

Report of the Cabinet Member for Leisure, Culture and Tourism

The Co-operative Council: A Community Benefit Society for Libraries and Archives

Summary

1. This report updates the Cabinet on progress with the establishment of Explore Libraries and Archives Mutual (Explore) and asks members to approve:
 - the award of a contract to Explore through a single tender action
 - the key principles of the founding legal agreements:
 - ⇒ The Transfer agreement
 - ⇒ The Contract for Services between the Council and Explore
 - ⇒ Leases to be used for the premises
 - ⇒ The Collections Loan and Management Agreement
 - 1 April, 2014 as the date on which to transfer the operation of the Council's libraries and archives services to Explore

Background

2. In July 2013 Cabinet agreed to:
 - Library and Archive Staff establishing *Explore York Libraries and Archives Mutual* (Explore) as a Community Benefit Society
 - The award of a 5 year contract to Explore through a single tender action at a fixed contract value
 - Nominate an individual to Explore board
 - Delegate to the Director of Communities and Neighbourhoods in consultation with the Director of Customer and Business Support Services the negotiation of the contract terms with these to be brought back to Cabinet for approval
3. Since that time an implementation plan has been driven forward by a project board consisting of staff from York Libraries and Archives, human resources, finance, information technology, legal, procurement, Veritau, and Unison. Further support has been

received through the Cabinet Office's Mutuals Support Programme from *Mutual Ventures*.

4. Key areas of work are:

- The Rules and Governance documents are being completed and Explore will shortly be registered with the Financial Conduct Authority
- The key legal documents governing the relationship between the Council and Explore have been drafted and the due diligence process is underway
- Three non executive directors are in place: James Henderson, Head of Business Development at Aviva, Lesley Booth MBE, Director of Community Relations and Lifelong Learning at the University of York, and Victoria Pierce who has been elected by staff as the staff director. Work is being undertaken to recruit the community directors.
- Consultation has begun under the Transfer of Undertakings (Protection of Employment) Regulations
- A report will be taken to the February meeting of the North Yorkshire Pensions Committee with a view to securing admitted body status for Explore
- The staff payroll is being built to run in shadow form during March
- Explore's Staff Advisory Group is now meeting regularly chaired by the chair of the board
- Information Technology transfer work is almost complete
- Training required for the management team has been identified through the *Going For Growth* Cabinet Office programme. This training will take place in March. A training needs analysis for all staff is being undertaken.

Consultation and Engagement

5. Staff have been keeping the public up to date with progress with the setting up of Explore and once it is established as a legal entity, recruitment of members will begin. The Staff Advisory Group has been working on the recruitment process and how it will be delivered alongside library membership. As a community benefit society, Explore will be jointly owned by staff and the community who are eligible to be members with voting rights and the ability to stand for election to the Board. A Membership development plan is being

established which will set out how engagement will become a core value of the organisation. A series of workshops and other sessions will be held to help residents understand what the new arrangements mean for them and to encourage people from all walks of life to participate.

6. Children and young people under the age of 16 will not legally be able to be Members of Explore; however, it is vital that they are able to participate in the development and delivery of the service. An Advisory Group will be set up that children of all ages will be able to join and its work will feed directly into the Management Team and the Board.
7. Specific advisory groups will also be established shortly around learning, digital services, etc. to act as advisors to the Board and to allow a great many people to have their voice heard at the heart of the organisation.
8. Explore is collaborating with York Council for Voluntary Services to ensure close working with the third sector. They are helping with the recruitment process for the first two community directors, using their expertise to ensure we can attract the right candidates with the suitable experience and skills. Explore is already a partner in the York Volunteering Partnership and will be working with York Council for Voluntary Services to develop the volunteering offer.

