hold and has sparked off a substantial and wider ranging review, called **The Next Five Years** which began in March 2017 and will complete in December 2017.

Its purpose is to look ahead, to ensure that the organisation is imaginatively and responsibly looking ahead to explore and develop strategies for growth while making changes to the workforce and the support systems to operate as efficiently as possible.

The Society has done extraordinarily well to sustain and improve Suffolk's library service at a time of fiscal challenge for publicly funded bodies, with many other library services struggling to survive, closing libraries, reducing opening hours and slashing budgets for stock and other developments.

There is no magic formula to this success, and nor is it about luck. It's taken hard work, partnership and talent, combined with a strong sense of ownership by local people about their local library services, fostered by active community groups, dedicated volunteers, excellent local staff whose skill and commitment makes such a difference, and an accomplished leadership.

A customer survey launched in April 2017 shows us that 99% of customers believe their local library to be very important, and there are many powerful descriptions of why their local libraries make a difference to them and their community.

There is now a strong and enduring foundation for the future, still setting and extending a gold standard for a modern public library service.

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Priority projects for the year

Over the year, the Society has continued to work on a number of projects to reduce cost while improving the service to customers. These included:

- The development of bespoke software to replace the self-service borrowing and return equipment, migration from the county's broadband network to a cloud-based service under the total control of Suffolk Libraries.
- A contract negotiation to deliver best value for the county's cleaning contract delivering significant cost reductions, the transfer of banking services to get better interest and more modern banking services.
- A review of the eBooks platform with significant improvements and less cost, along with difficult decisions about reduced online subscriptions because of added pressures on the reduced stock budget.
- The annual staff survey which showed increased confidence in local and countywide leadership, impressive commitment by staff to their communities, pride in their employer and also provided useful feedback on areas for follow up.

There were a number of locally led changes and improvements

During the year there were planned improvements and refurbishments to a number of local libraries mainly through the actions of local groups and staff supported by the Community Libraries team. **A full list of these is described in a separate leaflet.**

Several libraries became Visitor Information Points (VIPs) acting as key providers of information about the Suffolk Coast to tourists and local people. These included Aldeburgh, Lowestoft, Halesworth, Beccles, Bungay, Felixstowe, Woodbridge and Southwold. The project has also led to Suffolk Libraries also being promoted on a new dedicated Suffolk Coast website.

New services and increased profile

Undoubtedly one of the year's successes was the newly named and relaunched New Chapters service funded by the Mental Health pooled fund and reaching thousands of people with mental health and wellbeing needs. This contract and service are important because they demonstrate how Suffolk Libraries can optimise local facilities and the countywide network to deliver much more than library services.

In March 2017, a new service (named Suffolk Libraries Local - a weekly slice of library life) was launched in Red Lodge with a second session then launching in April and a third session planned to launch in May in Moreton Hall near Bury St Edmunds.

This weekly pop-up library experience is an instant success and is already attracting the interest of other library services. The service has been funded as a pilot by Suffolk County Council.

There was a very successful Book festival in the autumn of 2016 which ended a year's focus on reading across the county.

A code club was launched in Ipswich County Library in the hub, led by local volunteers offering young people a chance to learn new digital and programming skills. By the end of 2016 it had been designated an exemplar by Code Clubs UK and a further club is planned for Thurston. There is a waiting list for the Ipswich club who have also hosted Raspberry Pi sessions.

Digital skills and the arts are at the heart of the Society's bid to become an Arts Council National Portfolio Organisation (NPO). The bid was submitted at the end of January 2017 and the outcome will be known in July 2017. If successful, this will establish a four-year plan of activity and investment from April 2018, focussed on young people working with a national partner.

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Towards the end of the year a new product was under development. Suffolk Libraries Extra will be launched in 2017/18 and will give individuals and companies the chance to invest and donate each year in the future development of the services.

In December 2016, the Society formed a new consortium with three other library mutuals called Optimo to deliver work for central government and respond to local bidding opportunities. Its first contract was a series of masterclasses and toolkit for the government on how to set up a library mutual:

<https://www.gov.uk/government/publications/libraries-alternative-delivery-models-toolkit>

In June 2016, the County Council Scrutiny Committee carried out a substantial review of its relationship with Suffolk Libraries, on how well its statutory service was delivered and made some recommendations on how the Society might be better supported in the future, in particular with help on people counters.

The Chair of the panel Cllr Mary Evans wrote to the Chief Executive with the following:

"We all found it very interesting to hear in detail from different perspectives about the success story that is Suffolk Libraries.

"We are all rightly proud of what has been achieved by Suffolk Libraries and I would like to place on my record my thanks to you and the leadership team and, of course, the amazing volunteers. Thank you."

Performance

Suffolk's 44 static libraries attracted over 3.1 million visits and issued over 2.4 million books during the year. Events and activities are a notable area of success, with over 173,000 attendees recorded at over 11,100 events and activities during the year – a significant increase on the previous year. The figures include 33,218 child attendees at regular activities for children under 4 and 21,867 attendees at regular activities for older people – these two core activities helped to provide a growth in the number and diversity of events. The freedom of being an independent library service with contributing friends groups, is also a key factor in this area of success and there were 986 'one off' events / activities during the year which attracted 40,203 attendees.

Although full figures are yet to be collated and published, early indications suggest that the trends in physical item lending seen in previous years continue. The decline in adult lending appears to be slowing down and figures for children's books look to continue to stay level, with the potential of a small increase in some categories and locations.

Digital content continues to be an area of growth. Early data suggests that eBook and eAudio 'loans' have increased by 19% and 31% respectively. This is despite the disruption and reduced amount of new content being purchased for part of the year due to the digital platforms review. New features added to the Overdrive website and app in early 2017 have increased the potential for promoting content and in March eBook downloads passed the 10,000 per month mark for the first time.

Downloads of digital music have increased by 8% on the previous year. However, streaming has stayed at a similar level.

There were two customer ethnicity surveys during the year (8,600 customers) which once more highlight the diversity of the customer base:

- White British: 75% of customers compared to 91% of the population
- Indian: 2.73% of customers compared to 0.5% of the population
- Chinese: 1.94% of customers compared to 0.3% of the population
- Black African: 1.86% compared to 0.4% of the population
- Black Caribbean: 1.81% compared to 0.3% of the population.

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Mobile libraries continue to provide a much valued service to rural communities across Suffolk. The three vehicles visit over 550 locations every month. During 2016 / 2017 they welcomed 27,971 visitors and issued 99,407 books. The mobile library managers introduced customer comment books for a period during the year, capturing numerous comments which highlight how valued the service is. They showed that customers value the interaction that the service provides, as well as the provision of books.

The 2016 Summer Reading Challenge was the most successful year yet for Suffolk Libraries and more than 8,200 young people signed-up. This success was impressive due to library services nationally seeing a general decrease in sign-ups. Young volunteering was also successful and the service offered rewards to exemplary young people taking part. The number of young volunteers was again high and approximately 150 young people assisted in libraries across the summer. Proportionally, Suffolk has low numbers of young people and so 150 young volunteers is demonstrably successful.

Areas of success during the year in more detail

Membership engagement events

One of the most effective ways in which Suffolk Libraries engages with its membership is through 'community forums'. These are meetings which take place throughout the year to which trustees of library community groups are invited. Five community forums were held during 2016 / 2017 in different locations around the county, attracting a total of around 100 trustees. The forums provide Suffolk Libraries leadership with the opportunity to discuss key organisational information with the membership and seek their feedback, as well as a chance for trustees from different groups to meet each other and share ideas. The forums are positive and vibrant events with members appreciating the opportunity to network with each other and learn about the direction of the organisation.

Local library developments and member activities

A number of libraries have undergone physical improvements during the year, most of which have involved a contribution from the library community group as well as funding from other sources. These include the following:

- Aldeburgh Library Foundation paying for a refurbishment of the library and agreeing to pay for additional manager hours.
- Debenham Library Foundation helped to fund and facilitate a move of the library into a significantly bigger and better premises.
- The Friends of Newmarket Library helped to secure some of the funding which enabled a major refurbishment of the library.
- The Friends of Stowmarket Library provided some of the funding which enabled the old training room at the library to be transferred into a hireable meeting room.
- The Friends of Framlingham Library funded a refurbishment which saw the installation of a new kitchen and toilets.
- The Friends of Kedington Library provided some of the funds which enabled a refurbishment of the library.
- The Friends of Southwold Library paid for new wheeled shelving which increases the flexibility of the space, enabling it to be used for events and activities.
- The Friends of Long Melford Library contributed to the cost of a carpet at the library which transformed the feel of the space.
- Funding from Kesgrave Library Community Group and the local Kesgrave charity SPARK enabled extensive redecoration and refurbishment of Kesgrave Library.
- Local developer contributions and additional funding from the Friends of Glemsford Library paid for refurbishment of Glemsford Library.

