



<b>Title of Meeting:</b>	<b>Inspire Main Board –Minutes</b>
<b>Location:</b>	<b>Nottinghamshire Archives &amp; Zoom Meeting</b>
<b>Date:</b>	<b>Tues 1<sup>st</sup> March 2022</b>
<b>Time:</b>	<b>4 to 6pm</b>
<b>Attendees:</b>	<p>John Cottee – County Council Nominated Director (Chair)          Liz Guildford– Staff Elected Director          Peter Gaw – Chief Executive Officer, Inspire          Glynn Gilfoyle - County Council Nominated Director          Carol Hanley – Member Elected Director          Jackie Hewlett-Davies – Member Elected Director          John Hess – Member Elected Director          Margot Madin – Co Opted Director          Peter Ware – Co Opted Director</p>
<b>Invited:</b>	<p>Margaret Anderson – Chief Finance Officer, Inspire          Mick Allen – Group Manager Place Commissioning, Place &amp; Communities, NCC          Kirsty Blyth – Assistant Chief Executive Officer, Inspire          Derek Highton – Service Director Communities and Place, NCC          Carol Newman – Director of Culture, Inspire          Katharine Say – Executive Officer &amp; Board Support, Inspire</p>

<b>Agenda No.</b>	<b>Agenda Subject</b>	<b>Action</b>
1.	<p><b><u>Welcome and Apologies</u></b></p> <ul style="list-style-type: none"> <li>Apologies received from:               <ul style="list-style-type: none"> <li>Liz Howell – Co Opted Director (Vice Chair)</li> </ul> </li> </ul>	
2.	<p><b><u>Minutes of the last meeting and matters arising</u></b></p> <ul style="list-style-type: none"> <li>Members agreed that the minutes from 23<sup>rd</sup> Nov 2021 were a true and accurate record and were happy to approve. Proposed by PG and seconded by JH.</li> <li>Matters arising – none.</li> </ul>	
3.	<p><b><u>Declaration of Conflicts and Interests</u></b></p> <ul style="list-style-type: none"> <li>In a previous role Liz Howell was involved with BBC Weather Watchers which, as part of the BBC’s Make it Digital campaign, was in partnership with libraries across the UK.</li> <li>Peter Ware works for Browne Jacobson and provides legal services to Inspire. PW supported the organisation in the initial contract negotiations but has not been involved in the renewal process.</li> </ul>	
4.	<p><b><u>NPO Business Plan Report</u></b></p> <ul style="list-style-type: none"> <li>CN asked members for any questions on the report and for their approval of the business plan to support NPO activity for the extension year 2022-23.</li> <li>JH commented that it was a very thorough piece of work and made a very good case.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Margot Madin and Peter Ware approved the business plan for 2022 – 23 and the business plan will be presented at the next Music, Culture &amp; Heritage committee meeting.</b></p>	

