

# Suffolk Libraries

**SUFFOLK'S LIBRARIES IPS LIMITED**

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

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2016**

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**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**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE SOCIETY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2016**

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**Board members**

Tony Brown, Chair  
Sylvia Knights, Vice Chair  
Jonathan Ogden  
Sue Buck  
Anne Mallalieu  
Alison Wheeler  
Colin Rockall  
Peter Callaghan

**Company registered number**

IP031542

**Registered office**

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

**Principal operating office**

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

**Hon. secretary**

Jonathan Ogden

**Chief executive**

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, Norfolk, NR3 1RJ

**Solicitors**

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

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**CHAIRMAN'S STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2016**

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The chairman presents his statement for the period.

**A Catalogue of Excellence**

As a Board our objectives are to Protect and Improve the service we provide for the communities of Suffolk.

These objectives have been made more difficult to achieve by the disappointing, and unexplained decision of the County Council (SCC) to impose cuts to our funding which threaten to damage and diminish the service. Choosing to inflict cuts to a highly valued service seems perverse, particularly as a practical alternative which would have protected the service that was available, and widely supported.

However, it has been our practice to manage our relationship with the County Council so that both parties can respond creatively and constructively to challenges as they arise.

This process has been supported by officers of SCC, in particular our Commissioner, Stephen Taylor, for whose practical and moral support we are most grateful; and, over the past year or so, by the openness and advocacy of our Portfolio holder, Councillor Sarah Stamp, with whom we were able to develop a valuable relationship of mutual respect and trust. Sadly she has recently resigned her Cabinet post. She will be missed.

You will be aware that Suffolk Libraries has been identified as the Gold Standard for library services nationally by an independent panel of experts. We are delivering more – in terms of quantity and quality of services and activities - than ever before. While book borrowing reflects the slow national decline to some extent, the social value of events, and learning programmes - from iPads to ancient history, and from macramé to Minecraft - are ensuring that we are engaging with more Suffolk people than ever before.

Last year a total of 9.5 thousand events and group sessions were held in our libraries, attracting 156 thousand people. These numbers do not include the uncounted number of interactions our frontline staff have with individual customers on a daily basis, providing a free, accessible, non-judgemental social service to our communities. For many of the most vulnerable in our communities, their library may be the only place where these social interactions take place.

Our work is incredibly highly valued by our customers (see p.19 for Customer Survey). A policy report\* which will be published by the Department of Culture, Media and Sport before the end of July 2016 will state that libraries deliver £5 in value for every £1 spent; and that libraries have 'a huge positive impact on their users and the communities they serve, providing things that money can't buy'.

\**This report can be found at <https://librariestaskforce.blog.gov.uk/>*

So we know that libraries deliver fantastic social value. And yet there is a feeling often represented in the national media, and experienced in many other parts of the country where library services are neglected, that the service faces inevitable managed decline, to a point where it stops delivering the social value that would justify any public investment.

The Board and management of Suffolk Libraries strongly rejects this doom-laden scenario. Our position is that, given that we know how valuable our services are to existing customers, our goal must be to attract many more customers, so that these benefits – and the value of the public investment – can be even more widely shared.

This report will identify some of the specific initiatives which form part of the plan to attract more users from diverse user groups.

I want to identify some of the reasons that give us confidence that we can continue to protect and improve our service in Suffolk, despite the constraints within which we are operating.

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As I see it there are 3 key attributes which will enable us to improve:

People: there is increasing evidence that our paid staff, our volunteers, and our Community Groups are equipped with the confidence, energy, professional skill, and adaptability to deliver new services to new customers, as well as delighting existing customers.

Technology: the quality of our customer service, and the efficient deployment of our paid staff, and our contribution to digital service delivery all depend on flexible and reliable IT infrastructure. As we increasingly move to specifying and procuring our own network and self-service technology we will be able to offer more responsive, reliable, and comprehensive support – i.e. an improved service - to all our customers and staff.

Creativity: the Suffolk Libraries model is an ingenious solution to the problems identified at the time of the threats to libraries which surfaced in 2010/11. We are applying a similar innovative mindset to solving strategic and operational problems as they arise today.

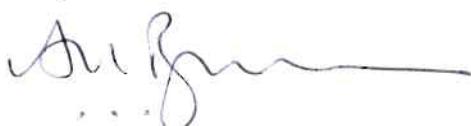
I have headed this introduction A Catalogue of Excellence. This phrase was used by a colleague at a Board meeting this Spring, and I think it sums up the range and quality of achievements described in this review.

I would like to thank our Finance team, led with steely discipline by Mandy Wilkinson; our Finance and Audit Committee, chaired by Sylvia Knights (equally steely); and Luke Morris and Giles Kerkham from our auditors Larking Gowan, as well as all other contributors for preparing this professional report.

As I have said before, we, and the people of Suffolk, are incredibly lucky to have so many talented and motivated people working on the frontline and at the centre of the service. When you add to this talent pool the energy, creativity and experience which our Community Groups and other volunteers contribute, it is clear that Suffolk Libraries offers phenomenal value to the communities we serve.

Name    Tony Brown  
Chairman

Date    28 July 2016



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**BOARD MEMBERS' REPORT  
FOR THE YEAR ENDED 31 MARCH 2016**

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The Board members (who are also directors of the charity for the purposes of the Co-operative and Community Benefit Societies Act 2014) present their annual report together with the audited financial statements of Suffolk's Libraries IPS Limited (the Society) for the year ended 31 March 2016. The Board members confirm that the Annual report and financial statements of the Society comply with the current statutory requirements, the requirements of the Society's governing document and the provisions of the Statement of Recommended Practice (SORP), 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).

**Objectives 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.

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**BOARD MEMBERS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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**The business plan objectives for 2015/16 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 and members so that they are conversant, engaged and delivery partners 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.

**Achievements and performance**

**Achievements summary**

Suffolk Libraries has continued to flourish and reinforce its gold standard reputation despite the downbeat media stories about closures and protests elsewhere in the UK. There has been a steady stream of positive stories about Suffolk's community activities, countywide initiatives and entrepreneurial staff.

There were millions of visits and millions of books borrowed from Suffolk Libraries, with activities happening everywhere every week run by library staff and supported by community groups.

A number of highly successful and high profile library refurbishments have taken place or are underway at Leiston, Lavenham, Elmswell, Aldeburgh, Kesgrave and Debenham.

The Suffolk Libraries Year of Reading was launched in February 2016 building on the successful work to increase literacy in schools by the Literacy Ambassador, embracing an impressive year-long calendar of events, initiatives and projects.

New services for digital readers were launched with Zinio, which allows the Suffolk customer to download magazines for free, along with a new eBook platform and an IPAD lending scheme.

Aspiring Suffolk writers now have the opportunity to get their work published on the new Suffolk Writes e-publishing platform.

Suffolk Libraries has won the EDGE award for the second time for innovation, this time for the post office in Stradbroke library.

Digital screenings of nationally acclaimed artistic work began in the autumn of 2015 with growing audiences coming to see filmed performances of the Duchess of Malfi, Billy Elliott and Matthew Bourne's ballets. This new development is called Suffolk Libraries Presents.

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**BOARD MEMBERS' REPORT (continued)**  
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In the November 2015 there was a second customer survey with affirming results for the Society's stewardship of Suffolk's libraries:

- 65.5% people say they visit a library at least once a week
- 31% of people say they visit our website at least once a week
- 93% rated the library layout, facilities and environment as excellent, very good or good
- 93% rated library opening hours as excellent, very good or good
- 98% said the helpfulness of staff was excellent, very good or good
- 89% said new library computers and wi-fi was excellent, very good or good
- 93% said activities and events were excellent, very good or good
- 91% said the choice of books and information is excellent, very good or good
- 89% said the eLibrary selection was excellent, very good or good
- 77% of people are now aware that the library service is run by an independent organisation

When asked if people had noticed a difference in the library service since 2012, nearly 49% said they think it has got better and 48% think it's about the same. Only 3.6% of people think it's got worse. This is a better response than in 2013 when 39% said it had got better and 54% said it was about the same.

In the 2015 Staff Survey, 93% of Suffolk Libraries staff said they were proud to work for the library service, and 94% said they felt they made a valuable contribution to the community. Confidence in the leadership of the Society had increased along with positive ratings of their managers and their co-workers.

Partnership working with four district councils in Suffolk extended with new access points or services or both in Felixstowe, Newmarket and Bury St Edmunds, along with the facilities already in place in Beccles and Woodbridge.

More children than ever took part in the annual Summer Reading Challenge and libraries began to develop Chatterbooks clubs to help children further develop their love of reading outside of school. Teenage volunteering went up and there are a number of libraries trying out Reading Hack, an experimental programme to help young people better engage with libraries.

Our external profile stayed high with visits to and from other library services including Kent, Devon, Lincolnshire and Birmingham. The Chief Executive of CILIP, the Head of Libraries for the Arts Council and the Reading Agency all came to learn about the Suffolk Libraries approach, and explore how library services might also shape their vision using our experience and knowledge.