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Innovations and service development

The Enterprise Hub (Carnegie Room) at Ipswich Library has seen a growth in visitors and paying customers over the past year. This includes an arrangement with the new Anglia Growth Hub to provide advice to new businesses. To complement this, the team were successful in their bid to become part of the Google Digital Garage project which equips people setting up their own businesses.

The Digital Garage project was slow to start, but the team worked with partners to spread the message and take-up was sufficient.

Towards the end of 2016, Suffolk Libraries started discussions with the Local Enterprise Partnership (LEP) and the British Library about the development of the enterprise offer. The intention is for the Carnegie Room to become part of the British Library's Business and Intellectual Property Centres with the support of the LEP and the ground work was started in 2016, with an anticipated launch in 2017/18.

Bids and grants:

Suffolk Libraries wasn't successful in its bid to the Library Opportunities Fund from Arts Council England (ACE). However, in this time, Suffolk Libraries was invited by ACE to apply to become a National Portfolio Organisation which, if successful, would guarantee a significant funding envelope for four years. The end of 2016 was spent working with a national arts organisation to develop organisational thinking and drafting the application. The decision is expected mid-2017.

Suffolk Libraries Presents, an ongoing grant funded project from Arts Council England, found its footing in 2016 and early 2017. The project has reached its projected number of screenings already and the introduction of mobile equipment for more libraries to be part has resulted in a diverse menu of events across the county. More work for this will be ongoing into late 2017.

Literacy, Books and Reading Team for Schools (LBaRT)

In 2016-17 the relatively new *Literacy, Books and Reading Team* replaced the old SLS model of school provision. During this time, the service worked hard to reduce costs and overheads which includes moving to one building, close appraisal of the service budget and encouraging new business skills among staff.

The business during this time has seen ebb and flow among schools which has been impacted significantly by the academisation of schools across Suffolk, including the emergence of large Multi-Academy Trusts and private academy sponsors. Despite this, the service has retained a large and loyal customer base who have appreciated the new service and have engaged well. The team have also been working hard on the ground with schools to 'up sell' services which they may not be aware of such as book groups or business meetings for library staff and this has seen modest success.

The movement of stock onto the Suffolk Libraries' library management system and the new offer of 'self-service cards' has seen a positive impact on children's borrowing. Public library staff have worked closer with schools' colleagues and there has been a growing transference of experience and local knowledge between the two services.

Public library services for children and young people

Early years (0-4):

The early years offer across the library network has increased. More resources are now being offered to families which includes information leaflets and sticker book resources for toddlers. Nationally, Suffolk Libraries have been working across library services on the development of new offers in the early years (particularly the pre-birth offer) which will come online mid-2017.

Additionally, in 2016 there was more joint working with children's centres across Suffolk with more joint events are happening for families across the network.

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Children (5-11):

There has been significant development in digital clubs and learning activities for children in libraries especially coding clubs. Libraries have been working with national organisations such as Code Club UK to establish a network of skilled coding volunteers and Ipswich County Library was designated a Star Club by Code Club UK and held up as a national exemplar. Nationally, this movement is still in its infancy in libraries and the next year will hopefully see a growth in this this area.

Young people (11-18):

In Summer 2016 the Arts Council funded the ImagiNation programme for young people which is a summer literature and artistic activity for 11-18-year-olds. Despite being the first year, there was modest success across the entire network for this project and libraries saw an increase in young people coming into libraries.

Library work with young people has been the focus of the Literacy Ambassador and this work is more fully described later in the report.

Literacy projects

Let's Talk Reading:

This project administrator role for this project has now been hosted by Suffolk Libraries for over a year. The project has sign-up from 12 schools which have created literacy development plans. Suffolk Libraries has been heavily involved in a community offer to bring attention to literacy and reading to two disadvantaged wards in Ipswich. Two libraries are developing their community offer further for parents and 2016-17 saw a growth for parental events and support.

Adult reading pilot:

A small pilot in Halesworth with volunteers helping with adult reading started in 2016 and is still ongoing. It was created in response to the literacy issues Suffolk has across all age groups and will continue until mid-2017.

Beyond the Book

The Literacy Ambassador role promotes the importance of literacy to young people and their families in Suffolk by working with public libraries, schools, statutory and voluntary organisations.

Central to this is the 'Beyond the Book' programme which promotes reading for pleasure and the public library service to year 7 pupils across Suffolk. Each pupil receives a free information and literacy activity booklet, the opportunity to receive a new library card and an assembly delivered by the literacy ambassador. Teaching resources to support the booklet are used in schools in a variety of ways including during morning tutor time, in library lessons and as homework.

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Beyond the Book was delivered to two Year 7 cohorts between 01/04/2016 and 31/03/2017. Therefore, some of the data in the table below is for January to March 2016.

	School assemblies	Pupils receiving the assembly	Beyond the Book library cards issued	New customers
Cohort 1 (pupils in year 7 in 2015/16)	18	2700	387	154
Cohort 2 (pupils in year 7 in 2016/17)	9	1700	167	48
Assemblies delivered to additional year groups	4	400	N/A	N/A
Totals	19 individual schools visited	4800	554	202

The literacy ambassador has also provided the following support to schools:

- Advice and resources for creating a whole school reading programme on Bury St Edmunds.
- Targeted sessions for 30 disengaged readers in Stowmarket.
- Organised and ran a free author visit to two Ipswich schools in areas of deprivation.
- Ran a six-week Reading Hack group at Beccles library as part of enrichment lessons for a local free school. A further Reading Hack group was set up at Great Cornard library.
- Facilitated library visits by school groups to public libraries.

Beyond the Book has enabled public libraries to strengthen relationships with schools across the county, and Suffolk Libraries is now in a stronger position to promote our services, cultural opportunities and to engage with young people in new ways.

Digital Roadshows from Suffolk Libraries

The Digital Roadshow scheme was devised in January 2016 to allow Suffolk Libraries to showcase its digital services to schools and groups of young people across Suffolk. Children and young people visit libraries to build a Kano Raspberry Pi computer, experience 3D printing and complete an hour of coding.

The scheme was extended to extra-curricular coding sessions in the 2016 summer holidays as part of the ImagiNation project. Sessions were held at Newmarket, Beccles, Halesworth, Chantry, Gainsborough and Great Cornard libraries. These sessions were attended by 50 children and young people aged between 8 and 18, and 10 parents/carers. At two libraries parents and children worked together to assemble the Kano computer before taking a part in some coding.

In total, 110 children have taken part in a digital roadshow during this reporting period.

Chatterbooks

Chatterbooks is a book group for children that focusses on reading well and for reading for pleasure.

Groups meet to enjoy sessions based around themes such as Spies, funny books and pirates. Children take books away to read at home, then discuss what they had read as a group at the next session. Groups would then move on to a different theme, choosing different books to read and taking part in activities linked to the new theme.

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BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Libraries trialled Chatterbooks groups at five of its public libraries between March and July 2016.

Of the five pilot Chatterbooks groups, three were judged to be successful in attracting and retaining participants. Two libraries worked with local schools who selected pupils who are reluctant readers to attend sessions in the library. These Chatterbooks groups ran for around 10 weeks, before a new group of pupils attended. One group adapted the activities at a longstanding children's craft group to the Chatterbooks model. Two libraries were not successful at attracting participants during the trial period.

After the trial period, it was decided to continue running Chatterbooks in the three successful libraries. One of the unsuccessful libraries relaunched the scheme and now has a successful monthly group for home educated families, and a new library joined the scheme to run weekly sessions with a local primary and a monthly open session.

- 160 children (approximately) have taken part in Chatterbooks sessions.
- 335 Chatterbooks books have issued (Feedback from library staff states that other books from general library stock have also been issued).
- 4 primary schools and 1 secondary school visit libraries for Chatterbooks sessions. 1 home educated group and 2 weekend sessions are also run.
- 15 members of Suffolk Libraries staff are now trained to deliver Chatterbooks

Chatterbooks has strengthened links between local primary schools and libraries, and feedback from participants, school staff and library staff has been very positive.

Shelf Help Challenge

The 'Shelf Help Challenge' ran in February and March 2017, and was funded through a successful bid to Children and Young People's Services at Suffolk County Council.

The literacy ambassador challenged four groups of young people across Suffolk to create and deliver a marketing strategy to promote the Reading Agency's 'Shelf Help' scheme to their peers. The young people worked independently to produce their own promotional materials and used a range of advertising methods to get the message about 'Shelf Help' out to young people and families across the county.

The work created by the young people will be shaped into a set of resources for teachers to use in schools during the 2017/18 academic year, and will shape how Suffolk Libraries promotes Shelf Help to young people in the future.