5.	<p><b><u>National Portfolio Funding 2023 - 2026</u></b></p> <ul style="list-style-type: none"> <li>• CN presented the plan and approach of Inspire’s application for the next Arts Council England (ACE) NPO funding round. Inspire is one of only 6 library services with NPO status and if successful is likely to be offered no more than standstill funding. Inspire has received a planning figure of just over £250K. ACE have just published an addendum to their guidance document on levelling up. There are now 4 ACE priority places within the county (Mansfield, Ashfield, Newark and Sherwood and Bassetlaw) and Inspire intend to request additional funds to invest in cultural activity for children, young people and adults in these areas.</li> <li>• PG advised that CN has gone through an internal process to ascertain the level of funding that Inspire should apply for and what this would entail in terms of additional programming.</li> <li>• JHD commented that the funding presented a fantastic opportunity and asked how Inspire will programme for older adults. CN explained that adult cultural activities are provided through other funding streams and the current NPO programme is aimed at children and young people. A programme including adults will be created if Inspire are successful in their uplift application for the 4 priority areas.</li> <li>• PW was confident that Inspire will be successful in its application but asked what the consequences would be if the organisation didn’t receive NPO funding. PG advised that this risk was very low as Inspire is considered an exemplar of a library based NPO. If Inspire were not successful there would be one or two staff affected and low financial risk. CN reassured the board that Inspire is meeting all its funding requirements.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Margot Madin and Peter Ware support Inspire’s application to ACE’s NPO 2023 investment programme and support the approach identified for Inspire’s application.</b></p>	
6.	<p><b><u>CEO Update</u></b></p> <ul style="list-style-type: none"> <li>• PG presented an update on the health and wellbeing of the organisation against the six priorities of the Forward Plan 2022. Highlights on progress included:</li> <li>• <u>Finances</u> - Margaret Anderson has been appointed Interim Chief Finance Officer and is already making a positive difference and all 4 vacancies within the finance team have been filled.</li> <li>• <u>Governance and Advocacy</u> – the next Board Development session will take place on 21<sup>st</sup> March at Beeston library. An Inspire Christmas Concert was one of very few music services across the country to deliver an in-person and live streamed event.</li> <li>• <u>Growth and Retention</u> – The total of Inspire’s external funding since 2016 is £4.6M with further £1M working with partners. ACE funding of £170K for The Village Hub will see the refurbishment of smaller libraries. Captivate (Notts Cultural Education Partnership) has just been awarded a £90K grant and an expression of interest has just been given the green light for Able Orchestra funding. Community Makers volunteering programme is progressing well. Mansfield Central Library Café will be officially opened by the NCC Chairman on 30<sup>th</sup> April. NPO Funded Light Night was enormously well received with over 4,500 visitors and UBX:SRG performed stunning dance performances at the Nottingham Contemporary. JH commented that Inspire outshone the rest of the offer in the city.</li> <li>• <u>Covid Recovery and Update</u> - KB has provided the board with an update on libraries performance and recovery. In March and May there will be an Inspire Learning Recovery Conference and Libraries conference for staff.</li> </ul>	

	<ul style="list-style-type: none"> <li>• <u>Future Issues</u> – Progression of plans to find alternative solutions to use of Eastbourne House for delivery of 16-18 Study Programme. The board will be consulted on options and costs.</li> <li>• <u>Ofsted Inspection</u> - preparations are in hand for a likely inspection in the coming months.</li> <li>• CH asked if the Customer Relationship Management (CRM) system would be just for cultural activities. PG confirmed that it will be throughout the customer journey and across the organisation.</li> <li>• The Buttermarket Centre opening has been delayed from April to September. The board enquired about any liability regarding the lease. PG confirmed that Inspire has a free 3 month rent period so will be fine until new year 2023.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Margot Madin and Peter Ware noted the progress of the organisation and range of future issues.</b></p>	
7.	<p><b><u>Forward Plan Priorities</u></b></p> <ul style="list-style-type: none"> <li>• PG presented the updated plan and draft pictogram for approval.</li> <li>• Detailed business team plans will be developed for 2022-24 and will be available on the board SharePoint in due course.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Margot Madin and Peter Ware approved the Forward Plan 2022 – 2026.</b></p>	
8.	<p><b><u>Finance Update and Budget Approval</u></b></p> <ul style="list-style-type: none"> <li>• PG presented the outline budget to the board and gave credit to MA for having to pick this up straight away on her return from maternity leave in January.</li> <li>• Previously the board gave their approval for Inspire to set a deficit budget of £538K due to the pandemic. PG was pleased to report that the estimation now is for a £31K surplus. This is likely to increase even further to £150K based on previous years experiences.</li> <li>• The budget for 2022/23 has taken into account that: <ul style="list-style-type: none"> <li>– recovery of income will continue</li> <li>– there will not be any further Covid grants</li> <li>– a pay award of 1.75%.</li> </ul> <p>In order to balance PG asked board members for permission to draw on reserves (£150K from restricted and £704K from unrestricted and learning reserves). £363K from unrestricted will be required to support one off costs including bringing the ICT service in-house, Covid support for user and income recovery and the Village Hubs project.</p> </li> <li>• The Finance and Audit Committee were presented in Feb 2022 with a paper on Pay Award options. Nationally the Local Government award has been made, 1.75% across all bandings. PG proposed that based on the improved 2021/22 outturn that the board approve the 1.75% pay award for all Inspire staff for 2021/22.</li> <li>• Auditors Smith Cooper have been appointed and will produce Inspire’s statutory accounts for 2022/23.</li> <li>• CH raised an issue and asked for discussion regarding the 2022/23 Forecast Reserves Position. PG, MA and MM agreed that the current representation of Inspire Learning within the restricted and unrestricted reserves is problematic, needs addressing and are in discussion about a methodology to correctly allocate costs. Inspire should not be in a deficit position on unrestricted reserves so that only the genuine unspent reserves are carried forward. MM advised that Inspire had tried resolve this challenging issue with auditors for the last couple of years and had come to a temporary agreement.</li> </ul>	