### **Priority projects for the year**

At the beginning of the year the Board and the senior leadership team identified a number of key projects for attention during the year. These included:

1. The Schools Library Service transformation. The SLS has now been rebranded as LBaRT, stock has been integrated, there has been transformation work with staff across the Society and the next phase will include a relocation to the Lowestoft site for the offices and stock.
2. Work to begin the replacement of self-service machines for libraries. This has been delivered with an innovative scheme to develop our own interface via an app which can be used with tablets and other more flexible equipment.
3. Transition over to a separate network for back office and public internet access. This is still being planned in detail and is likely to happen in 2016.

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**BOARD MEMBERS' REPORT (continued)**  
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4. Debenham library move. The work on the new location is now underway with a likely opening of the new library in June.
5. Enterprise hub and business services development. The hub is being used and while take up is slow, it does now host a number of digital making opportunities for young people and adults.
6. The AGM for 2015. Delivered and a great success with Joanna Trollope as the speaker.
7. Woodbridge counter upgrade and transformation work with staff. Complete and launched on 19 May 2016. Customers and staff see it as a huge improvement.
8. Staff survey in June 2015. Survey done, with results analysed and action plan published during 2015.
9. Leadership projects - appraisals. A group of managers led this and the work was done in 2015, with new forms and paperwork shared with everyone in December 2015.
10. 2016 book festival planning. Underway with a new programme manager in place.
11. Single point of contact for IT support/weekend IT support. Delivered and in place by Summer 2015.

#### **Performance**

Suffolk's 44 static libraries welcomed over 3 million visits during the year and issued over 2,750,000 items. Events and activities at libraries continue to prove popular with over 156,000 visits to nearly 9,600 events and activities. This includes around 32,800 child visits to regular activities for children under the age of 5, and 18,949 visits to regular activities for older people.

Although it is too soon to collate and publish detailed figures, early indications suggest that the trends seen in lending figures over recent years are generally continuing.

The lending of adult printed books continues to decline. However, early indications suggest this decline may be slowing. Figures for children's physical books are steadier, with figures reflecting a similar level of borrowing as last year.

One area of significant growth is in the lending of Young Adult books. Figures for this area suggest an increase of around 6%. This uplift started to take effect in October 2015 when changes were made to the ways in which we organise and display Young Adult stock in many of our libraries.

Participation in the Summer Reading Challenge was the highest ever with 8,200 children signing up. Children taking part in the summer reading challenge borrowed nearly 90,000 items during the summer and nearly 1,500 signed up as Suffolk Libraries members just to take part. It was also a record-breaking year for the number of young volunteers with around 200 giving up 2,000 hours during the holidays to support young children with their thanks to a campaign to encourage more young people to get involved.

Our ethnicity sampling highlighted the inclusivity of Suffolk Libraries. 7,810 library users were surveyed and the results showed that the figures exceeded the census percentage for 13 of the 18 ethnicity categories. For example, the census population percentage in respect of Indian people for Suffolk is 0.5% whilst the ethnicity survey showed that 2.16% of Suffolk Libraries customers were Indian. Similarly, 0.3% of the census population percentage for Suffolk are Chinese compared to 1.56% of Suffolk Library customers.

The use of our digital 'lending' resources continues to grow. Early figures show a further increase in eBook lending of over 20% and eAudio of approximately 16%. Music downloads through our Freegal service have increased by around 60% (downloads) and 90% (streaming).

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**BOARD MEMBERS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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**Areas of success during the year in more detail**

**Literacy Books and Reading Team (LBaRT)**

The new school year in September 2015 signalled the launch of an improved traded service to schools from Suffolk Libraries. The Literacy, Books and Reading Team (formerly Schools' Library Service) has been reviewed and undergone a transformation as schools were no longer interested in the old model which was putting significant financial pressure on the service. The new service better reflects what schools want and gives schools a better choice, which includes supported and self-service options. All stock from the LBaRT service has been transferred to Suffolk Libraries' library management system so there is increased join-up across the library network. As a result of this piece of work, Suffolk Libraries is due to see a significant increase in children's borrowing over the next year.

Alongside all of this change, the LBaRT team have been working to deliver a Department of Education funded project to deliver Chatterbooks interventions in 10 schools and encourage local library sign-up of their year 3 pupils. Suffolk was one of 20 pilot authorities commissioned by The Reading Agency and has seen marked success in delivery with feedback from schools clearly demonstrating the worth and efficacy of such an intervention. Moreover, as the pilot has come to a close and evaluation has taken place, Suffolk has been held up as a national exemplar for how effective it has been.

**Literacy projects and initiatives**

Another literacy project Suffolk Libraries has been driving is a multi-partner endeavour to specifically reduce the literacy deficit of Ipswich. A variety of parties have come together to form a project board with Suffolk Libraries hosting the Project Manager role and the funding pot. The intention is to encourage schools to choose from a menu of literacy interventions to run in schools and to take part in community activities with families. Anticipated outcomes include an attainment increase for those schools participating and better join up between community services such as children's centres, libraries etc. with schools. The project will work across small geographic clusters of the town and has buy-in from organisations and funders at a local and national level.

Other literacy projects include a small-scale pilot initiative in Felixstowe which has been made possible with a small amount of funding from Children and Young People's Services in Suffolk County Council. The project, in partnership with a local school, health visitors and the town's children's centre, is to use library volunteers to visit local families with small children and encourage them to read. Through specialist book bags and resources, the volunteers will work in homes initially to encourage reading and gradually they will bring them to the library to encourage further reading and participation in community activities. This project started at the end of 2015 and is still ongoing.

**Summer Reading Challenge teenage volunteers**

The 2015 Summer Reading Challenge took a special focus on developing opportunities for young volunteers. Suffolk was successful in gaining funding from the Department of Education to help grow young volunteers. In 2014 Suffolk attracted 107 young volunteers and we predicted we could grow this by approximately 30%. However, such was Suffolk's success that the final number of young volunteers was close to 200. Not only did Suffolk Libraries undertake a campaign to raise the profile of young volunteering with schools and community groups, but it also offered incentives for each volunteer. Again, Suffolk was held up as a success story nationally for this.

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**BOARD MEMBERS' REPORT (continued)**  
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Literacy Ambassador (August 2015 to ongoing)

The new 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, a new library card and an assembly from the ambassador. Resources for teaching staff and parents are made available throughout the year through a new literacy blog on the Suffolk Libraries website.

1450 pupils saw the assembly and received the resources in the first three months of 2016 and feedback from pupils was extremely positive:

- 91% of pupils enjoyed the assembly
- 88% learnt something new about Suffolk Libraries
- 61% thought that the activity book sounded interesting and fun

To date, 205 pupils have registered their new library cards and of these 86 were new to Suffolk Libraries. Resources are being used in schools in a variety of ways including during morning tutor time, in library lessons and as homework.

Digital Roadshow (January 2016 and March 2016)

The new Digital Roadshow scheme allows Suffolk Libraries to showcase its digital services to schools and groups of young people across Suffolk. Pupils in years 5,6,7 and a group of home educated pupils have all visited libraries to build a Kano computer, experience 3D printing and complete an hour of coding. These sessions have taken place in Lowestoft, Aldeburgh and Ipswich libraries and have also included a library tour and literacy activities. Feedback from pupils:

- 92% enjoyed the Digital Roadshow
- 79% learnt something new about what digital services Suffolk Libraries has to offer
- 85% learnt a new skill in coding/3D printing/media
- 63% would like to take part in a similar activity either at the weekend or in the holidays

Feedback from staff at East Point Academy (Lowestoft) was '*They are still talking about how much fun they had. Pupils who refused to read before are now chasing me to get books!*' and from Aldeburgh Primary staff was '*the day was hugely beneficial for the school as a whole*'.

The roadshows are quickly becoming a useful tool for engaging young people (a need set out in Suffolk Libraries' 2020 Strategy) and for fostering new and important links between public libraries and their local schools.

Chatterbooks Public Library Pilot (March 2016)

Building upon the success of the Department for Education funded LBaRT Chatterbooks pilot, Suffolk Libraries began trialling Chatterbooks groups at Felixstowe, Haverhill, Chantry, Kessingland and Great Cornard public libraries in March 2016.

Library managers and their staff successfully targeted a wide range of children to attend sessions: two libraries have groups of children from local primary schools attending during the school day and three libraries adapted their extra-curricular craft/child friendly sessions to fit the Chatterbooks mould.

Early feedback from a primary school teacher was '*the children really enjoyed themselves. They stood at the front during assembly today and told the rest of the children about their session and encouraged others to join the library.*'

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**BOARD MEMBERS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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**Fathers Reading Every day (FRED) (Autumn 2015 to ongoing)**

FRED is a nationwide initiative which involves creating supportive reading groups to engage and encourage fathers and father figures to read more with their young children. A pilot scheme has been funded by Ipswich Borough Council and supported by Suffolk Libraries in the South West area of Ipswich.

Suffolk Libraries has provided advice and guidance during the planning stages in Autumn 2015, supported the initial training of group leaders in January 2016 and will continue to support FRED groups throughout the launch of the scheme in July 2016. The Literacy Ambassador will be attending groups to promote library the benefits of joining the library, and to provide information about the Summer Reading Challenge and Reading Ahead.