The funding also allowed 3,800 'Shelf Help' leaflets and posters to be sent to every secondary school, 6th Form and college in Suffolk (excluding those in Waveney).

Volunteering

Volunteers have continued to work alongside Suffolk Libraries staff to great effect, in a variety of roles which include the Board of Directors and Friends Group members, to those running Top Time and Baby Bounce sessions.

In addition to the traditional roles associated with the Home Library Service (which has seen a decline in requests) and the Summer Reading Challenge (with some record numbers this year), volunteers have chosen to become involved in setting up and running a variety of activities from Lego clubs to adult literacy sessions.

With the launch of Suffolk Libraries online recruitment form and updated volunteers section of the website, volunteers have also come forward to assist with specific projects such as the updating of the display and cataloguing of the Racing Collection at Newmarket Library.

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A Staff Guide on Volunteers and a Welcome Guide for new volunteers were completed and circulated to all libraries, along with regular volunteer newsletters. The 4 Big 'T' events in the autumn provided the opportunity to say thank you to all the volunteers, combining a social occasion with some informal dementia training from the Elmswell library manager. The volunteer awards, presented at the AGM in September, highlighted the invaluable contribution of volunteers across Suffolk Libraries and shone the spotlight on just a few of the stars.

Staffing

Total Employees at 31/3/17	414
Total Contracts at 31/3/17	553
FTE at 31/3/17	169.79

Staff Survey

240 staff completed the third staff survey, carried out in June 2016. The survey asked questions about

- Leadership
- Suffolk Libraries
- My Manager
- Community membership
- Personal growth
- My team
- Fair deal
- Giving something back
- Wellbeing

Overall the results were very positive with a slight improvement in most areas and particularly in the 'My Manager' section. Many staff suggested that their colleagues and the feeling of team spirit makes Suffolk Libraries a great workplace. Staff also enjoy the interaction with customers and the local community. They enjoy the variety in their roles and the freedom they have to try new things and be innovative. There were also positive comments about their local manager and the senior management team.

Senior Manager Pay

Suffolk Libraries senior manager pay arrangements and terms and conditions play a key role in enabling the attraction, retention, engagement and motivation of senior managers in the realisation and development of Suffolk Libraries vision for the future.

In order to provide consistency and transparency in the way in which pay is set for senior managers a factor-based job evaluation scheme measures the demands and relative size of jobs objectively. Only the job is evaluated, not the individual doing the job.

An evaluation panel measures each role against agreed factors using the role profile. The panel consists of representatives from UNISON, HR and the Chief Executive. Points are applied to each factor based on the extent to which they are present in the job, with the aim to reach a consensus on a score. The total score determines the salary range of the job.

Due to senior managers having more responsibility and being privy to confidential and sensitive information a personal contract is used to add extra detail and security. The senior manager contract covers all the required areas of Suffolk Libraries employment contract as well as payment in lieu of notice, confidentiality, intellectual property and post-termination restrictions.

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Succession planning

To identify any skills gaps within the Senior Leadership Team (SLT) a 360 Appraisal was designed using the desired criteria for the leaders of the organisation.

The SLT were measured by their peers, direct reports, front line staff and board members on the skills necessary for them to be a strong leadership team.

This exercise identified that there is a healthy mix of professional skills on the SLT and although the analysis shows there are some improvements to be made there are no big shocks. Each member of the team will continue to work with the CEO on an individual development plan and has been and will continue to be given opportunities to develop. There has been training for the whole team on managing stress (their own and others). Other structured training is planned for public speaking and straight talking.

Absence Management over the year

There were 11,134.71 working hours lost due to sickness absence or injury during this reference period which ran from the 1st April 2016 – 31st March 2017. This is equivalent to 4.46 days per employee a year, this falls below the national average which is currently recorded as 6.9 average days lost within the non-profit sector (CIPD 2016). It's calculated that the overall cost of absence to Suffolk Libraries for this year is around £121,925.

Minor illnesses (such as coughs and colds) were the most common reason for sickness absence during 2016/17, accounting for approximately 35.4% of the total days lost. This was followed by stress, anxiety and depression at 16.8% of total days lost. After this cardiac and circulatory conditions were the most common reason for sickness absence resulting in 15.8% of days lost.

Suffolk Libraries has a written absence management policy and uses return to work interviews and trigger mechanisms to review attendance. Support in the form of help and guidance is provided from the HR Team or other professionals, e.g. Occupational Health, and Employee Assistance Programme or the Best Doctors Service if required.

Reward Scheme

Since April 2014 Suffolk Libraries has been operating an employee reward scheme which recognises an individual's outstanding contribution over and above the normal expectations for this role. Employees are able to nominate each other, team or themselves. The nominations go to a review panel each month and, if successful, staff are sent an email to thank them and are given vouchers as a small gesture to show the society's appreciation. Since commencing this scheme 32 months ago, 300 vouchers at a cost of £11,940.00 have been issued for the recognition of exceptional performance which includes the organisation and implementation of projects and events, customer service and going the extra mile to promote a positive outlook for the service.

Training

In the past year 539 staff and volunteers have attended 41 learning and development events.

Alongside the current programme there has also been Mental Health First Aid training funded by the Mental Health Fund. Online Learning has enabled the newly appointed part time Health and Safety officer to access NEBOSH training and two members of staff from Ipswich who are accessing an Online Maker course. The Volunteer Coordinator will be completing an ILM in Volunteer Management

In addition, a number of employees have successfully qualified as Manual Handling trainers and created a revised course which will be on offer from April 2017.

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Throughout the year there has been ongoing internal management training and coaching in areas such as recruitment and managing absence and performance, managers are also being supported with skills to deal with change such as workshops on building resilience, stress management and dealing with confrontational situations.

A training section on SharePoint is in the process of being developed to accommodate online training and signposting to other learning opportunities for employees available on the web.

Four units to be developed initially are:

- E-Learning off the shelf – generic training which can be linked to.
- Bespoke Suffolk Libraries training – development of specific module content
- Supporting employees at work – links to information
- Life Long Learning – sign posting to online learning on the web

Staff Development Day

In November 2016, approximately 80 staff attended a staff development day that focussed on how Suffolk's libraries make a difference to the communities it serves.

The event encouraged staff to network with their colleagues and learn more about other potential services that could make a difference to their community.

The day included interactive sessions about the New Chapters wellbeing service, Fun Palaces, developing the Suffolk Libraries brand and a presentation by Nick Poole, CEO of CILIP, on how libraries save lives and communities. The feedback on the day was very encouraging with the majority of staff enjoying the content and the opportunity to engage with their colleagues, board members and the leadership team.

IT performance and changes

This has been a year of significant change across all aspects of the Society's IT services.

Almost all the tools used to manage the computing environment have been either upgraded or replaced as part of a wholesale migration away from the Suffolk County Council network and support teams. This migration enables Suffolk Libraries to take advantage of lighter and cheaper support platforms and tools more in line with the relatively simple computing model at most library sites. These changes will deliver annual cost savings of more than £100k per annum PA and provide a more stable and reliable platform for library computing.

The changes are being implemented on a library by library basis and 22 of the 44 library migrations were completed during the year in review. The outcome for those migrated libraries is higher systems availability and faster access to I.T. support when needed, all of which leads to better customer service.

I.T. staff turnover through the year has been quite high with four new members joining the team while five staff have left. Despite this turnover, the team have maintained a consistently high level of support all year with internal customer satisfaction measures remaining at or above 96% in all but three months of the year and only falling to 93% at its lowest. This is particularly commendable given the high level of change driven by library network migrations.

Great strides have been made to replace the current self-service solution with a modern, cost-effective alternative. Design, prototyping, and development efforts have delivered a new Self-Service Kiosk designed for the internet age and able to take full advantage of the economies of scale and lower computer hardware costs that this enables. Early customer feedback has confirmed that the new solution will be quicker and easier to use and understand.

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The new self-service system is an exciting and innovative project. It is a first for a library service, delivering a cheaper, more reliable model that can be installed on any device with a web browser. Suffolk Libraries owns the code and the Intellectual Property rights for the new kiosk and is thus free to develop it further or integrate it with other library solutions in the future.

Customer services

The business and the performance of the customer service team has continued to improve. In 2016 the median ticket response time was 42 minutes, compared with 48 minutes in 2015. They solved 15,404 problem tickets, compared to 13,606 in 2015. They also processed 3,324 customer stock title suggestions, compared to 2,853 the previous year. The customer satisfaction rating was 96.6%.

Online renewals were down to 11,645 versus 12,935 the previous year. This reflects an overall decline in issues and a period in November when customers were unable to issue new books while the library management system was upgraded.

The team continued to support other functions of the business, including Bookfest queries and over the phone ticket payments, customer support for the LBarT service and increased support for eLibrary services after the departure of one of the information and content librarians.