Community Hubs

9. The vision of Explore is to “*encourage people to lead fuller, more connected and engaged lives*”. Explore will work with our communities to promote active citizenship and enable people to participate in society:
 - Ensuring all libraries are community hubs, offering a range of activities and services
 - Creating flexible, safe, welcoming spaces that are open to all
 - Building partnerships with the community
 - Supporting the Council’s neighbourhood working
 - Ensuring everything it does is customer focused
 - Developing and delivering activities to improve well-being that allow people to fulfil their potential
 - Increasing volunteering and community engagement opportunities

10. Central to Explore's approach will be the development of community hubs, flexible and welcoming space where everyone can come together for a wide range of activities and events. A model has been developed for how such a hub will work (see Annex 5). Starting with local demographic information, each hub will be built around a number of themes such as health and wellbeing, social isolation, digital inclusion, citizenship and democracy, employment and learning, young people, older people, etc. The hubs will be a partnership between the public sector, the community and voluntary sector and the private sector, bringing expertise into communities and delivering on local need.

11. This concept will deliver tangible benefits for the Council and the city in terms of reduced cost of service delivery through:

- Realigning service provision within a network of community assets with the potential for co-ordinated community management
- The transition of other Council and third sector community based services into the hub
- New "paid for" services for example linked to economic growth, new jobs
- Opportunities and resources to support residents to get involved in their community and the decisions that affect its development

The service contract will provide for co-operation between the Council and Explore in co-location of services within the hubs without charge to the Council (other than cost recovery).

12. The new mechanism for service delivery which the hubs will create will deliver savings across the Council's agenda. They will provide opportunities for reshaped business models, maximising partnership opportunities, co-design, and customer insight, to facilitate customer focused and led transformation within the Council's Place Based Services and Public Realm transformation programme.

13. The hubs will be a resource for local members to act as champions for local priorities. They will promote Council priorities such as community recycling; they will support the Smarter York agenda helping to provide a focus for and support to community action, for example around the management of local parks and open spaces.

14. One small, early example of this new way of working is the Toy Bus service which will now be delivered through our Mobile Library in

partnership with Children's Centres. This will be achieved with no additional funding, taking advantage of our reach into communities.

15. Work is being undertaken with the Council's Customer Services team to plan how the hubs can be used to deliver Council front line services in communities, supporting the central delivery at West Offices.
16. Work has already begun within Communities and Equalities to develop the hub concept. The next step is mapping of local need on the basis of community profiling, identification of existing resources, gaps and pressure points, followed by discussion with a broad range of partners. This will be done through a workshop approach. This will lead to identification of key opportunities to develop hubs.

Key Principles of the Legal Agreement

17. The following are the key components that need to be in place in order to effect a transfer of the Council's libraries and archives service to Explore. The templates for the legal documentation have been provided by BWB lawyers as part of the Cabinet Office support and the legal agreements are being drafted by internal Legal Services.
18. **The Rules:** This document describes the Community Benefit Society and how it will work. The rules of Explore will be based on a standard model (See Annex 1). The key elements of the Rules are the Objects of the Society and the make up of the board of directors. In the case of Explore the rules will allow for two members of staff on the board: the head of service and the staff nominated director. It is proposed that membership with voting rights will be open to everyone aged over 16 who support the objects of the society and who lives, works or studies in York. Each Member will have a single vote based on the issue of a single share valued at £1. Young people under 16 cannot legally be members so other means will be used to include them.
19. Membership of the society will be separate to membership of the Library, which will remain free of charge. People will have the choice of belonging to just the library or to the society as well.
20. **The Contract for Services:** This sets out the services the Council will receive in return for its funding and the reporting arrangements that are proposed. It reflects the previous agreement to enter into a 5 year contract with funding fixed at the level of 2013/14 less £150k

saving in 14/15 and a further £50k saving in 15/16 (with some adjustment for those budgets which the Council will need to retain, for example Asset Rentals, and potentially from year 2 if Explore negotiates changes to the support services that it wishes to buy from the Council).