**Innovation hub**

In June 2015 Suffolk Libraries launched the Enterprise and Innovation Hub at the top of Ipswich County Library. The space underwent a complete transformation prior to the opening under the management of an intern from a national scheme. The space was converted to host glass 'pods' for meetings, a kitchen area, a presentation space, drop-down work space and a maker space lab. The intention of the space is to encourage local business people from all sectors to make use of the space for meetings, work or a space to prototype new ideas. Partners in the endeavour include Ipswich Borough Council, Suffolk Chamber of Commerce and University Campus Suffolk. The partnership work has seen the Local Enterprise Partnership create drop-in sessions for start-up entrepreneurs through its business Growth Hub. The Hub is now beginning to show signs of promise in terms of use and income generation as it has started to become embedded as a business centre in the town of Ipswich. It is also becoming a host to educational activities with regular bookings from ACCE (Anglo Chinese Cultural Exchange) and the U3A.

As part of the Universal Offer a popular feature of the Maker Space is a Code Club. Working in conjunction with Code Club UK and a team of volunteers from both Code Club and STEM Ipswich County Library is able to provide digital making sessions where children ages 6-13 can meet and learn to code together. Sessions run every Saturday during term time. The children are free to explore coding programmes, Scratch and Python, at their own level progressing at a pace that suits their individual needs.

Each term culminates in a demonstration to parents with children showing their work. Demand for Code Club is high; a waiting list is in operation, with a second session in the planning stages. The Code Club has featured as a Blog post on the Code Club UK website. Additionally the Hub has become an informal mentor and model for other Suffolk libraries wishing to create their own Code Clubs.

Coding hasn't been confined to children, a successful one off taster session for Adults was held in March. In addition a Raspberry Jam is planned for July/August; expertise to be provided by Colchester Institute.

**Member activities**

An initiative was launched whereby library community groups were asked to contribute £100 into a fund which was used to purchase a range of items for all contributing groups to use at events and activities. 28 community groups contributed, and the fund was enhanced through match funding from a number of county councillors. The money has been used to purchase three Suffolk Libraries branded gazebos, a PA system, two projectors and screens, two small speaker systems for playing music, two race night kits and various other items. There is still money remaining in the fund which will enable other items to be purchased as the need arises. The PA system and gazebos have been particularly well used.

A number of community forums were held during the year, bringing community group trustees together to network, share good practice and discuss a wide range of relevant topics.

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**BOARD MEMBERS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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Community groups across the county have continued to play a key role in helping and supporting their local library, and raising money to enhance their library. Several groups have worked with their library on proposals to amend opening hours to better suit community need. Amongst these is the Beccles Community Library Trust who worked with the library manager and community lead on an initiative to fund an additional four hours of opening per week, enabling the library to open on Wednesday afternoon.

The year has seen several library significant refurbishments, with community groups playing a significant role in generating the required funds. These include Elmswell, Thurston and Leiston.

A number of community groups also made contributions towards the annual cost of wifi for their library.

The Friends of Ipswich Library supported two hugely successful live music events at Ipswich Library which each attracted over 200 people. These would not have been able to happen without their support and financial backing.

### **Volunteering**

Suffolk Libraries has a long history of working with volunteers which has continued to develop and grow as we meet new challenges.

This year, volunteers have continued to provide invaluable support to paid staff, without replacing them. The range of skills and experience volunteers have brought with them has increased the variety of activities and events libraries have been able to offer their local communities; from code clubs to business support. Funding for projects has also been raised through the time and efforts of volunteers.

This year has also seen Suffolk Libraries appoint Volunteers Coordinator, Lynette Brooks, who started in post at the end of October. Lynette has started developing new approaches to recruiting and supporting volunteers in order to better suit the needs of local communities and libraries. For example, Lynette has been giving input to the 5 year plan to develop a Suffolk Volunteer Strategy, commissioned by the Health and Well Being Board.

### **Staffing**

At the end of March 2015 there were 416 employees, with a total of 565 contracts, equating to 181 full time equivalent (FTE).

#### Staff Survey

In June over 60% of staff completed the staff survey and there were incremental improvements in almost all areas compared to a similar survey in 2014.

It showed that staff have more confidence in the leadership and management of the Society; they support the direction, community involvement and more than 90% are proud to work for Suffolk Libraries. Impressive numbers felt they make a valuable contribution, and staff are increasingly motivated and supported by their managers.

There were new questions about staff well-being and these showed that staff enjoy their job, they know where to go for help and are aware of what is expected of them.

More staff were stimulated by their work and believed they get personal growth. Teams/colleagues were also valued. 94% of staff believed that Suffolk Libraries makes a positive difference to their community.

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**BOARD MEMBERS' REPORT (continued)**  
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The individual comments showed frustrations with colleagues who are negative or lacked motivation and there were some criticisms about communication and IT. Some staff felt they would like more face to face opportunities to meet with each other, management and with the leadership. There were also concerns about anti-social behaviour in libraries.

The results of the survey were shared with staff and UNISON and an Action Plan was developed to include management training on recruitment, absence management, recognising stress and performance management and staff training and guidance on how to deal with anti-social behaviour. The Action Plan also encouraged libraries to have planned staff meetings.

**2015 Staff Conference**

In October, approximately 90 staff attended a staff development day that focussed on Literacy and Reading.

The day encouraged staff to network with their colleagues and learn more about new services that are being offered across Suffolk Libraries.

The day included a special guest speaker from the National Literacy Trust and two crime writers. The feedback on the day was very encouraging, and everyone who attended went away motivated and inspired.

**Training**

For the year 2015/16 538 staff and volunteers attended 65 training courses run by Suffolk Libraries delivered across the county by internal trainers. Managers have been proactive in requesting mandatory training for all staff and volunteers to attend such as Safeguarding and Manual Handling courses. Anti-Social Behaviour training has been implemented this year and has received positive feedback from the delegates who have attended.

Two staff are currently being sponsored by Suffolk Libraries to complete professional qualifications including a library qualification.

There is ongoing internal management training and coaching in areas such as recruitment, absence management and performance management. There are also some staff attending an externally run management essentials programme.

**Reward Scheme**

Since April 2014 Suffolk Libraries have been operating an employee reward scheme which recognises an individual's outstanding contribution over and above the normal expectations for their role. Employees are able to nominate each other, teams or themselves. The nominations go to a panel each month and, if successful, staff are sent an email to thank them and given vouchers that are a small gesture to show the Society's appreciation. Since commencing this scheme 20 months ago, 220 vouchers at a cost of £8,330 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.

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**BOARD MEMBERS' REPORT (continued)**  
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Sickness management over the year

For the period 1st April 2015 – 31st March 2016, the average number of FTE days lost to sickness absence in Suffolk Libraries was 256.83 days. For the full year 2014/15 this was 236.93 days. The annual cost of sickness absence to Suffolk Libraries is just over £200,000 per year.

The HR Team have been working closely with line managers in providing training workshops, guidance and advice to ensure they are fair and consistent when it comes to managing sickness absence, particularly recurring sickness absence.

Line Managers are expected to ensure every absence is accurately recorded and ensure a return to work interview is conducted with each employee within 5 working days of their return from sickness absence. Support in the form of help and guidance is provided from the HR Team or other professionals, e.g. Occupational Health, an employee assistance programme or the Best Doctors Service if required.

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 will measure each role against the job evaluation scheme factors, using agreed role profiles. The panel consists of representatives of 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.

Each panel complete an evaluation rationale form to ensure transparency. This summarises their assessments for each job and the reasons for each separate decision.

Due to senior managers having more responsibility than the average employee 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 the general Suffolk Libraries employment contract as well as payment in lieu of notice, confidentiality, intellectual property and post-termination restrictions.

CEO role profile and pay report

As part of ongoing succession planning, in December 2015 the Board of Suffolk Libraries commissioned an outsourced HR consultant to benchmark the role of General Manager. A new role profile was drafted taking account of the evolving responsibilities of this post and the likely responsibilities in the future. It was agreed in January that a more appropriate job title for the post is Chief Executive. At the same time the remuneration package for this role was reviewed and, although no salary increase was given to the current post holder, a bonus incentive was agreed for 2015.

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### **IT performance and changes**

From April through to August the public Windows computers were replaced at all library locations. This provided a faster and more reliable public computer (PC) service for all users and for the first time offered Microsoft Office tools on every desktop. The popularity of this outcome is evidenced by a more than doubling of PC usage between last year and this.

The roll-out of free Wi-Fi to all library sites was completed this year. Many have since been upgraded to superfast broadband which provides an excellent user experience wherever it is available. All but five libraries are now able to benefit from superfast broadband and its planned to continue upgrades wherever it is available in the coming year.

In November a new helpdesk was launched providing a single point of contact for all public and internal library support issues. One central team take all calls and triage between different library teams to ensure that all customer and internal staff issues are proactively resolved. This has also enabled a skeleton I.T. support presence to libraries over the weekend. This is a great improvement on the previous complete lack of weekend support.

The I.T. team continue to support libraries and other central teams in business initiatives including multiple building re-furbishments during the year. They were also very active in supporting and participating in digital roadshows in Lowestoft and Aldeburgh which proved extremely popular with both library staff and visiting schools.

A new Head of IT was appointed at the end of 2015. Peter Baker began his new role on 4th January with a remit to continue to drive down the cost of I.T. while maintaining and, where possible, improving the quality of the service provided.

In recent months the team have been preparing for a migration away from the Suffolk County Council network and their I.T. support. Several new products have been evaluated and tested to ensure that all library services can be delivered and supported in an internet only environment. This will set the libraries up for significant savings in I.T. costs in the years ahead.