Web

There was a major library management system (LMS) upgrade to version 10. This has improved mobile and tablet access to the public catalogue, and enabled staff to use an LMS web client. This will make it cheaper and easier to manage upgrades in the future, and give staff access to the LMS on any device and operating system.

The social media accounts continue to grow. The monthly newsletter has nearly 5,300 subscribers, the Facebook account has 1,209 likes and the Twitter account has 4,308 followers. The newsletter has an 8.9% click through rate, slightly down on 2015, although still well above the industry average of 2.1%.

The web team also moved the website to a new platform in 2016, making it quicker, more secure and more stable. They now use the industry standard Pingdom Tools speed measurement test, and score 99/100 for performance, making it an 'A' grade site.

Information, stock and content

eBook and eAudio platform review:

Suffolk libraries has a well-established and continuously growing offer of digital, downloadable resources. The marketplace for eLending platform provision has grown in recent times, with a number of new, alternative providers competing with the longer established suppliers.

To maintain the best experience for customers and to ensure the best value possible from the costs of the service, throughout 2016 Suffolk Libraries carried out a major evaluation of its provision in this area, contrasting and comparing the existing Overdrive service with new alternatives. Three providers were considered and each was evaluated on three main aspects: customer experience, cost and content available.

Coming out of the process, there was no single preferred product or supplier. Each had their pros and cons. Changing provider would be disruptive to customers and staff and would incur costs in transition, communications and customer support. During the review period, Overdrive introduced a number of improvements and developments to their products and service and, having interrogated the market, Suffolk Libraries were also able to negotiate considerable cost reductions with them.

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BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

The process concluded with the decision to stay with the current primary eBook provider, Overdrive, and to continue to supplement the eAudio offer with Borrowbox. Although this represented no change to the previous offer, carrying out the review provided confirmation that the best options were being offered.

iPad lending:

The number of libraries offering iPad lending has continued to increase with additional libraries launching the service throughout the year, bringing the total number of libraries offering the service to 10 (with a further three libraries offering eReaders).

iPads are now available at the following libraries:

Beccles Library
Capel Library
Clare Library
Felixstowe Library
Halesworth Library
Ixworth Library
Kedington Library
Lakenheath Library
Leiston Library
Southwold Library

This is in addition to the eReaders available from Gainsborough, Thurston and Woodbridge libraries. Other libraries are preparing to launch the offer in the coming year.

In all cases these devices have been funded with money raised by Friends groups, or other local sources such as County Councillors' locality funding.

Bookfest 2016:

In October 2016, Suffolk Libraries hosted its second countywide Bookfest. Between the 24th and 30th October, 17 events took place in library 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. Feedback from audiences was very positive as was that from the writers attending.

This year, Suffolk Libraries Bookfest partnered with Lavenham Children's Book Festival, providing further events for children during the period.

Also, for the first time, this year the Bookfest experience was extended into prison libraries with an event at HMP Hollesley Bay.

Mental Health and Wellbeing Information Service (MHIS) New Chapters

New Chapters has had a successful year in raising profile of its service and of what Suffolk Libraries has to offer county wide. There have been just under 7,500 enquiries to staff in libraries for information on mental health and wellbeing, alongside direct enquiries received by the service coordinator on a regular basis and several information and signpost events offering information to customers and the general public.

Mental Health First Aid training has been attended by 45 members of staff, with further training on offer in the near future to support staff in dealing with customer's enquiries and to raise awareness of mental health. Subject specific awareness training has also been offered to some members of staff, including Female Genital Mutilation and working with Young Adults.

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The Open Space group in Ipswich has continued to grow from strength to strength, with new attendees arriving most weeks and a new Open Space group was also started in Bury St Edmunds library which is proving very popular; further libraries are to follow in the upcoming year.

The service has also invested in book stock for the Books on Prescription scheme (both adult and young people), as well as investing in new accessible resources with bold print and audio.

New Chapters has developed a great working relationship with the national Time To Change organisation, which works to reduce stigma in the community. This has led to a campaign group developing in the Open Space group in Ipswich library who have been able to access several training opportunities and have supported events in the library. This relationship has also led on to being part of a successful bid for Suffolk to become of the first Time to Change 'Hubs', alongside several other partners, who will work together to raise awareness and reduce stigma within Suffolk.

This year the service applied for and was successful in being awarded a three-year funding contract, alongside Suffolk Mind and Suffolk Family Carers. This new partnership aims to enable more people to access information, advice and guidance and to encourage Suffolk's residents to learn more about self-care and wellbeing. It will also aim to provide more opportunities for staff to access training and support, alongside developing volunteer involvement and standardising information countywide.

Prisons

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

These services are funded by the Ministry of Justice, via HM Prison & Probation Service.

In addition to supporting the recreational, vocational and educational needs of prisoners the libraries deliver successful initiatives to encourage men to maintain family ties. Storybook Dads enables the men to record personalised stories for their children onto CDs (DVDs at Highpoint). In 2016/17 Storybook Dads was also launched at Warren Hill.

Reader development has been encouraged with book groups, the Reading Ahead programme, author visits and creative writing opportunities.

Following the success of similar at Warren Hill, an improved, networked computer suite has been installed at Highpoint, offering improved access and support for men studying for distance learning courses and qualification, with providers such as the Open University.

Safety

Suffolk Libraries continues its commitment to safety by investing in training of staff as internal manual handling trainers and work station assessors so training can be provided more cheaply and more timely, particularly for new staff and volunteers. The e-learning portal is being developed for safety training where practical sessions are not required. A new Health & Safety Adviser has been recruited and is working towards qualifications.

Incidents are continuing to be monitored and this year shows a decrease from 148 to 111. This may in part be due to the way anti-social behaviour incidents are recorded. These figures include more than accidents, such as vandalism, theft and dangerous behaviour. Less than a third result in an injury and they are usually mild.

There was one reported incident under RIDDOR concerning an elderly person who missed his chair and fell back hitting his head on the shelves resulting in a loss of blood and an ambulance to the hospital. A surprising figure is the number of people taken ill in libraries – 30. Most require medical attention and staff regularly receive praise for the way they look after them. These incidents can be very disruptive and distressing both for staff and public.

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Staff safety can be a concern in some locations. In Ipswich two members of staff were attacked while at the counter for no reason but fortunately were more shaken than injured. This was in a busy area and four members of the public grabbed the attacker until the police arrived. This resulted in a prosecution.

Procedures were reviewed but libraries are public buildings and it is hard to prevent such things. These are very rare occurrences in Suffolk. A new Lone Working policy and guidelines have been adopted and training in dealing with antisocial behaviour continues to evolve and improve.

Unfortunately, antisocial behaviour continues, particularly in Lowestoft and Gainsborough but also in Haverhill, Chantry and Ipswich. This winter Lowestoft closed early again to prevent gangs gathering in the library intimidating staff and users. A new CCTV system has been bought to provide prosecution standard images and also a body cam for staff to wear when dealing with incidents. Plans are progressing slowly with remodelling the front to remove a shelter for groups to gather and the ramp they use for riding bikes into the building.

Equalities

Suffolk Libraries works hard to ensure that buildings are welcoming to all regardless of gender, ethnicity, age, or ability and aims to adapt services to the needs of particular users when they need help to enjoy the same range of services as everyone else.

This year Suffolk Libraries faced a legal challenge citing the Equalities Act regarding the case of a vulnerable adult who borrowed items which became overdue, and who was then prevented from borrowing more until the outstanding charges were paid. It was alleged that this was discriminatory and put the person under unnecessary stress.

The complaint was thoroughly investigated internally and support measures were found to have been put in place to prevent this situation arising but had subsequently broken down through no fault of Suffolk Libraries. The case was dismissed by a judge at a hearing in October 2016 with costs awarded to Suffolk Libraries.

An allegation of discrimination against the visually impaired was sent to a local MP because an e-book edition of the latest Lee Child's novel was not in stock. This was in fact because of legal reasons relating to the e-book platform used which meant Suffolk Libraries were legally unable to buy a copy. Both these cases show the importance for early dialogue before matters get out of hand.

An allegation of racist behaviour was made against a member of staff in the way they dealt with an unattended bag which belonged to a Muslim. On investigation, it was clear the member of staff had no idea whose bag it was as they never saw them both at the same time but it might have been handled better. Given the heightened concerns about security and ethnic minorities feeling blamed for attacks the situation was understandable. Further training in diversity and dealing with unattended items has been given. The build up to the EU referendum has encouraged people to voice anti-immigrant sentiments and where this has been happening staff have been swift to intervene because although libraries stand for free speech and exchanging ideas they also stand for inclusivity and tolerance.

External profile, marketing and communications

Year of Reading

2016 was Suffolk Libraries Year of Reading. Although the modern library service offers much more than books, encouraging reading and proving access to reading materials is still a hugely important part of what Suffolk Libraries offers.