21. Schedule 2 of the contract, attached at Annex 2, sets out the outcomes to be delivered. At the heart of this is the requirement to deliver a comprehensive and efficient public library service on behalf of the Council, increasing access to library services by providing excellent services and delivering 4 “core offers”: the Health and Social Care Offer, the Universal Reading Offer, the Universal Information Offer, and the Universal Digital Offer. Explore is required to manage and promote access to the archive collections and to deliver the Heritage Lottery Fund funded Gateway to History project. The schedule also details other services that Explore will be required to provide.
22. Critically, this schedule sets out the key outcomes that the Council wishes to see including the development of community hubs.
23. The Council will monitor the performance of Explore regularly via a set of agreed performance indicators (see Annex 3) and Explore will provide the information quarterly to enable the Council to evaluate progress against the outcomes set out in the contract as well as its financial performance. Explore will produce its own statutory accounts, which will be available for inspection by the Council and the taxpayers. The Council has the right to suspend, reduce or withdraw funding from Explore during the year if there is any wilful breach of the terms of the Contract or improper use of the funding.
24. The contract requires Explore to deploy appropriately qualified staff to carry out the service including:
 - Retaining a professionally qualified chief librarian
 - Retaining a qualified and designated Civic Archivist
 - Retaining a core of qualified professionals
 - Staff and volunteers appropriately trained to deliver the comprehensive and efficient service
 - Paying all staff no less than the living wage
25. The contract ensures that Explore must continue to maintain and replenish the bookstock at no less than the current level of

expenditure. The asset lock in the rules of Explore will protect the bookstock.

26. The Council will have a number of obligations under the Contract for Services in addition to providing funding including:
- Providing Support Services including office accommodation (at least for the first year of the contract)
 - Allowing Explore to submit bids for capital through the Council's Capital Resource Allocation Model process
 - Actively supporting Explore's work to raise investment funding from external sources
 - Ensuring that Explore's ambitions fit with and are part of the Council's economic development plans
 - Enabling Explore to become involved in relevant key strategic partnerships
 - Involving Explore at an appropriate level in City projects of cultural importance
27. **The Transfer Agreement:** This document formally transfers to Explore the activity of providing libraries and archives services together with the staff and the assets. The schedules list staff and their present terms and conditions (part of the Transfer of Undertakings (Protection of Employment) Regulations requirements), any contracts with third parties, and equipment). The assets exclude the archive and local history collections which are subject to a separate agreement (see below).
28. **The Leases:** A generic lease has been prepared to be used for the current library sites for which we have the freehold. (For the others either assignment or a sub-lease will be put in place). 10 year leases are proposed with a break clause at 5 years (or 5 year leases in cases where this is more advantageous from the point of view of costs). It is a full repairing lease subject to schedules of existing condition, allowing sub-letting up to 15% of the building area. Assignment is only allowed to another not for profit organisation and only with the Council's consent. Permitted uses include all current activities, and there are a number of reservations to the Council including for elections and for placing public notices. Either Explore or the Council can give 12 months' notice to break if alternative delivery options have been identified.

29. The lease for York Explore will commence once the Explore Phase II capital works are complete. Prior to that Explore will occupy the building under a licence.
30. Release rentals are proposed whereby the rental value will only be made available to Explore if the lease is determined (in order to assist in creating alternative arrangements and reflecting the value of the asset being released to the Council). Rental values will be calculated two ways as appropriate: firstly, at Market Value for Use Class D1 property, secondly at 4.5% per annum of Depreciated Replacement Cost. Explore will be responsible for business rates and other outgoings. Explore will decide which facilities management services to take from the Council in liaison with the Council's Facilities Management service.
31. The Council will retain building fabric insurance under its block policy, and recharge the premium at cost. Other insurance including public liability insurance will be obtained by Explore.
32. **The Collections Loan and Management Agreement:** Ownership of the collections will not change: the Council will retain ownership. The agreement provides for a loan period of 10 years with a break clause at 5 years. It sets out Explore's obligations to operate the collection, in accordance with best professional practice, by achieving Archive Service Accreditation as overseen by The National Archives within the duration of this contract. Explore will operate within the Council's existing collections policies which will preclude Explore or the Council from inappropriately disposing of items, e.g. by selling them.
33. The Council will grant Explore an exclusive world-wide royalty-free all-media licence to use and exploit for both commercial and non-commercial purposes any intellectual property rights in the Collections which are owned by the Council. Any income generated as a result of the use of such intellectual property rights shall be ring-fenced within Explore's accounts and used solely for the maintenance, conservation and development of the Collections.
34. Explore will, as agent for the Council, specifically discharge the Council's responsibilities towards the Collections under s224 of the Local Government Act 1972, including implementing wherever applicable all guidance issued by the Secretary of State and The National Archives to clarify and define those responsibilities.