### **Customer services**

The customer service team made several improvements to their processes, which has reduced the time it takes to respond to customers and resolve their problems. For example, in January 2015 the average time it took to respond to an email complaint was 2h and 15m, while In January 2016 it was 48m.

The team started to ask for feedback every time it solved a problem via email. Customers have responded 1,781 times, leaving a 'good' rating 97.4% of the time and a 'bad' rating on 51 occasions. The team responded to customers whenever they left a substantial comment and use the feedback to make changes to the service.

The team has provided customer service for other internal services, such as Bookfest queries and many LBaRT enquiries.

In 2015 the team made 12,935 renewals and processed 2,853 stock title requests. They solved 13,616 problem tickets.

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#### **Web**

The deputy head of IT continued to explore ways of improving customers' user experience of our online services, having identified problems with its consistency and ease of use. He facilitated a workshop of SPINE IT managers to propose possible ways forward. Suffolk submitted a paper to the SPINE board based on the workshop's findings.

He was also invited to attend a workshop at the Department of Culture, Media and Sport which informed the Essential Digital Infrastructure for Public Libraries in England report, published in January 2016.

The service's social media presence continued to grow. At the time of writing, the monthly email newsletter has 4,521 subscribers and engagement rates well above the not-for-profit sector average. For example, click through rates average 10.2%, compared with a sector average of 2.2%. The service's Twitter account has 3,555 followers and its Facebook page 893 likes.

The web team made design changes to the website making it easier and quicker to add microsites, such as for the Mental Health Information Service, Building Wellness through Reading event and Literacy Ambassador services. These have resulted in increased exposure for library services. For example, the MHIS saw a 272% increase in visits year on year over March/April 2015 and 2016.

In November 2015 The web team focused on improving website performance and customer experience, using Google PageSpeed Insights as a measure. The Page Speed Score has improved from 59/100 to 74/100, while the Customer Experience score has improved from 89/100 to 96/100. The team will be focusing on improving these scores over the next year through redesigning the website and changing its underlying technology.

2016 will see the installation of Spydus version 10, which will introduce a responsive design to the online catalogue and a web interface for staff, making it easier for customers and staff to access content and information from anywhere with any device.

The deputy head of IT facilitated a week long design sprint with digital agency Clear Left to research and validate an idea for a new self-service app. The app would be a first in the library world, enabling library services to install self-service on any device with an internet connection and touch screen. It would also free library services from expensive and restrictive relationships with traditional LMS and self-service providers.

#### **Information, stock and content**

In August 2015 Suffolk Libraries launched a new digital magazine service, Zinio. Zinio offers free downloads of top name magazines and has proven to be a hugely popular addition to our range of digital content services. Following this successful start, there are plans to extend the range of titles available through the Zinio platform in the coming year.

In February 2016 the library service launched a new, additional eBook platform, Cloud Library. As a recognised forerunner in digital library services, Suffolk Libraries were approached by Biblioteca, the producers of Cloud Library, to trial the product free of charge, as they launch this US established platform in the UK. We plan to offer the Cloud Library alongside our current, established Overdrive platform for a year, during which time we will evaluate and contrast the two products and gain user feedback. We will then make a decision which product is the most effective and all content will be transferred across to the chosen platform at the end of the trial period.

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**BOARD MEMBERS' REPORT (continued)**  
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In February Suffolk Writes was launched, a project offering the opportunity for Suffolk based and connected writers to gain readership for their work via our eBook service. There has been an encouraging quantity and quality of material submitted to date and the project has raised significant interest from writers and readers alike. Writing included in the project is presented alongside the professionally published, mainstream material on our eBook platform and offers a high profile presence for amateur writers. Over the coming months there are plans to develop the project to include more material and we are investigating ways of providing a forum for readers to provide feedback to the featured writers.

**Mental Health and Wellbeing Information Service (MHIS)**

In December 2015, the Mental Health and Wellbeing Coordinator submitted a proposal to the Mental Health Commissioners which included plans for several new projects and an increase in funding. The proposal was accepted in April 2016 and pilots for the new projects will begin over the next few months. The proposal also suggested giving the service a new name and logo to increase awareness; the name 'New Chapters' has been chosen.

The Open Space group, which was developed with the previous MHIS coordinator, NSFT and Julian Support, has gone from strength to strength. Attendance has steadily increased to a weekly average of 25-30 (with one week last year seeing 53 attend) and the group have now begun to take trips into the community for walks and restaurant meals. Specific weeks have also been dedicated to asking the group for feedback of what they would like from further sessions and encouraging them to independently plan further trips which have been really successful. Several people are planning an independent river cruise trip, which is testament to how well Open Space works as a stepping stone back into the community.

Plans for the new proposed projects are developing well, the first of which includes rolling out Open Space to Haverhill and Bury Library (Newmarket, Lowestoft and Sudbury have also asked to be included if possible), which will aim to begin in May/June 2016. A group supporting refugee women will begin in May 2016, working in partnership with Suffolk Refugee Support to help improve their access to support and advice on a number of sensitive issues. Partners have also been scoped to support developing further groups for men's mental health, improving employability for those living with mental health issues and LGBT groups.

The MHIS has also had a great start to the year with an increase in press, including a double page spread in the East Anglian Daily Times in January 2016, an article for the CILIP magazine (to be published in the next few months), a local radio station interview and securing a free 30 second advert slot for Town 102 radio station (to be played 3 times a day for 28 days). The re-designed website has also seen an increase from 538 page views and 375 unique page views in 2015, to 1415 page views and 1020 unique page views so far in 2016.

**Prisons**

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

These services are funded by the Ministry of Justice.

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

Reader development has been encouraged with the book groups, Six Book Challenge, author visits and creative writing sessions.

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At Warren Hill significant work has taken place this year to establish and furnish the library in a new location in the prison building and to build on the support available to learners in the prison, with the introduction of a bank of computers for use by people studying with distance learning providers such as the Open University.

#### **Equalities**

One of the key objectives for Suffolk Libraries is to make sure that its services are readily available to everyone who wishes to use them regardless of age, gender, race or beliefs. Any changes to services such as new opening hours are examined to ensure no group is disadvantaged more than another.

While we whole heartedly support free speech and freedom of ideas we do not tolerate racist or sexist language or behaviour from staff or customers. Any instances are investigated and appropriate action taken. Sadly we had one complaint this year. This was investigated and follow up action took place.

We work hard to make our services physically accessible to all and this is ongoing, for example in website design, evaluating new self-service machines and redesigning library layouts. In line with other employers we ensure that staff with temporary or permanent disabilities are not prevented from working, and we have provided specialist equipment, work station assessments and modified working patterns when needed.

#### **Safety**

Suffolk Libraries is firmly committed to ensuring the safety of all employees, customers and members of the public as far as is reasonably practicable and takes its legal responsibilities seriously. The Board receives regular reports and contributes to the work of the Safety Committee by sending 2 representatives. The Board held a training session on its safety responsibilities in January 2016. Our Safety Management System has been thoroughly revised to fit our current structure. Staff regularly check their buildings for potential hazards and ensure that fire safety requirements are followed such as maintaining safe fire exits, holding fire drills, and that regular maintenance checks are carried out.

The Society is a low risk undertaking and considering the number of sites and the variety of people using our services there are a relatively low number of incidents. Statistics are monitored and this year the numbers have increased slightly (149) over the previous year (135) though distributed differently between the months. Most are relatively minor, though we did have to report one under the RIDDOR regulations, the first in 2 years.

The biggest concern of this year has been the rise in serious antisocial behaviour by a minority in Lowestoft and Gainsborough, but increasingly in other places. To help staff deal with it appropriately we have developed and delivered tailor made training and have set up a centralised incident recording system to help target management support, and we have been working closely with Suffolk Police.

The most common injury to staff is caused by poor lifting techniques. Reducing this has been our main priority and we have instituted practical training sessions for everyone. We have also worked on driving for work, instituting licence and insurance checks to comply with best practice and ensuring that staff are entitled to drive either our vehicles or their own when at work.

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**BOARD MEMBERS' REPORT (continued)**  
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#### **External profile, marketing and communications**

Suffolk Libraries has continued to receive widespread and positive media coverage throughout the year. One of the key successes has been ensuring that the local media understand that the modern library service isn't just about lending books but provides a much wider service to the community. Both the BBC and local newspapers seem to understand this and are supportive of library developments in the face of the challenges the service faces. A representative from The East Anglian Daily Times was invited to take part in the Suffolk Libraries Advisory Forum.

Also, in terms of what Suffolk Libraries can offer the local media, the wide range of engaging events and photo opportunities appear to be appreciated by those with the task of putting together content for the local newspapers. A recent visit to the offices of the East Anglian Daily Times revealed that nearly half of the photographs on display in the window were of library events.

Suffolk is a large county and with many libraries close to the county border, the library service is well served by many local newspapers. As well as the county-wide East Anglian Daily Times there is the Ipswich Star, Bury Free Press, Suffolk Free Press, Newmarket Journal, Newmarket News, Haverhill Weekly News, Haverhill Echo, Eastern Daily Press, Thetford and Brandon Times, Lowestoft Journal, Beccles and Bungay Journal, Diss Express and many other weekly advertiser and mercury editions, plus other more local magazines, newsletters and of course news/event-focused websites. It is vital that the library service continues to maintain a positive relationship with all of these outlets in order to reach the widest audience possible.