The Year of Reading featured various events and initiatives which were aimed to generate a buzz about reading, improve literacy and encourage reading for pleasure amongst people of all ages.

These included a competition to find the best Get Caught Reading and Bookface photos which resulted in a spread of pictures in the local newspaper.

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Library customers were also encouraged to share their reading pledges with Suffolk Libraries. These included:

"To read something different. Broadens the mind, increases vocabulary and grammar and is very enjoyable!"

"Read more books and broaden my horizons by reading more classics and non-fiction. Make use of the library more!"

"To teach my two-year-old cousin reading is great and to also teach him to read."

"I pledge to read more and to learn new things. I have always loved reading and helping kids to be involved in reading. It enriches all our lives."

Other highlights from The Year of Reading also included the second annual Suffolk Libraries Bookfest, a wide range of other author events throughout the year, the most successful Summer Reading Challenge to date and the launch of the 'Suffolk Writes' self-publishing eBook project.

Suffolk Libraries relationship with the media

Developing and maintaining a relationship with the media has been an important part of the Suffolk Libraries story. The local media play a vital role, not just in helping to promote and publicise library events and developments but in changing the perception of libraries as being more than a book-lending service. It has also been important to share each 'chapter' in the Suffolk Libraries journey to reassure people about the future of the library service following the uncertainty and concern in 2011.

Suffolk Libraries are lucky to work in a county which is well served by around 20 local newspapers who provide coverage of library stories on a regular basis and realise the potential libraries can offer for an increasingly diverse range of stories and photo opportunities. At one point in 2016 the display of photos in the office window for the East Anglian Daily Times was filled with photos from various local library events and key events such as the opening of the new Debenham Library and the customer service facility at Woodbridge Library have been very well covered by the media.

Suffolk Libraries also enjoys a good relationship with BBC Radio Suffolk, with regular coverage of library related news stories and also features on books and visiting local authors via the Lesley Dolphin show in the afternoon. BBC Look East also featured the launch of the Year of Reading campaign live on their 6pm evening show.

Social media and the website have also continued to provide successful opportunities for Suffolk Libraries to engage with people. Unlike most other council library services Suffolk Libraries has had the freedom to develop a website to suit what customers need and also has a growing recommendations and review section which contains lists of reading suggestions and author interviews.

Financial review

Going concern

The Directors assess each year 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 extended the original five year contract by taking up the option granted by Suffolk County Council to extend by five years to 31st July 2022. The value of the contract as stated at 01 April 2017 is sufficient to cover the costs incurred by the society in fulfilling the contract. The Society has a healthy bank account and surplus funds to carry forward.

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Based on this information the Directors have reasonable expectations that operations can continue into the foreseeable future and they continue to adopt the going concern basis of accounting in preparing the financial statements.

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.

Reserves policy

The Society reviewed and confirmed its Reserve policy at the Finance and Governance meeting on the 30th March 2017 and these were ratified at the Board Meeting 27th April 2017. The policy forms part of the Financial Regulations which were also reviewed and accepted at the meetings.

The Society's reserves policy is to maintain 2 months' worth of running costs, which is approximately £900K. The actual reserves held as at 31 March 2017 were £387K (2016 - £360K), an increase of £27K. Being split between £309K (2016 - £272k), an increase of £37K, of unrestricted funds and £78K (2016 - £88K), a decrease of £10K, restricted funds. The reserve gap between actual and policy is £513K. It is recognised that the reserves held by Suffolk Libraries are below those considered to be appropriate for an organisation of this size, however the funding of Suffolk Libraries being 1/4 in advance and the reserves being held is cash the Board are comfortable in the funding for current activities. Suffolk libraries at this time do not carry any tangible fixed assets, therefore the reserves of the company are immediately available. Suffolk Libraries is continuing to establish other income streams to enable the reserves to be increased, while maintaining the Society's charitable aims and without any detriment to current services.

There are no designated expenditure funds within the unrestricted funds of Suffolk Libraries. Within the Income and Expenditure Statement there is an accrual of £102,000 to enable the continuation of the restructuring of the staff undertaken in the financial year in light of increasing budget restraints notified to Suffolk Libraries. It is expected that all expenditure relating to the restructuring, including but not limited to, Staff consultations, group meetings, union negotiations and redundancy payments will be paid during the year ending 31st March 2018.

In 2016/17 the Society will be focussing its energies on the following areas.

The next 5 Years

In March 2017, the Board and the senior management team met to look ahead and plan for a future with considerably more financial challenge, recognising that the organisation which has had five years of successful delivery would still need to adapt and change to thrive.

This was the forum which shaped the scope of the Next 5 Years review now underway. It began at the beginning of 2017/18 and will be complete by the end of 2017 with a clearly defined future direction, clarity on the scope of the local library experience and an accurate assessment of the resources needed to deliver and support it.

The review will comprise four stages, with the first beginning in April 2017 with

- consultation with staff, via a survey, face to face meetings and focus groups.
- a customer survey with **over 2500 responses**
- consultation with stakeholders
- a media campaign to raise awareness of the survey and promote Suffolk Libraries Extra.

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The four phases are:

1. Information gathering and listening
2. Analysing and planning
3. Formal consultations
4. Carrying out the changes

Change can be destabilising and demotivating so it is particularly reassuring that the staff survey carried out in April 2017 showed that 95% of staff were confident or very confident in the leadership of the organisation during this process.

Communication will be key to the successful delivery of each phase and support for managers who will be most affected throughout the process. Stress management and other change management training will be delivered to all managers affected.

It's planned that any changes to staffing will be delivered in the current financial year (2017/18).

CEO Recruitment and succession planning

The CEO plans to retire in March 2018. A recruitment process and timeline has been agreed by the Board. This will be a Board appointment with input from some staff and stakeholders. The role will be announced and advertised at the end of May 2017 with the selection event to be held in October. The plan is for the new CEO to start in February 2018 to allow for some handover time with the current CEO.

Business developments beyond 2017

Other developments, identified as part of the Review and Board discussions will likely include:

- The continuation and conclusion of IT developments on self-service, on migration to the cloud and Suffolk Libraries sole service delivery
- A consideration of any cost cutting opportunities, although these have been well rehearsed
- Further exploration of how local community groups might support local libraries with economies and developments
- Local partnerships with town and parish councils
- Opportunities for growth and expansion beyond and within Suffolk.

Contract extension

In July 2017, the Society will sign a further five-year contract with the County Council. The relationship with the Council primary funder continues to be valuable and constructive. Library commissioning has moved from Adult Services to Public Health and there may be future opportunities for further work here. It's important for the future to find other funders and ways to expand the footprint of the service.

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

Directors

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

Directors:

Tony Brown	Chair	Appointed 12 th September 2013 Reappointed 10 th September 2015
Sylvia Knights	Vice Chair	Appointed 15 th February 2012 Reappointed 11 th September 2014
Maureen Garratt Simpson	Honorary Secretary	Appointed 29 th September 2016
Alison Wheeler	Chief Executive	Appointed 15 th February 2012
Jonathan Ogden		Appointed 12 th September 2013 Reappointed 10 th September 2015
Sarah Wilson		Co-opted 27 th October 2016
Colin Rockall		Co-opted 29 th May 2014 Appointed 11 th September 2014
Peter Callaghan		Appointed 11 th September 2014 Retired 9 th February 2017
Sue Buck		Retired 29 th September 2016 Co-opted 27 th April 2017

Suffolk Libraries IPS Limited is 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 Chief Executive 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.

SUFFOLK'S LIBRARIES IPS LIMITED

BOARD MEMBERS' REPORT FOR THE YEAR ENDED 31 MARCH 2017

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 Chief Executive appointed by the Directors manages the day-to-day operations of Suffolk Libraries. To facilitate effective operations, the chief Executive 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 Chief Executive 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.

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. As previously stated the Reserves policy was reviewed on 31 March 2016 and forms part of the Financial Regulations which were also reviewed and accepted at this meeting.

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.

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**BOARD MEMBERS' REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

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.

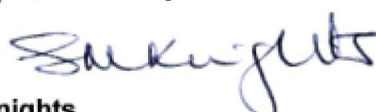
Auditors

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

This report was approved by the Board members on 20/7/17 and signed on their behalf by:



Maureen Garratt Simpson
Honorary Secretary



Sylvia Knights
Chair of Finance and Audit Committee



Alison Wheeler
Chief Executive

SUFFOLK'S LIBRARIES IPS LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUFFOLK'S LIBRARIES IPS LIMITED

We have audited the financial statements of Suffolk's Libraries IPS Limited for the year ended 31 March 2017 which comprise the Statement of financial activities incorporating income and expenditure account, 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 charitable company'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 charitable company'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 charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

Respective responsibilities of Board members and auditors

As explained more fully in the Board members' responsibilities statement, the Board members (who are also the directors of the charitable Society for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they 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 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 Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 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 prepared in accordance with the Co-operative and Community Benefit Societies Act 2014.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit, the information given in the Board Members' report, incorporating the Strategic report for the financial year for which the financial statements are prepared is consistent with those financial statements and such reports have been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Board Members' report.