35. Explore will, as agent for the Council; more generally manage the Collections in accordance with best current professional practice guidance as issued by The National Archives as lead body for the archives and library sectors respectively.
36. More detail of the Collections Loan and Management Agreement is provided in Annex 4.
37. These documents form the foundations of the arrangement. As such, they are relatively fixed and would not be expected to change significantly. They aim to strike the necessary balance between on the one hand ensuring that the Council as the Trust's main funder sees results in line with the agreed outcomes and can be satisfied as to the proper use of public funds, and on the other that a genuinely independent organisation is established capable of achieving growth and developing the services.

Other Issues

Support Services (and other centrally procured contracts):

38. It was previously agreed by Cabinet that support functions (such as human resources, payroll, finance, legal and information and communication technology) would continue to be purchased by Explore from the Council, at the level of the current recharge values, in the first year of its operation. The Council would then set out the charge it proposes to make for its support services from year 2 onwards based on actual costs. Its annual contribution to Explore will be adjusted to reflect these revised charges. At that point Explore will be able to review its needs for these services. The Council will also be able to decide on what basis it is willing to offer support services and this may lead to a renegotiation of arrangements or Explore deciding to procure support services from another provider.

Pension Liabilities:

39. An actuarial review has assessed the future pension contribution rates for Explore. It is proposed that the Council continues to fund the pension deficit in relation to the pool of employees transferring to the new organisation that has arisen up to the point of transfer, consistent with other similar staff transfers. This means that Explore will pay a contribution rate of 14.5% with an additional cap of 5%. A new valuation will be due in 3 years' time and this will determine whether Explore's contribution will increase; the maximum increase being capped at 5%. Any increase will be the responsibility of Explore.

40. Under this arrangement the Council will build up a provision to deal with any end liabilities by retaining the difference between the current 19.7% contribution rate and the 14.5% that it will transfer to Explore.
41. These figures are based on the 31 March, 2010 valuation and are subject to change once a further actuarial valuation has been completed after the North Yorkshire Pension Committee decision has been taken with regard to admitted body status. The principles of the proposal will not change, however.

Implications

Financial:

42. Cabinet previously agreed to fund Explore at a fixed level based on the current budget less £150k of savings in 14/15 and a further £50k in 15/16 (in addition to the £250k of savings delivered by the service in 13/14) .
43. The contract sum has been further adjusted to take account of the following deductions:
 - £38,840 – representing the cost to the Council of Explore receiving rate relief
 - £70,683 – retained by the Council to fund any pension liabilities that will fall to the Council (see paragraph 39 above)

And the following additions:

- £13,008 – 9 months additional funding for apprentices (first year only)
- £16,212 – to fund the 1% pay award in 2014/15
- The budget for support services which will be held by the Council during Year 1 and then transferred in Year 2 once it has been assessed in line with the terms of paragraph 38 above

Additionally, £78k of Library Service funding currently used to repay prudential borrowing will continue to be held by the Council until the prudential borrowing is repaid and will then be added to the contract sum.

44. This produces a contract sum of £1,942,000 for 2014/15. (This assumes a 1 April start date and will be pro rata in the event of any delay. It is subject to further adjustment in the light of final negotiations on apportionment of budgets).

45. The further £50k saving will be applied in 2015/16.
46. Inflation will be added to the contract sum each year in respect of pay only calculated according to the rate that the Council uses in its own budget process (no inflation will be provided in respect of other expenditure).
47. The contract sum will be paid in 4 quarterly instalments in advance.
48. It should be noted that the business plan projections show only a marginal surplus for the first 2 financial years (£3k in 2014/15, £10k in 2015/16). Furthermore, there are risks within the business plan in terms of targets for income growth across a number of areas and further management challenges to identify savings required to balance the budget. There is therefore a significant challenge to Explore, especially in the initial years, to manage its budget and this will require tight expenditure control.
49. It must also be noted that the Explore Phase II capital scheme, which is due to be completed in October, will remain under the management of the Council. Should any significant issues or delays arise from this scheme, due to unforeseen circumstances, which impact financially on Explore, the contract will require a discussion between the Council and Explore about how these financial impacts are to be handled.