Suffolk Libraries is also very positive about working with BBC Radio Suffolk and has supported projects such as the Suffolk Scamnesty and BBC Weather Watchers campaigns. For Weather Watchers, an initial workshop was held at Ipswich County Library to help engage library staff and community groups in the project followed by a live launch on BBC Radio Suffolk from the library to encourage customers to use library facilities to contribute their own weather reports.

Suffolk Libraries is also always proactive about providing radio interviewees to discuss books or authors or providing a local comment on any national reading or book-related issues.

Suffolk Libraries has had a number of other supportive features throughout the year:

1 August 2015 marked the third birthday of Suffolk Libraries and the organisation reflected on what has been achieved in Suffolk over the past three years with BBC Radio Suffolk dedicating their breakfast show to Suffolk Libraries and coverage on BBC Look East.

Although, like other parts of the country, the CIPFA statistics showed that Suffolk Libraries' physical book loans fell in 2014/15, East Anglian Daily Times' coverage of this was very balanced and positive, conveying the message that the county's libraries will "...adapt and survive." This was accompanied by an editorial stating the value of libraries is "priceless."

Suffolk Libraries gave its support for the Chartered Institute of Library and Information Professionals (CILIP) My Library My Right petition in the run up to National Libraries Day and the East Anglian Daily Times ran a very supportive piece focusing on the benefits of the library service including photographs from Harry Potter Book Night.

Suffolk Libraries' Year of Reading campaign to celebrate and promote reading for pleasure across the county and the benefits it can bring was also well-covered by the local media. The campaign was launched with the support of BBC Radio Suffolk and The East Anglian Daily Times at an evening of performance poetry at Ipswich Library with a live broadcast on BBC Look East.

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In 2015 Suffolk Libraries carried out a subtle but significant rebranding exercise to develop a new logo, the organisation's brand having not been revisited since Suffolk Libraries was set up in 2012. This laid the foundation for new signage at some libraries. This exercise is ongoing and is being carried out on a case by case basis when library developments or local funding enables rebranding to be carried out.

Suffolk Libraries launched its second countywide customer survey towards the end of 2015. The survey was completed by over 1,700 people and provided some great feedback about the service (already stated above in the summary).

Some comments from customers about how highly valued the service is:

*"I cannot credit the library enough and the amazing range of books available for my son's love of books.  
We always have maximum loans on our cards and still I think he would take 20 more out. He loves the library and we feel so grateful to have this facility so close to home."  
"Excellent service, staff all very helpful in every way not only with books."  
"Suffolk Libraries are wonderful. Keep up the good work!"  
"My use of the library overall has improved in the last two years for my needs - thank you."  
"I really enjoy using my local library. I have been using them since I was little and found them invaluable. The extra stuff you can now do e.g. computers, eBooks etc. is brilliant."*

#### **External work**

During the year a number of library services requested help and support from the Society. It is the Society's practice to charge for interactions and resources beyond a short phone call. Paid work was done in Devon and Kent. At professional networks the Suffolk delegates have always been in demand.

The Chief Executive has led the development of a national initiative on learning for libraries and was able to showcase the Suffolk experience through this at a number of national events including the SCL masterclass in April 2015, the SCL seminar in June 2015, at a Downing Street reception in September 2015, at the launch of the national universal learning offer in November 2015 and the Cracking the Code national event in March 2016.

We were successful this year in developing a new partnership with Mid-Suffolk & Babergh District Council to launch Job Clubs in libraries across the districts. MSDC&B funded additional training of staff alongside our own SCL training to deliver specialist job clubs and adult learning taster sessions. A number of libraries across the district have launched weekly/bi-weekly job clubs on a set day and time to help people.

#### **Financial review**

##### **Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the Society has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

The contract with Suffolk County Council is for an initial term of 5 years which ends August 2017, the contract is within the discretion of Suffolk Libraries to extend by another 5 years. If Suffolk Libraries takes the option to extend then Suffolk County Council are obliged to accept under the current contract conditions.

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**BOARD MEMBERS' REPORT (continued)**  
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### **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 Reserves policy at a Board meeting on 31 March 2016. The policy forms part of the Financial Regulations which were also reviewed and accepted at this meeting.

On 28 January 2016 at their Board meeting, the Directors also considered the financial resilience of the organisation. The failure in 2015 of a large high profile children's charity was very much in their minds as they reaffirmed their fiscal responsibilities and undertook to ensure that they would take no reckless decisions to risk insolvency and to continue to build reserves.

This commitment has informed the Society's approach to contract sum negotiation and to the financial management of the library service which is disciplined and transparent.

The Society's reserves policy is to maintain 2 months' worth of running costs, which is approximately £850k. As at 31 March 2016 Suffolk Libraries held reserves of 361K (31 March 2015 – 314K). Of these general reserves are available of 273K (2015 – 246K), an increase of 27K in the year. Suffolk Libraries hold restricted reserves at 31st March 2016 of 88K (31 March 2015 – 68K). We are expecting the restricted reserves to be fully expended by the year end 31 March 2017. The largest area of expenditure on restricted funds will be for additional book stock 24K, finalising the Arts council project of Digital Screenings in rural Areas 20K and the Lets Talk Reading campaign 17K.

It is recognised that the reserves held by Suffolk Libraries are below those considered to be appropriate for an organisation of this size, however note should be made that funding received from Suffolk County Council (83% of running costs) are received quarterly in advance. Suffolk Libraries is endeavouring to increase income from sources other than Suffolk County Council by working with partners sharing our larger buildings, extending the activities in Libraries which are beyond the current and historical services offered while maintaining the Society's charitable aims without detriment to current activities, and looking at further business development.

### **Principal funding sources and how they support key objectives**

The principal funding for Suffolk Libraries come from Suffolk County Council, funding accounts for 83% (5.3M) of income from Charitable Activities. As well as this income from Suffolk County Council the book fund of £1M is also received. The funding from Suffolk County Council is fundamental to supporting the Key Objectives of Suffolk Libraries.

### **The financial effect of significant events**

There have been no significant events during the financial year 2015/16 which have affected the running of the library service. In the forth-coming year (2016/17) there is a reduction of £350K in the funding from Suffolk County Council which is to be followed by a projected reduction of £300K (2017/18). This may have an impact on the way in which Suffolk Libraries operates the 44 libraries within Suffolk and strenuous efforts are being made to mitigate the reduction without affecting front line services.

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

A key priority for the year will be to work with the County Council on a future vision for the service to ensure that any future changes still meet the library needs of the Suffolk population, and that Suffolk Libraries continues as a responsive, relevant, resilient and sustainable library service provider. Understanding the library experience for all the people that use us and needs us will be a significant component of this.

As we develop our own Suffolk interpretation, the Leadership for Libraries Taskforce will continue their deliberations and we hope to influence these as a field leader.

Suffolk Libraries will continue to develop and strengthen the reading and literacy library experience with support for local and national reading initiatives all over the county, a book festival in October 2016, Beyond the Book, Chatterbooks and a continuing development of our relationship with schools.

The role of the Society's community groups will become ever more significant as the strategic vision evolves; communities will need to have a voice, articulate their preferences, views and priorities at a time of challenge and change.

Online services and enabling technology will be high on our agenda and the Society's appetite for experimentation and entrepreneurial development will ensure it remains resilient and forward looking. These will include the creation of a new self-service offer, increased use of the cloud for content and a network free of council security.

The Arts Council funded project to provide digital screenings of recorded artistic product in libraries will continue and we will learn increasingly about how to progress our emerging box office approach, how to choose material productions and sell performances.

Partnership working and training will help us to better prepare for and manage the occasional anti-social behaviour experienced in some of our libraries.

We will continue to develop our staff and our volunteers to work together, strengthened by the clarity about what each contributes, and sharper understanding on the respective and unique contribution of each.

There will be yet another Staff Survey and a number of customer consultations during the year ahead which will give us more insight into what people need in the future and what they want now.

Suffolk Libraries is now four years old. Each year, we seem to achieve more momentum, raise the profile and increase the sense of shared purpose we all have about what we do.

In the coming year, as ever there will be an energising and robust mix of visionary strategy, challenges, fires to fight, practical decision-making, experimentation, and organisational learning.

Nothing about Suffolk Libraries ever stands still. As we approach our fifth year, we can say with confidence that our leadership team, Board, staff, community groups and volunteers are ready and up to the challenge.

The contract with Suffolk County Council is for an initial term of 5 years which ends August 2017, the contract is within the discretion of Suffolk Libraries to extend by another 5 years. If Suffolk Libraries takes the option to extend then Suffolk County Council are obliged to accept under the current contract conditions.

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**BOARD MEMBERS' REPORT (continued)**  
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### **Structure, governance and management**

#### **Board members**

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:

Tony Brown	Chair	Appointed 12th September 2013 Reappointed 10th September 2015
Sylvia Knights	Vice Chair	Appointed 15th February 2012 Reappointed 11th September 2014
Jonathan Ogden	Honorary Secretary	Appointed 12th September 2013 Reappointed 10th September 2015
Alison Wheeler	Chief Executive	Appointed 15th February 2012
Sue Buck		Appointed 12th September 2013
Anne Mallalieu		Appointed 12th September 2013
Colin Rockall		Co-opted 29th May 2014 Appointed 11th September 2014
Peter Callaghan		Appointed 11th September 2014

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.