SUFFOLK'S LIBRARIES IPS LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SUFFOLK'S LIBRARIES IPS LIMITED

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable Society and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Larking Gowen

Chartered Accountants
Statutory Auditors

Ipswich

Date: 20/7/17

SUFFOLK'S LIBRARIES IPS LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2017**

	Note	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Income from:					
Donations and legacies	2	29,443	102,776	132,219	105,062
Investments	3	7,819	-	7,819	5,206
Charitable activities	4	6,161,934	1,174,428	7,336,362	7,610,850
Total income		<u>6,199,196</u>	<u>1,277,204</u>	<u>7,476,400</u>	<u>7,721,118</u>
Expenditure on:					
Charitable activities	8,12	6,161,794	1,287,576	7,449,370	7,674,567
Total expenditure		<u>6,161,794</u>	<u>1,287,576</u>	<u>7,449,370</u>	<u>7,674,567</u>
Net income / (expenditure) before other recognised gains and losses		37,402	(10,372)	27,030	46,551
Net movement in funds		37,402	(10,372)	27,030	46,551
Reconciliation of funds:					
Total funds brought forward		272,355	88,337	360,692	314,141
Total funds carried forward		<u><u>309,757</u></u>	<u><u>77,965</u></u>	<u><u>387,722</u></u>	<u><u>360,692</u></u>

All activities relate to continuing operations.

The financial statements were approved by the Board members on their behalf, by:

20/7/17

and signed on

Maureen Garratt Simpson

**Maureen Garratt Simpson
Honorary Secretary**

Sylvia Knights

**Sylvia Knights
Chair of Finance and Audit Committee**

Alison Wheeler

**Alison Wheeler
Chief Executive**

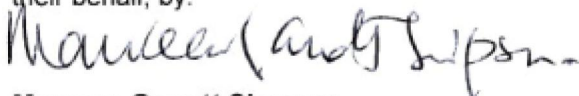
The notes on pages 31 to 46 form part of these financial statements.

SUFFOLK'S LIBRARIES IPS LIMITED
REGISTERED NUMBER: IP031542

BALANCE SHEET
AS AT 31 MARCH 2017

	Note	£	2017 £	£	2016 £
Current assets					
Debtors	18	493,598		306,726	
Cash at bank and in hand		<u>2,388,678</u>		<u>2,364,433</u>	
		2,882,276		2,671,159	
Creditors: amounts falling due within one year	19	<u>(2,392,511)</u>		<u>(2,310,467)</u>	
Net current assets			<u>489,765</u>		<u>360,692</u>
Total assets less current liabilities			<u>489,765</u>		<u>360,692</u>
Provisions for Liabilities	21		<u>(102,043)</u>		<u>-</u>
Net assets			<u><u>387,722</u></u>		<u><u>360,692</u></u>
Charity Funds					
Restricted funds	22		77,965		88,337
Unrestricted funds:					
Share capital		44		44	
Unrestricted funds	22	<u>309,713</u>		<u>272,311</u>	
Total unrestricted funds			<u>309,757</u>		<u>272,355</u>
Shareholders' and Charity's funds			<u><u>387,722</u></u>		<u><u>360,692</u></u>

The financial statements were approved by the Board members on 20/7/17 and signed on their behalf, by:



Maureen Garratt Simpson
Honorary Secretary



Sylvia Knights
Chair of Finance and Audit Committee



Alison Wheeler
Chief Executive

The notes on pages 31 to 46 form part of these financial statements.

SUFFOLK'S LIBRARIES IPS LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2017

	Note	2017 £	2016 £
Cash flows from operating activities			
Net cash provided by operating activities	24	<u>24,245</u>	<u>132,646</u>
Change in cash and cash equivalents in the year		24,245	132,646
Cash and cash equivalents brought forward		<u>2,364,433</u>	<u>2,231,787</u>
Cash and cash equivalents carried forward	25	<u><u>2,388,678</u></u>	<u><u>2,364,433</u></u>

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Co-operative and Community Benefits Societies Act 2014.

Suffolk's Libraries IPS Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in Sterling (£).

1.2 Company status

The Society is a company limited by guarantee. The members of the company are the Board members named in note 17. In the event of the Society being wound up, the liability in respect of the guarantee is limited to £1 per member of the Society.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Board members in furtherance of the general objectives of the Society and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Board members for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Society for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.4 Income

All income is recognised once the Society has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the Society has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Society of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Board members' report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Society which is the amount the Society would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Society and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Society and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the Society's educational operations, including support costs and costs relating to the governance of the Society apportioned to charitable activities.

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.6 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.

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 Society has extended the original five year contract by taking up the option granted by Suffolk County Council to extend by five years to 31st July 2022. The value of the contract as stated at 01 April 2017 is sufficient to cover the costs incurred by the society in fulfilling the contract. The Society has a healthy bank account and surplus funds to carry forward.

1.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Society; this is normally upon notification of the interest paid or payable by the Bank.

1.8 Operating leases

Rentals under operating leases are charged to the Statement of financial activities incorporating income and expenditure account on a straight line basis over the lease term.

1.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

1.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.11 Cash at Bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the Society anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.13 Financial instruments

The Society only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.14 Taxation

The Society is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Society is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 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.

1.15 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"), the Suffolk Pension Fund. This is a multi-employer defined benefit scheme funded by contributions from employee and employer. The draft results of the 31 March 2016 valuation indicate that scheme liabilities attributable to the Society were funded by assets at a level of 131%. Employer contributions for the three years to 31 March 2020 were proposed at a multiple of salary that is projected to amount to £302,098 in 2017/18.

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 Society is therefore unable to reliably estimate future liabilities in respect of the LGPS and the scheme is accounted for as if it were a defined contribution scheme, with the pension charge representing the amounts payable by the Society to the fund in respect of the year.

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 year.

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

1. Accounting policies (continued)

1.16 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.

On termination of the contract Suffolk Libraries IPS Ltd are obliged to hand back all assets for the consideration of £1 which are required to run the service to the same standard as prior to termination of the contract, this includes assets which have been donated or purchased out of donations. Assets surplus to this requirement will be retained by the IPS.

It is the policy of the IPS that assets purchased to maintain the running of the service at the current standard are taken as costs during the year they are purchased.

1.17 Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Society makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Critical areas of judgement:

Provisions

The directors make judgements when calculating provisions, for expenditure that the Society is committed to but the amount and timing of which is not known. The directors base their estimation of the cost of each provision on the information at hand.

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

2. Income from donations

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Group Contributions Cash Donations	-	101,882	101,882	66,854
Group Contribution Library Enhancement	-	-	-	14,395
Group Contributions Services	-	894	894	-
Fundraising by staff	9,054	-	9,054	6,472
Donations	20,389	-	20,389	17,341
	<u>29,443</u>	<u>102,776</u>	<u>132,219</u>	<u>105,062</u>

In 2016, of the total income from donations and legacies, £12,813 was to unrestricted funds and £92,249 was to restricted funds

3. Investment income

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Bank interest	7,819	-	7,819	5,206
	<u>7,819</u>	<u>-</u>	<u>7,819</u>	<u>5,206</u>

In 2016, of the total investment income, £5,206 was to unrestricted funds and £ NIL was to restricted funds.

4. Income from charitable activities

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Contract income	5,153,838	-	5,153,838	5,301,542
Contract stock budget income	-	988,242	988,242	1,063,242
Grants received	-	99,316	99,316	144,088
LBaRT, Cafe, Libraries and Stock unit	378,181	8,147	386,328	371,920
Professional Services	421,155	78,723	499,878	511,033
Collection fees	208,760	-	208,760	219,025
	<u>6,161,934</u>	<u>1,174,428</u>	<u>7,336,362</u>	<u>7,610,850</u>

In 2016, of the total income from charitable activities, £6,361,588 was to unrestricted funds and £1,249,262 was to restricted funds.