	<ul style="list-style-type: none"> <li>Board members agreed that this was an issue that required clarity and an agreed methodology on how central costs should be apportioned and reserves should be presented. MA suggested that Inspire could liaise with Aidan La Mola and David Kerry from NCC in addition to Smith Cooper if required.</li> <li>JH asked if the proposed pay rise would apply to all staff. PG confirmed it would and include music teachers.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware:</b></p> <ul style="list-style-type: none"> <li>noted the <b>2021/22</b> outturn forecast position for cash and reserves</li> <li>approved the budget for <b>2022/23</b> –</li> <li>the board requires a revision of reserve figures to be agreed with the auditors and presented to Finance and Audit Committee (9<sup>th</sup> May) and the main board meeting on 10<sup>th</sup> May.</li> <li>approved a <b>1.75% pay award for 2021/22</b></li> <li>noted the medium term financial estimates</li> <li>noted the schedule for audit and re-procurement of auditors</li> </ul> <p><i>(Note during the meeting DH advised that the trade unions had accepted the 1.75%.)</i></p>	
9.	<p><b><u>Approach to Risk Management</u></b></p> <ul style="list-style-type: none"> <li>This item was brought forward from the last meeting in order to give members enough time to fully debate Inspire’s approach to Risk Management.</li> <li>KB explained that one of the key elements of the governance action plan is the regular review of Inspires’ risk management framework. The mechanism for bringing the most strategic risks to the board and Inspire’s approach were summarised and members were asked to consider and discuss the process, involvement, levels of risk, monitoring and escalation.</li> <li>The Inspire Leadership Team regularly review a detailed risk log which is then summarised and presented to the board. KB explained all the areas included in the log and the rota system used by ILT to examine risk every month. KS to add the detailed risk log to the Board SharePoint.</li> <li>Members looked at the current risks and agreed that Fuel costs and Reserves should be added as separate risks on the strategic risk log. KB to add.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware discussed Inspire’s approach to risk management and agreed on:</b></p> <ul style="list-style-type: none"> <li>the importance of reviewing the strategic risk register at every board meeting.</li> <li>that the Chairman should be taken through in detail every quarter.</li> <li>Committee members should also look at risks relevant to their area.</li> </ul>	<p><b><u>KS</u></b></p> <p><b><u>KB</u></b></p> <p><b><u>KB/JC</u></b></p>
10.	<p><b><u>Risk Log</u></b></p> <ul style="list-style-type: none"> <li>KB presented the updated strategic risk log.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware noted the content of the Strategic Risk Register.</b></p>	
11.	<p><b><u>Inspire Policies</u></b></p> <ul style="list-style-type: none"> <li>KB presented the next set of Inspire policies that have been reviewed and due for approval. All HR policies have been approved by trade union representatives and include only minor amendments. <ul style="list-style-type: none"> <li>Employee Relations Agreement – agreement between Inspire and unions and how we operate.</li> <li>Flexitime Policy</li> </ul> </li> </ul>	