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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 14. 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 14.

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.

The contract with Suffolk County Council states that funding will be adequate to allow for delivery of the service specification. The financial risk is that the funding considered adequate may be continually reviewed in a downward direction. In recognition of this risk Suffolk Libraries is undertaking a review of service provision and to provide to Suffolk County Council a way forward which would allow for reduced funding with the least impact on front line services and to bring an agreed framework for the service to the end of 2022.

**DISCLOSURE OF INFORMATION TO AUDITORS**

Each of the persons who are Board members at the time when this Board members' report is approved has confirmed that:

- so far as that Board member is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Board member has taken all the steps that ought to have been taken as a Board member in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

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

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**BOARD MEMBERS' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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**AUDITORS**

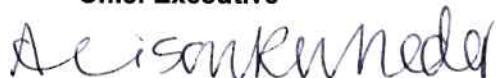
The auditors, Larking Gowen, have expressed their willingness to be reappointed auditors at the forthcoming Annual General Meeting.

This report was approved by the Board members on 28 July 2016 and signed on their behalf by:

**Jonathan Ogden**  
Secretary



**Alison Wheeler**  
Chief Executive



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



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

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**BOARD MEMBERS' RESPONSIBILITIES STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2016**

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The Board members (who are also directors of Suffolk's Libraries IPS Limited for the purposes of company law) are responsible for preparing the Board members' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board members to prepare financial statements for each financial year. Under company law the Board members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Board members are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Board members are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

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We have audited the financial statements of Suffolk's Libraries IPS Limited for the year ended 31 March 2016 which comprise the Statement of financial activities, the Balance sheet, the Cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable Society's members, as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the charitable Society's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable Society 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 member's 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](http://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 Society's affairs as at 31 March 2016 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.

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

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

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**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

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

- the society has not kept proper books of account, and not maintained a satisfactory system of control over its transactions, in accordance with the requirements of the legislation;
- the revenue account, any other accounts to which our report relates, and the balance sheet are not in agreement with the society's books of account; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.



**Larking Gowen**

Chartered Accountants  
Statutory Auditors

Ipswich  
2 August 2016

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

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2016**

	Note	Unrestricted funds 2016	Restricted funds 2016	Total funds 2016	Total funds 2015
		£	£	£	£
<b>INCOME FROM:</b>					
Donations and legacies	2	12,813	92,249	105,062	68,833
Investments	3	5,206	-	5,206	5,613
Charitable activities	4	6,361,588	1,249,262	7,610,850	7,736,314
<b>TOTAL INCOME</b>		<b>6,379,607</b>	<b>1,341,511</b>	<b>7,721,118</b>	<b>7,810,760</b>
<b>EXPENDITURE ON:</b>					
Charitable activities	8,11	6,353,647	1,320,920	7,674,567	7,767,853
<b>TOTAL EXPENDITURE</b>		<b>6,353,647</b>	<b>1,320,920</b>	<b>7,674,567</b>	<b>7,767,853</b>
<b>NET INCOME</b>		<b>25,960</b>	<b>20,591</b>	<b>46,551</b>	<b>42,907</b>
<b>NET MOVEMENT IN FUNDS</b>		<b>25,960</b>	<b>20,591</b>	<b>46,551</b>	<b>42,907</b>
<b>RECONCILIATION OF FUNDS:</b>					
Total funds at 1 April 2015		246,395	67,746	314,141	271,234
<b>TOTAL FUNDS AT 31 MARCH 2016</b>		<b>272,355</b>	<b>88,337</b>	<b>360,692</b>	<b>314,141</b>

All activities relate to continuing operations.

The notes on pages 31 to 47 form part of these financial statements.

The financial statements were approved by the Board members on 28 July 2016 and signed on their behalf, by:

**Jonathan Ogden**  
Secretary



**Alison Wheeler**  
Chief Executive



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



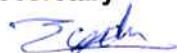
**SUFFOLK'S LIBRARIES IPS LIMITED**  
**(A Registered Society under the Co-operative and Community Benefit Societies act 2014)**  
**REGISTERED NUMBER: IP031542**

**BALANCE SHEET  
AS AT 31 MARCH 2016**

	Note	£	2016 £	2015 £
<b>CURRENT ASSETS</b>				
Debtors	18	306,726	412,285	
Cash at bank and in hand		2,364,433	2,231,787	
		<u>2,671,159</u>	<u>2,644,072</u>	
<b>CREDITORS: amounts falling due within one year</b>	19	<u>(2,310,467)</u>	<u>(2,329,931)</u>	
<b>NET CURRENT ASSETS</b>		<u>360,692</u>		<u>314,141</u>
<b>NET ASSETS</b>		<u>360,692</u>		<u>314,141</u>
<b>CHARITY FUNDS</b>				
Restricted funds	20	88,337	67,746	
Unrestricted funds:				
Share capital	21	44	44	
Unrestricted income funds	20	<u>272,311</u>	<u>246,351</u>	
Total unrestricted funds		<u>272,355</u>		<u>246,395</u>
<b>SHAREHOLDERS' AND CHARITY'S FUNDS</b>		<u>360,692</u>		<u>314,141</u>

The financial statements were approved by the Board members on 28 July 2016 and signed on their behalf, by:

**Jonathan Ogden**  
**Secretary**



**Alison Wheeler**  
**Chief Executive**



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



The notes on pages 31 to 47 form part of these financial statements.

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

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**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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	Note	2016 £	2015 £
<b>Cash flows from operating activities</b>			
Net cash provided by operating activities	22	<b>132,646</b>	<b>1,171,889</b>
<b>Change in cash and cash equivalents in the year</b>	<b>23</b>	<b>132,646</b>	<b>1,171,889</b>
Cash and cash equivalents brought forward		<b>2,231,787</b>	<b>1,059,898</b>
<b>Cash and cash equivalents carried forward</b>		<b>2,364,433</b>	<b>2,231,787</b>

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**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), 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.

**1.2 Reconciliation with previous Generally Accepted Accounting Practice**

In preparing these accounts, the Board members have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

**Holiday pay accrual**

A holiday pay accrual was calculated and entered into the financial statements.

In accordance with FRS 102, a reconciliation of opening balances is provided here:

	<b>31 March 2016</b>	<b>£</b>
<b>Reconciliation of reported net income</b>		
Net income/(expenditure) as previously stated	35,321	
Adjustment for holiday pay accrual	7,589	
<b>Net income as restated as at 31/03/2015</b>	<b>42,910</b>	
<hr/>		
	<b>01 April 2015</b>	<b>31 March 2016</b>
	<b>£</b>	<b>£</b>
<b>Reconciliation of funds and balances</b>		
Fund balances as previously stated	392,547	435,453
Adjustment for holiday pay accrual	(78,406)	(74,761)
Fund balances as restated	<b>314,141</b>	<b>360,692</b>

**1.3 Company status**

The Society is a company limited by guarantee. 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.

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**1. ACCOUNTING POLICIES (continued)**

**1.4 Fund accounting**

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

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

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

**1.5 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.

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

**1.6 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings..

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.

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**1. ACCOUNTING POLICIES (continued)**

**1.7 Going concern**

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

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

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

**1.8 Operating leases**

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

**1.9 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.

**1.10 Stocks**

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

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

**1.11 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.

**1.12 Debtors**

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

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**1. ACCOUNTING POLICIES (continued)**

**1.13 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.

**1.14 Creditors and provisions**

Creditors and provisions are recognised where the Society has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**1.15 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.

**1.16 Pensions**

The Society operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Society to the fund in respect of the year.

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

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

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

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

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

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

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

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

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

---

**1. ACCOUNTING POLICIES (continued)**

**1.17 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.

**2. INCOME FROM DONATIONS**

	<b>Unrestricted funds 2016</b>	<b>Restricted funds 2016</b>	<b>Total funds 2016</b>	<b>Total funds 2015</b>
	£	£	£	£
Group Contributions Cash Donations	-	<b>66,854</b>	<b>66,854</b>	28,582
Group Contribution Library Enhancement	-	<b>14,395</b>	<b>14,395</b>	8,590
Fundraising by staff	<b>6,472</b>	-	<b>6,472</b>	3,986
Donations	<b>6,341</b>	<b>11,000</b>	<b>17,341</b>	27,675
Total donations and legacies	<b>12,813</b>	<b>92,249</b>	<b>105,062</b>	68,833

In 2015, of the total income from donations, £ 32,061 was to unrestricted funds and £ 37,172 was to restricted funds

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**3. INVESTMENT INCOME**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Bank interest	5,206	-	5,206	5,613

In 2015, of the total investment income, £ 5,613 was to unrestricted funds and £ N/L was to restricted funds.

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
SCC contract income	5,301,542	-	5,301,542	5,351,182
SCC contract stock budget income	-	1,063,242	1,063,242	1,123,242
Grants received	-	144,088	144,088	49,524
SLS, café, libraries, stock unit (see note 5)	371,920	-	371,920	382,122
Professional services (see note 6)	469,101	41,932	511,033	612,538
Collection fees (see note 7)	219,025	-	219,025	217,706
	6,361,588	1,249,262	7,610,850	7,736,314

In 2015, of the total income from charitable activities, £ 6,502,732 was to unrestricted funds and £ 1,233,182 was to restricted funds.