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

5. LBaRT, Cafe, Libraries and Stock Unit analysis

	2017	2016
	£	£
LBaRT	8,136	18,736
Lowestoft cafe	1,430	35,467
Stock unit	1,054	111
Libraries	246,378	188,139
Room and equipment hire	101,912	81,958
Income misc	-	30,615
Central office	27,418	16,894
	<hr/>	<hr/>
Total	386,328	371,920
	<hr/> <hr/>	<hr/> <hr/>

6. Professional services analysis

	2017	2016
	£	£
LBaRT	219,420	282,101
Prisons library service	165,837	166,500
Mental health project	70,333	41,932
Transition project	8,390	-
Professional services - central	27,228	5,791
Professional services - library	8,670	14,709
	<hr/>	<hr/>
Total	499,878	511,033
	<hr/> <hr/>	<hr/> <hr/>

7. Collection fees analysis

	2017	2016
	£	£
Library hire overdues	78,052	81,632
Library reservations	6,520	5,542
Library sale/hire of audio/visuals	58,052	61,612
Library sale of books/publications	53,829	60,525
Library other fees and charges	12,307	9,714
	<hr/>	<hr/>
Total	208,760	219,025
	<hr/> <hr/>	<hr/> <hr/>

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

8. Analysis of expenditure on charitable activities

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Library	4,157,005	1,176,049	5,333,054	5,303,256
LBarT	249,713	-	249,713	438,377
Lowestoft cafe	-	-	-	61,606
Prisons library services	173,048	-	173,048	172,507
Mental health project	-	52,919	52,919	41,932
Grants funded	-	58,608	58,608	-
Support costs	1,558,653	-	1,558,653	1,622,554
	<u>6,138,419</u>	<u>1,287,576</u>	<u>7,425,995</u>	<u>7,640,232</u>

In 2016, of the total expenditure, £6,319,312 was expenditure from unrestricted funds and £1,320,920 was expenditure from restricted funds.

9. Total Resources Expended

	Staff Costs £	Stock £	Premises £	Other £	2017 £	2016 £
Library	3,157,531	994,072	717,061	464,390	5,333,054	5,303,256
LBarT	199,516	23,352	19,072	7,773	249,713	438,377
Lowestoft café	-	-	-	-	-	61,606
Prisons library service	152,703	19,761	-	584	173,048	172,507
Mental health project	30,569	2,456	1	19,893	52,919	41,932
Grants funded	40,028	6,636	-	11,944	58,608	-
Allocated support costs	1,174,380	123	8,818	375,332	1,558,653	1,622,554
Governance expenses	-	-	-	23,375	23,375	34,335
Total	<u>4,754,727</u>	<u>1,046,400</u>	<u>744,952</u>	<u>903,291</u>	<u>7,449,370</u>	<u>7,674,567</u>

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

10. Analysis of resources expended by expenditure type

	Direct £	Support £	Governance £	2017 £	2016 £
Library	5,333,054	1,418,709	21,276	6,773,039	6,776,642
LBarT	249,713	65,407	981	316,101	559,078
Lowestoft cafe	-	-	-	-	78,569
Prisons library service	173,048	45,326	680	219,054	220,003
Mental health project	52,919	13,861	208	66,988	40,275
Grant funded	58,608	15,350	230	74,188	-
Total	5,867,342	1,558,653	23,375	7,449,370	7,674,567

11. Support costs

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Wages and salaries	1,174,380	-	1,174,380	1,069,664
Property costs	8,818	-	8,818	13,082
Insurance	19,908	-	19,908	22,604
Travel and subsistence	25,655	-	25,655	28,267
Bank interest and charges	7,414	-	7,414	5,875
IT, HR and accountancy	298,179	-	298,179	340,178
Consultancy fees	11,655	-	11,655	-
Stock	123	-	123	-
Other	5,868	-	5,868	-
Supplies, Printing and telephone	6,653	-	6,653	55,922
Friends group expenditure	-	-	-	3,245
Grant funded expenditure	-	-	-	83,717
Total	1,558,653	-	1,558,653	1,622,554

12. Governance costs

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Governance Auditors' remuneration	6,000	-	6,000	10,674
Legal fees	9,421	-	9,421	13,792
Board expenses	7,954	-	7,954	9,869
Total	23,375	-	23,375	34,335

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

13. Net incoming resources/(resources expended)

This is stated after charging:

	2017	2016
	£	£
Auditors' remuneration - audit	6,000	10,674
Operating lease rentals	150,776	209,430
	<u><u> </u></u>	<u><u> </u></u>

During the year, 1 (2016 - 1) Board members received remuneration (including employers' NI) of £83,298 (2016 - £81,649).

During the year, no Board members received any benefits in kind (2016 - £NIL).

7 Board members received reimbursement of expenses amounting to £6,808 in the current year, (2016 - 6 Board members - £4,945).

14. Staff costs

Staff costs were as follows:

	2017	2016
	£	£
Wages and salaries	4,006,866	3,990,078
Social security costs	202,470	163,472
Other pension costs	545,391	586,567
	<u><u>4,754,727</u></u>	<u><u>4,740,117</u></u>

The average number of persons employed by the Society during the year was as follows:

	2017	2016
	No.	No.
Frontline staff	362	361
Administration and support	7	10
Management	12	15
	<u><u>381</u></u>	<u><u>386</u></u>

The number of higher paid employees was:

	2017	2016
	No.	No.
In the band £80,001 - £90,000	1	1

During the year a total of £44,905 (2016 - £34,612) was paid in redundancy fees as part of the ongoing restructuring of the Society.

Aggregate Key Management Personnel remuneration (including employer pension contributions) was £363,235 (2016 - 338,351).

SUFFOLK'S LIBRARIES IPS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2017

15. Board members' remuneration

During the year retirement benefits were accruing to 1 Board member (2016 - 1) in respect of defined contribution pension schemes.

16. Acting as agent

During the period the society collected fees on behalf of, and paid over to, Suffolk County Council totalling £208,737 (2016 - £204,690). This is not included within the Statement of Financial Activities.

The society received £208,737 (2016 - £204,690) as collection fees for undertaking this process.

During the period the society received Section 106 money from Suffolk County Council totalling £88,756 (2016 - £30,379). The society uses this money on behalf of Suffolk County Council to enhance the libraries. This is not included within the Statement of Financial Activities, and the unspent year end balance of £5,363 is held within other creditors.

17. Share Capital

Organisation name	Date of acceptance
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

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

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
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.

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 withdrawal, 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 (2016: 44 members).

18. Debtors

	2017	2016
	£	£
Trade debtors	300,989	190,676
Other debtors	14,833	16,457
Prepayments and accrued income	177,776	99,593
	<u>493,598</u>	<u>306,726</u>

19. Creditors: Amounts falling due within one year

	2017	2016
	£	£
Trade creditors	209,210	88,706
Other taxation and social security	283,943	310,984
Other creditors	5,363	-
Accruals and deferred income	1,893,995	1,910,777
	<u>2,392,511</u>	<u>2,310,467</u>

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

19. Creditors: Amounts falling due within one year (continued)

	£
Deferred income	
Deferred income at 1 April 2016	1,578,342
Resources deferred during the year	1,561,400
Amounts released from previous years	(1,578,342)
	<u>1,561,400</u>
Deferred income at 31 March 2017	<u>1,561,400</u>

20. Financial instruments

	2017 £	2016 £
Financial assets measured at amortised cost	<u>2,704,500</u>	<u>2,571,566</u>
Financial liabilities measured at amortised cost	<u>2,103,205</u>	<u>1,999,483</u>

Financial assets measured at amortised cost comprise trade and other debtors and cash and cash equivalents.

Financial liabilities measured at amortised cost comprise trade creditors, accruals and deferred income.

21. Provisions

	Provisions £
At 1 April 2016	-
Additions	102,043
	<u>102,043</u>
At 31 March 2017	<u>102,043</u>

Provisions

During 2017 the Society has taken the option to extend its contract with Suffolk County Council for the provision of the library services for a further 5 years. Following negotiation the Society agreed the contract sum for 2018, which is more than £200,000 less than the sum in 2017.

The Directors have put in place a plan to reduce costs in order to maintain financial stability. The Directors' intentions have been communicated to the employees. The provision represents the estimated costs of restructuring and is expected to be incurred in 2017/18.

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

22. Statement of funds

	Brought Forward £	Income £	Expenditur e £	Carried Forward £
Unrestricted funds				
General funding	272,311	6,199,196	(6,161,794)	309,713
Share capital	44	-	-	44
	<u>272,355</u>	<u>6,199,196</u>	<u>(6,161,794)</u>	<u>309,757</u>
Restricted funds				
Stock fund	23,567	989,295	(997,032)	15,830
Arts Council	19,597	4,740	(13,652)	10,685
Friends groups	808	102,776	(103,584)	-
Mental health fund	-	70,333	(52,918)	17,415
Literacy	9,184	-	(9,184)	-
Let's talk	16,655	26,500	(16,212)	26,943
SCC Section 106	70	-	(70)	-
Making the most of wifi	5,956	800	(6,756)	-
Debenham transition	12,500	30,366	(42,866)	-
Gainsborough youth project	-	10,623	(10,623)	-
Transition fund	-	15,484	(15,484)	-
Other restricted funds	-	26,287	(19,195)	7,092
	<u>88,337</u>	<u>1,277,204</u>	<u>(1,287,576)</u>	<u>77,965</u>
Total of funds	<u><u>360,692</u></u>	<u><u>7,476,400</u></u>	<u><u>(7,449,370)</u></u>	<u><u>387,722</u></u>

Purpose of unrestricted funds

General funding - Funds available for the requirements of Suffolk Libraries IPS Ltd to fund continuing operations.