	<p>– Job Share Policy</p> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware approved the updated policies.</b></p>	
12.	<p><b><u>Health and Safety Review</u></b></p> <ul style="list-style-type: none"> <li>• KB presented the annual review for 2021 and the proposed Health &amp; Safety policy for 2022.</li> <li>• Inspire has a contract with NCC for advice and an internal audit facility. Lot of activity over the last year has been focussed on Covid. NCC have started a process to audit all Inspire sites and will catch up with those missed in 2020 due to Covid. 18 out of 21 audits so far have achieved substantial levels of assurance with only 3 registering minor non-conformities.</li> <li>• During 2021 there were few reported incidents mostly due to premises being closed. Anti-social behaviour was most prominent and Inspire continues to carefully monitor and always acts decisively.</li> <li>• There are very few amendments to the Health and Safety Policy, mostly just updates around job titles.</li> <li>• The Health and Safety and Environment working group will develop a plan for 2022/23 and taken to ILT for approval.</li> <li>• JH noted that it was good to hear that Inspire has a zero tolerance policy when it comes to anti-social behaviour and that the few incidents that occur are dealt with promptly and that police are involved where necessary and have good relationships with library managers.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware noted the contents of the report and approved the policy statement.</b></p>	
13.	<p><b><u>Recruitment and Retention of Staff Update</u></b></p> <ul style="list-style-type: none"> <li>• Following on from a discussion about staffing changes within the finance team at the last meeting KB presented a paper on recruitment and retention at Inspire.</li> <li>• Inspire’s leavers statistics fit with the national picture that there are unprecedented opportunities for people to apply for other work.</li> <li>• An analysis of leavers questionnaires did not find any consistent reason for resignations.</li> <li>• Inspire has found some posts difficult to fill and so has increased its use of advertising and agencies. The organisation will continue to keep its terms and conditions under review.</li> <li>• Another staff survey will be undertaken in 2022 and will be broader than previously in its questions about how people feel about life at Inspire.</li> <li>• Inspire will also be looking at career development opportunities, apprenticeships and how Inspire is seen as an organisation to work for.</li> <li>• PW noted that everyone is suffering from recruitment and retention issues. Covid has changed how people think of their workplace and organisation and so it is important to retain the great people that Inspire has.</li> </ul> <p><b>John Cottee, Liz Guildford, Peter Gaw, Glynn Gilfoyle, Carol Hanley, Jackie Hewlett-Davies, John Hess, Liz Howell, Margot Madin and Peter Ware agreed that the Staffing and Standards Committee should monitor the recruitment and retention of staff, consider options for enhancing terms and conditions, consider what approaches to recruitment Inspire should adopt and overs the support structures and development opportunities for staff members.</b></p>	
14.	<p><b><u>Committee Reports and Minutes</u></b></p> <ul style="list-style-type: none"> <li>• Staffing and Standards on 13<sup>th</sup> Dec 2021 – noted.</li> </ul>	<b><u>KS to update</u></b>

	<ul style="list-style-type: none"> <li>• Music, Culture &amp; Heritage on 14<sup>th</sup> Dec 2021 – noted.</li> <li>• Finance and Audit on 10<sup>th</sup> Feb 2022 – noted.</li> <li>• Learning and Skills on 21<sup>st</sup> Feb 2022 – noted.</li> </ul>	<b><u>with MM comments</u></b>
15.	<p><b><u>A.O.B</u></b></p> <ul style="list-style-type: none"> <li>• JH raised the issue of Nottingham City libraries and possible closures and whether Inspire would be able to take on more community led libraries. PG advised that with the approval of JC, he responded to Nottingham City’s library needs assessment consultation highlighting the Inspire alternative delivery model and offered the potential of the City contracting with Inspire or advice on the development of an Inspire type model for City Libraries. Community asset transfer brings property liability that Inspire doesn’t currently have as well as running costs and they are not within the county.</li> </ul>	
16.	<p><b><u>Forthcoming meeting and events</u></b></p> <ul style="list-style-type: none"> <li>• Forward Planner 2021 – 23</li> <li>• Board Development Session – Mon 21<sup>st</sup> March 2022, 4 to 6pm at Beeston Library</li> <li>• Main Board Meeting – Tues 10<sup>th</sup> May 2022, 4 to 6pm, venue TBC</li> <li>• Inspire AGM 2022 – Weds 12<sup>th</sup> Oct 2022, 7 to 8.30pm at Beeston Library</li> </ul>	<b><u>KS</u></b>
17.	<p><b><u>Meeting Review</u></b></p> <ul style="list-style-type: none"> <li>• Opportunity for chair/vice chair to discuss all aspects of the board meeting – timeliness, communication, quality of papers and opportunity for discussion and debate. No feedback this time.</li> </ul>	