**5. SLS, CAFÉ, LIBRARIES, STOCK UNIT ANALYSIS**

	2016 £	2015 £
Schools library services	18,736	86,419
Lowestoft café	35,467	53,485
Stock unit	111	16,384
Libraries	188,139	111,665
Room and equipment hire	81,958	54,331
Income misc	30,615	3,242
Central office	16,894	56,596
 Total	 371,920	 382,122

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**6. PROFESSIONAL SERVICES ANALYSIS**

	2016	2015
	£	£
Schools library service	282,101	351,337
Prisons library service	166,500	173,326
Mental health project	41,932	41,895
Professional services - central	5,791	1,372
Professional services - library	14,709	43,351
Stock unit	-	1,257
 Total	<b>511,033</b>	<b>612,538</b>

**7. COLLECTION FEES ANALYSIS**

	2016	2015
	£	£
Library hire overdues	81,632	88,840
Library reservations	5,542	4,820
Library sale/hire of audio/visual	61,612	61,664
Library sale of books/publications	60,525	51,645
Library other fees and charges	9,714	10,737
 Total	<b>219,025</b>	<b>217,706</b>

**8. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	Unrestricted funds 2016	Restricted funds 2016	Total funds 2016	Total funds 2015
	£	£	£	£
Library	4,110,804	1,192,452	5,303,256	5,543,353
Schools library services	438,377	-	438,377	438,155
Lowestoft café	61,606	-	61,606	54,894
Prisons library services	172,507	-	172,507	180,784
Mental health project	-	41,932	41,932	41,895
Support costs	1,536,018	86,536	1,622,554	1,465,733
	<b>6,319,312</b>	<b>1,320,920</b>	<b>7,640,232</b>	<b>7,724,814</b>

In 2015, of the total expenditure, £ 6,557,418 was expenditure from unrestricted funds and £ 1,253,384 was expenditure from restricted funds.

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

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**9. TOTAL RESOURCES EXPENDED**

	Staff Costs £	Stock £	Premises £	Other £	2016 £	2015 £
Library	3,183,248	1,062,004	719,368	338,636	5,303,256	5,543,353
LBaRT	258,272	57,836	91,408	30,861	438,377	438,155
Lowestoft Café	41,809	-	-	19,797	61,606	54,894
Prisons Library Service	148,133	23,103	-	1,271	172,507	180,784
Mental Health Project	38,991	-	-	2,941	41,932	41,895
Support costs	1,069,665	99	13,099	539,691	1,622,554	1,465,733
Governance expenses	-	-	-	34,335	34,335	43,039
Total	<b>4,740,118</b>	<b>1,143,042</b>	<b>823,875</b>	<b>967,532</b>	<b>7,674,567</b>	<b>7,767,853</b>

**10. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE**

	Direct £	Support £	Governance £	2016 £	2015 £
Library	5,313,609	1,432,715	30,318	6,776,642	6,879,593
LBaRT	438,377	118,200	2,501	559,078	543,774
Lowestoft Cafe	61,606	16,611	352	78,569	68,126
Prisons library service	172,506	46,513	984	220,003	224,363
Mental health project	31,580	8,515	180	40,275	51,994
Total	<b>6,017,678</b>	<b>1,622,554</b>	<b>34,335</b>	<b>7,674,567</b>	<b>7,767,850</b>

**11. GOVERNANCE COSTS**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Auditors' remuneration	10,674	-	10,674	9,500
Consultancy fees	-	-	-	18,710
Legal fees	13,792	-	13,792	7,556
Board expenses	9,869	-	9,869	7,273
	<b>34,335</b>	<b>-</b>	<b>34,335</b>	<b>43,039</b>

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2016**

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**12. SUPPORT COSTS**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Wages and salaries	1,069,664	-	1,069,664	830,943
Property costs	13,082	-	13,082	(16,448)
Insurance	22,604	-	22,604	22,430
Travel and subsistence	28,267	-	28,267	38,153
Bank interest and charges	5,875	-	5,875	7,632
IT, HR and accountancy	340,178	-	340,178	510,150
Friends group expenditure	-	3,245	3,245	-
Grant funded expenditure	426	83,291	83,717	-
Supplies, printing and telephone	55,922	-	55,922	72,873
 Total	1,536,018	86,536	1,622,554	1,465,733

**13. NET INCOMING RESOURCES/(RESOURCES EXPENDED)**

This is stated after charging:

	2016 £	2015 £
Auditors' remuneration	10,674	9,500

During the year, 1 (2015 - 1) Board members received remuneration of £81,648 (2015 - £72,249).

During the year, no Board members received any benefits in kind (2015 - £NIL).

6 Board members received reimbursement of expenses amounting to £4,945 in the current year, (2015 - 6 Board members - £6,465).

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**NOTES TO THE FINANCIAL STATEMENTS  
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**14. STAFF COSTS**

Staff costs were as follows:

	<b>2016</b> £	<b>2015</b> £
Wages and salaries	<b>3,990,078</b>	4,004,618
Social security costs	<b>163,472</b>	155,000
Other pension costs	<b>586,567</b>	629,000
	<hr/> <b>4,740,117</b>	<hr/> 4,788,618

The average monthly number of staff was: 386 (2014: 385) and the average monthly number of management during the year expressed as full time equivalents was as follows (including casual and part-time staff):

	<b>2016</b> No.	<b>2015</b> No.
Frontline staff	<b>361</b>	364
Administration and support	<b>10</b>	9
Management	<b>15</b>	12
	<hr/> <b>386</b>	<hr/> 385

The number of higher paid employees was:

	<b>2016</b> No.	<b>2015</b> No.
In the band £70,001 - £80,000	<b>0</b>	1
In the band £80,001 - £90,000	<b>1</b>	0
	<hr/> <b>1</b>	<hr/> 1

Aggregate Key Management Personnel remuneration (including employer pension contributions) was £338,351 (2015 - 343,889).

**15. BOARD MEMBERS' REMUNERATION**

During the year retirement benefits were accruing to 1 Board member (2015 - 1) in respect of defined contribution pension schemes.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**16. ACTING AS AGENT**

During the period the society collected fees on behalf of, and paid over to, Suffolk County Council totalling £204,690 (2015 - £217,706). This is not included within the Statement of Financial Activities.

The society received £204,690 (2015 - £217,706) as collection fees for undertaking this process.

**17. SHARE CAPITAL**

<b>Organisation name</b>	<b>Date of acceptance</b>
Friends of Glemsford Library	19/12/2012
Friends of Thurston Library	24/01/2013
Wickham Market Partnership	26/02/2013
Needham Market Town Council	26/02/2013
The Friends of Long Melford Library	26/02/2013
Leiston Cum Sizewell Town Council	26/02/2013
Bungay Community Library	15/04/2013
Sudbury Town Council	26/03/2013
The Aldeburgh Library Foundation	26/03/2013
Friends of Mildenhall Library	26/03/2013
Friends of Southwold Library	15/04/2013
Friends of Ipswich County Library	15/04/2013
Friends of Lowestoft Library	15/04/2013
Friends of Brandon Library	02/05/2013
Stradbroke Courthouse & Library Trust CIO	29/05/2013
Friends of Ixworth Library (FOIL)	29/05/2013
Friends of Library in Kessingland (FOLK)	29/05/2013
Saxmundham Library Friends	29/05/2013
Friends of Woodbridge Library (FOWL)	29/05/2013
Debenham Library Foundation	29/05/2013
Framlingham Town Council	08/07/2013
Voices for Gainsborough Community Library	08/07/2013
Friends of Oulton Broad Library	08/07/2013
Friends of Stowmarket Library	08/07/2013
Friends of Haverhill Library	08/07/2013
The Friends of Lavenham Library	15/07/2013
The Kesgrave Community Library	21/08/2013
Elmswell Library Friends	21/08/2013
The Friends of Halesworth County Library	21/08/2013
Friends of Newmarket Library	21/08/2013
Friends of Lakenheath Library	21/08/2013
Felixstowe Town Council	21/08/2013
Beccles Library Community Trust	21/08/2013
Eye Library Friends	21/08/2013
Hadleigh Library Friends Group	21/08/2013
Westbourne Library Friends	21/08/2013
Kedington Library Friends	28/11/2013
The Friends of Capel St. Mary Library	30/01/2014
The Friends of Stoke Library	20/03/2014
The Friends of Clare	20/03/2014
Rosehill Library Friends	20/03/2014

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Friends of Chantry Library	29/05/2014
The Friends of Great Cornard Community Library	31/07/2014
Friends of Bury Library	31/07/2014

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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. (2015: 44 members)

**18. DEBTORS**

	<b>2016</b>	<b>2015</b>
	£	£
Trade debtors	190,676	296,323
Other debtors	16,457	115
Prepayments and accrued income	99,593	115,847
	<hr/> <b>306,726</b>	<hr/> <b>412,285</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**19. CREDITORS:**

**Amounts falling due within one year**

	2016	2015
	£	£
Trade creditors	88,706	132,258
Other taxation and social security	310,984	283,680
Other creditors	-	1,500
Accruals and deferred income	1,910,777	1,912,493
	2,310,467	2,329,931

**Deferred income**

Deferred income at 1 April 2015	1,675,119
Resources deferred during the year	1,578,342
Amounts released from previous years	(1,675,119)
Deferred income at 31 March 2016	1,578,342