Purpose of restricted funds

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

Arts Council Fund - The purpose of the funding was to enable 8 libraries to host digital screenings of high quality theatre productions.

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.

Literacy Fund - To improve the literacy level of children within Suffolk.

Let's Talk - To encourage reading by children.

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

22. Statement of funds (continued)

Section 106 Money - Funding from local government provided by developers of specific sites to enhance local amenities.

Making the most of WiFi - To Maximise public access to WiFi in Libraries.

Debenham Transition - To facilitate the move into Sir Robert Hitcham Primary School.

Gainsborough youth project - A partnership between Community Action Suffolk and Suffolk Libraries for People's Health Trust Local Conversations Programme to employ a Community Volunteer Coordinator and Community Youth & Development Worker.

Other - Small grants expended during the year

Summary of funds

	Brought Forward £	Income £	Expenditure £	Carried Forward £
General funds	272,355	6,199,196	(6,161,794)	309,757
Restricted funds	88,337	1,277,204	(1,287,576)	77,965
	<u>360,692</u>	<u>7,476,400</u>	<u>(7,449,370)</u>	<u>387,722</u>

23. Analysis of net assets between funds

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £	Total funds 2016 £
Current assets	2,798,948	83,328	2,882,276	2,671,159
Creditors due within one year	(2,387,148)	(5,363)	(2,392,511)	(2,310,467)
Provisions for liabilities and charges	(102,043)	-	(102,043)	-
	<u>309,757</u>	<u>77,965</u>	<u>387,722</u>	<u>360,692</u>

24. Reconciliation of net movement in funds to net cash flow from operating activities

	2017 £	2016 £
Net income for the year (as per Statement of financial activities)	27,030	46,551
Adjustment for:		
(Increase)/decrease in debtors	(186,872)	105,559
Increase/(decrease) in creditors	82,044	(19,464)
Increase/(decrease) in provisions	102,043	-
Net cash provided by operating activities	<u>24,245</u>	<u>132,646</u>

SUFFOLK'S LIBRARIES IPS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2017**

25. Analysis of cash and cash equivalents

	2017 £	2016 £
Cash in hand	2,388,678	2,364,433
Total	<u>2,388,678</u>	<u>2,364,433</u>

26. Contingent liabilities

Certain of the society's employees are members of the Local Government Pension Scheme (LGPS). This is a funded, multi-employer defined-benefit scheme, with assets held in separate trustee-administered funds. The society made contributions of £545,391 (2016 - £565,081) during the year in respect of these employees. The society considers itself liable only for the contributions accrued for such employees during the term of the contract with Suffolk County Council, and as such they have been accounted for as an expense in the statement of financial activities in line with the accounting policy of the society. This is consistent with the treatment of a defined contribution scheme.

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 historic 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 (if any) at the period end that relates solely to itself, as both its timing and amount is contingent on future events.

27. Operating lease commitments

At 31 March 2017 the total of the Charity's future minimum lease payments under non-cancellable operating leases was:

	2017 £	2016 £
Amounts payable:		
Within 1 year	94,401	121,059
Between 1 and 5 years	94,889	184,763
After more than 5 years	199,136	218,094
Total	<u>388,426</u>	<u>523,916</u>

SUFFOLK'S LIBRARIES IPS LIMITED
(A Registered Society under the Co-operative and Community Benefit Societies Act 2014)

DETAILED BREAKDOWN OF DONATIONS
FOR THE YEAR ENDED 31 MARCH 2017

These pages are not part of the financial statements.

Group contributions cash donations	Unrestricted funds £'s	Restricted funds £'s	Total 2016/17 £'s	Total 2015/16 £'s
Aldeburgh Friends Group	-	27,573	27,573	890
Beccles Friends Group	-	3,344	3,344	215
Brandon Friends Group	-	1,880	1,880	310
Broomhill Library Friends	-	-	-	150
Bungay Friends Group	-	2,930	2,930	2,587
Bury St Edmunds Friends Group	-	252	252	-
Capel Friends Group	-	559	559	100
Chantry Friends Group	-	1,016	1,016	2,073
Clare Friends Group	-	2,172	2,172	100
Debenham Resource Centre	-	29	29	413
Elmswell Friends Group	-	2,983	2,983	15,104
Eye Friends Group	-	1,515	1,515	222
Felixstowe	-	904	904	1,112
Framlingham Friends Group	-	874	874	1,902
Gainsborough Friends Group	-	8,187	8,187	2,745
Glemsford Friends Group	-	-	-	220
Great Cornard Friends Group	-	276	276	406
Hadleigh Friends Group	-	-	-	100
Halesworth Friends	-	2,134	2,134	12,847
Haverhill Friends Group	-	1,321	1,321	1,477
Ipswich Friends Group	-	4,227	4,227	1,300
Ixworth Friends Group	-	536	536	400
Kedington Friends Group	-	264	264	-
Kesgrave Friends Group	-	2,899	2,899	6,922
Kessingland Friends Group	-	48	48	226
Lakenheath Friends Group	-	24	24	100
Lavenham Friends Group	-	442	442	322
Leiston - Friends Group	-	1,443	1,443	2,029
Long Melford Friends Group	-	2,331	2,331	100
Lowestoft Friends Group	-	110	110	500
Mildenhall Friends Group	-	588	588	295
Needham Market Friends Group	-	-	-	888
Newmarket Friends Group	-	13,319	13,319	100
Oulton Broad Friend Group	-	2,478	2,478	323

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DETAILED BREAKDOWN OF DONATIONS
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Rosehill Friends Group	-	142	142	950
Saxmundham Friends Group	-	825	825	74
Southwold Friends Group	-	9,995	9,995	565
Stoke Friends Group	-	204	204	-
Stowmarket Friends Group	-	1,411	1,411	5,526
Sudbury Friends Group	-	113	113	518
Thurston Friends Group	-	1,899	1,899	100
Wickham Market Partnership	-	42	42	83
Suffolk's Libraries HQ	-	(25)	(25)	1,530
Woodbridge Friends Group	-	618	618	1,030
Total group cash donations	-	101,882	101,882	66,854

Group contribution library enhancement	Unrestricted funds £'s	Restricted funds £'s	Total 2016/17 £'s	Total 2015/16 £'s
Bungay Friends Group	-	773	773	766
Brandon Friends Group	-	-	-	49
Leiston Friends Group	-	-	-	6,890
Oulton Broad Friends Group	-	-	-	89
Southwold Friends Group	-	121	121	457
Thurston Friends Group	-	-	-	6,144
Total group library enhancement	-	894	894	14,395

Donations to library	Unrestricted Funds	Restricted Funds	Total 2016/17	Total 2015/16
Aldeburgh Library	70	-	70	98
Beccles Library	500	-	500	-
Brandon Library	24	-	24	21
Broomhill Library	5	-	5	-
Bungay Library	272	-	272	-
Bury St Edmunds Library	248	-	248	344
Chantry Library	3	-	3	2
Clare Library	50	-	50	10
Felixstowe Library	402	-	402	92
Gainsborough Library	84	-	84	11
Glemsford Library	1,000	-	1,000	1,000
Great Cornard Library	-	-	-	178
Hadleigh Library	143	-	143	-
Ixworth Library	80	-	80	-

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DETAILED BREAKDOWN OF DONATIONS
FOR THE YEAR ENDED 31 MARCH 2017

Kedington Library	1	-	1	5
Kesgrave Library	11,500	-	11,500	11,000
Kesslingland Library	166	-	166	37
LBaRT Service to Schools Support	400	-	400	-
Lavenham Library	-	-	-	50
Leiston Library	-	-	-	140
Lowestoft Library	118	-	118	-
Mildenhall Library	-	-	-	1
Mobile Library	20	-	20	26
Needham Market Library	20	-	20	-
Newmarket Library	881	-	881	618
Rosehill Library	2	-	2	-
Southwold Library	1,540	-	1,540	1,517
Stoke Community Library	1	-	1	1
Stowmarket Library	67	-	67	48
Sudbury Library	-	-	-	1,629
Suffolk Libraries HQ	-	-	-	351
Thurston Library	2,700	-	2,700	-
The Hub	-	-	-	50
Woodbridge Library	92	-	92	117
Total donations to library	20,389	-	20,389	17,341
Fund raising by staff	9,054	-	9,054	6,472
Total donations	29,443	102,776	132,219	105,062