**20. STATEMENT OF FUNDS**

	Brought Forward £	Incoming resources £	Resources Expended £	Carried Forward £
<b>Unrestricted funds</b>				
General funding	246,351	6,379,607	(6,353,647)	272,311
Share capital	44	-	-	44
	246,395	6,379,607	(6,353,647)	272,355

**SUFFOLK'S LIBRARIES IPS LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

**20. STATEMENT OF FUNDS (continued)**

**Restricted funds**

	Brought Forward	Incoming resources	Resources Expended	Carried Forward
	£	£	£	£
Stock	18,222	1,063,242	(1,057,897)	23,567
Arts Ccouncil	49,524	39,619	(69,546)	19,597
Friends Group	-	81,249	(80,441)	808
Mental Health	-	41,932	(41,932)	-
Literacy	-	30,000	(20,816)	9,184
Let's Talk	-	21,000	(4,345)	16,655
SCC Section 106	-	30,379	(30,309)	70
Making the most of WiFi	-	7,200	(1,244)	5,956
Debenham Transition	-	12,500	-	12,500
Kesgrave Council	-	11,000	(11,000)	-
Other	-	3,390	(3,390)	-
	67,746	1,341,511	(1,320,920)	88,337
Total of funds	314,141	7,721,118	(7,674,567)	360,692

**Purpose of unrestricted funds**

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

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

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

Donations - Funds given to Suffolk Libraries without restricted conditions.

**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.

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**SUFFOLK'S LIBRARIES IPS LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**20. STATEMENT OF FUNDS (continued)**

Let's Talk - To encourage reading by children.

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.

Other - small grants expended during the year, including Chantry Young Friends £1,400, Local Grant Hadleigh £644, and Reading Agency £1,200.

**SUMMARY OF FUNDS**

	Brought Forward £	Incoming resources £	Resources Expended £	Carried Forward £
General funds	246,395	6,379,607	(6,353,647)	272,355
Restricted funds	67,746	1,341,511	(1,320,920)	88,337
	<hr/> <b>314,141</b> <hr/>	<hr/> <b>7,721,118</b> <hr/>	<hr/> <b>(7,674,567)</b> <hr/>	<hr/> <b>360,692</b> <hr/>

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds 2016 £	Restricted funds 2016 £	Total funds 2016 £	Total funds 2015 £
Current assets	2,582,662	88,497	2,671,159	2,644,072
Creditors due within one year	(2,310,307)	(160)	(2,310,467)	(2,329,931)
	<hr/> <b>272,355</b> <hr/>	<hr/> <b>88,337</b> <hr/>	<hr/> <b>360,692</b> <hr/>	<hr/> <b>314,141</b> <hr/>

**SUFFOLK'S LIBRARIES IPS LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**22. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2016 £	2015 £
Net income for the year (as per Statement of financial activities)	46,551	42,907
<b>Adjustment for:</b>		
Decrease in debtors	105,559	2,085,046
Decrease in creditors	(19,464)	(956,064)
<b>Net cash provided by operating activities</b>	<b>132,646</b>	<b>1,171,889</b>

**23. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2016 £	2015 £
Cash in hand	2,364,433	2,231,787
Total	<b>2,364,433</b>	<b>2,231,787</b>

**24. OPERATING LEASE COMMITMENTS**

At 31 March 2016 the Society had total commitments under non-cancellable operating leases as follows:

<b>Due date:</b>	<b>Land and buildings</b>		<b>Other</b>	
	<b>2016 £</b>	<b>2015 £</b>	<b>2016 £</b>	<b>2015 £</b>
Within 1 year	115,985	113,149	5,074	2,998
Between 2 and 5 years	182,649	225,906	2,114	-
After more than 5 years	218,094	181,616	-	-
<b>Total</b>	<b>516,728</b>	<b>520,671</b>	<b>7,188</b>	<b>2,998</b>

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016**

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**25. 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 £565,081 (2015: £603,317) 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.

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**DETAILED BREAKDOWN OF DONATIONS  
FOR THE YEAR ENDED 30 SEPTEMBER 2015**

These pages are not part of the financial statements.

Group contributions cash donations	Unrestricted	Restricted	Total	Total
	funds £'s	funds £'s	2015/16 £'s	2014/15 £'s
Aldeburgh Friends Group	-	890	890	(290)
Beccles Friends Group	-	215	215	2,577
Brandon Friends Group	-	310	310	138
Broomhill Library Friends	-	150	150	-
Bungay Friends Group	-	2,587	2,587	3,746
Capel Friends Group	-	100	100	-
Chantry Friends Group	-	2,073	2,073	790
Clare Friends Group	-	100	100	235
Debenham Resource Centre	-	413	413	-
Elmswell Friends Group	-	15,104	15,104	313
Eye Friends Group	-	222	222	-
Felixstowe	-	1,112	1,112	-
Framlingham Friends Group	-	1,902	1,902	-
Gainsborough Friends Group	-	2,745	2,745	4,745
Glemsford Friends Group	-	220	220	96
Great Cornard Friends Group	-	406	406	-
Hadleigh Friends Group	-	100	100	84
Halesworth Friends	-	12,847	12,847	6,593
Haverhill Friends Group	-	1,477	1,477	727
Ipswich Friends Group	-	1,300	1,300	100
Ixworth Friends Group	-	400	400	-
Kesgrave Friends Group	-	6,922	6,922	-
Kessingland Friends Group	-	226	226	96
Lakenheath Friends Group	-	100	100	134
Lavenham Friends Group	-	322	322	-
Leiston - Friends Group	-	2,029	2,029	501
Long Melford Friends Group	-	100	100	639
Lowestoft Friends Group	-	500	500	-
Mildenhall Friends Group	-	295	295	-
Needham Market Friends Group	-	888	888	(325)
Newmarket Friends Group	-	100	100	350
Oulton Broad Friend Group	-	323	323	-
Rosehill Friends Group	-	950	950	464
Saxmundham Friends Group	-	74	74	382

**SUFFOLK'S LIBRARIES IPS LIMITED**  
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**DETAILED BREAKDOWN OF DONATIONS  
FOR THE YEAR ENDED 30 SEPTEMBER 2015**

Southwold Friends Group	-	565	565	333
Stowmarket Friends Group	-	5,526	5,526	370
Stradbroke Friends Group	-	-	-	2,840
Sudbury Friends Group	-	518	518	795
Thurston Friends Group	-	100	100	713
Westbourne Friends Group	-	-	-	123
Wickham Market Partnership	-	83	83	-
Suffolk's Libraries HQ	-	1,530	1,530	-
Woodbridge Friends Group	-	1,030	1,030	1,313
Total group cash donations	-	66,854	66,854	28,582

Group contribution library enhancement	Unrestricted funds	Restricted funds	Total 2015/16	Total 2014/15
	£'s	£'s	£'s	£'s
Bungay Friends Group	-	766	766	6,683
Brandon Friends Group	-	49	49	-
Leiston Friends Group	-	6,890	6,890	-
Oulton Broad Friends Group	-	89	89	-
Southwold Friends Group	-	457	457	738
Thurston Friends Group	-	6,144	6,144	-
Needham Market Friends Group	-	-	-	698
Long Melford Friends Group	-	-	-	371
Lavenham Friends Group	-	-	-	100
Total group library enhancement	-	14,395	14,395	8,590

Donations to library	Unrestricted Funds	Restricted Funds	Total 2015/16	Total 2014/15
Kesgrave Library	-	11,000	11,000	10,700
The Poetry Archive	-	-	-	2,000
Glemsford Library	1,000	-	1,000	1,000
Aldeburgh Library	98	-	98	17
Beccles Library	-	-	-	2,000
Brandon Library	21	-	21	19
Bungay Library	-	-	-	515
Bury St Edmunds Library	344	-	344	838
Chantry Library	2	-	2	1
Clare Library	10	-	10	7
Felixstowe Library	92	-	92	917
Gainsborough Library	11	-	11	1

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**DETAILED BREAKDOWN OF DONATIONS  
FOR THE YEAR ENDED 30 SEPTEMBER 2015**

Great Cornard Library	178	-	178	2,924
Hadleigh Library	-	-	-	236
Halesworth Library	-	-	-	415
Haverhill Library	-	-	-	241
Ipswich County Library	-	-	-	395
Kedington Library	-	-	5	320
Kesslingland Library	37	-	37	-
Lavenham Library	50	-	50	-
Leiston Library	140	-	140	-
Lowestoft Library	-	-	-	94
Mildenhall Library	1	-	1	-
Mobile Library	26	-	26	-
Needham Market Library	-	-	-	285
Newmarket Library	618	-	618	549
Rosehill Library	-	-	-	817
Southwold Library	1,517	-	1,517	1,876
Stoke Community Library	1	-	1	-
Stowmarket Library	48	-	48	387
Sudbury Library	1,629	-	1,629	-
Suffolk Libraries HQ	351	-	351	1,000
Thurston Library	-	-	-	103
The Hub	50	-	50	-
Westbourne Library	-	-	-	18
Woodbridge Library	117	-	117	-
Total donations to library	6,341	11,000	17,341	27,675
Fund raising by staff	6,472	-	6,472	3,986
Total donations	12,813	92,249	105,062	68,832