Legal:

50. The proposed contract between the Council and Explore will be subject to the Public Contracts Regulations 2006. Contracts of this nature are classified as “Part B” services and are not subject to the full European Union procurement regime, but the Regulations do require the Authority to comply with the detailed requirements relating to technical specifications; and also a requirement to publish a contract award notice in the Official Journal, no later than 48 days after the contract has been awarded.
51. New European Union Directives on procurement will abolish the distinction between Part A and Part B services and a fully compliant procurement process will be required, except for procurements in education, or community services where the contract value is less than €750k (£624,993 as at 16th January 2014). There will also be a new requirement to publish a contract notice. The new Directive, once implemented, will also allow public authorities to make a direct contract award to mutuals set-up to provide cultural services. The United Kingdom Government has two years in which to implement

the new Directives, and it's expected that this will happen by autumn this year.

52. Additionally, if there is likely to be any cross-border interest in providing the service the principles set-out in the Treaty on the Functioning of the European Union will apply. The Authority would need to comply with the key principles of proportionality; mutual recognition; transparency; non-discrimination; and equal treatment. Taken together, these principles require transparency in the procurement process. The impact of this is the necessity to advertise to inform potential providers in other Member States of the procurement to give them an opportunity to express an interest. There is no requirement to have a formal tender process and a more flexible process of evaluation and selection can be adopted.
53. The Council's own Contract Procedure Rules also require contracts with a value of over £139k to be tendered, unless a waiver is granted prior to entering into the contract.
54. If a direct contract is awarded to Explore and the Authority is providing financial or other aid to the Society this may amount to State Aid under Article 107 of the Treaty on the Functioning of the European Union. Aid includes grants, capital payments, preferential loans, and the use of the Council's assets, for example. Such assistance, however, will not amount to State Aid if it does not have the potential to distort competition and affect trade between Member States, or the level of aid is below the current de minimis exemption of €200k.
55. Clauses 14 and 29 of the Heritage Lottery Fund Terms of Grant for the Gateway to History project Heritage Lottery Fund require the Council to retain ownership and exclusive control over the archive facility unless it has Heritage Lottery Fund's consent to do otherwise. This means that consultation is taking place with the Heritage Lottery Fund about the proposal to transfer the operation of the Council's archive to Explore.
56. The service is subject to statutory regulation. The Council, being a library authority, has a duty, under s7 (1) Public Libraries and Museums Act 1964, to provide a comprehensive and efficient library service.
57. The City Archives has been designated by the Lord Chancellor as a place of deposit for local public records under the Public Records Acts of 1958 and 1967. The City Archives also holds manorial

documents as designated by the Master of the Rolls and under the supervision of the Secretary of The National Archives: Historical Manuscripts Commission. The City Archives holds on deposit (i.e. loan) various archives from non-civic organisations and individuals under powers granted to the Council by the Local Government (Records) Act 1962. Under s224 of the Local Government Act 1972 the Council is obliged to make suitable arrangements for its own archives and for any archives held on behalf of others. The National Archives and the owners of the deposited archives will need to be consulted further about the implications of the transfer of the service to Explore.

58. The Council would use primarily the general power of competence set out in section 1 of the Localism Act 2011 to establish the community benefit society.

Equalities:

59. A Community Impact Assessment has been undertaken (see Annex 6). The action plan will deliver on the following recommendations:
- Ensure opportunities to engage and participate in the decision-making process are offered to all.
 - Ensure representatives from the communities are consulted with regard to changes to service delivery.
 - Volunteer opportunities will be inclusive – use of equalities monitoring data will capture details of all volunteers.
 - Explore will deliver the Council’s public sector duty.
 - All library and archives users will be updated regularly via briefings and meetings on the development of the organisation.

Human Resources:

60. Transfer of Undertakings (Protection of Employment) Regulations consultation with staff and unions is ongoing.
61. Discussions have taken place with the North Yorkshire Pension provider regarding the transferring of existing pension rights for transferring staff and a formal report will be made to the North Yorkshire Pension Committee in February to seek formal approval to grant Explore ‘admitted body status’ which will enable it to offer continued eligibility for the Local Government Pension Scheme.

Property:

62. All buildings which the Library Service occupies are included in the Council's current Asset Management Strategy Review which seeks to ensure that the Council uses its assets to:

- Make best use of publicly owned assets across York
- Encourage shared use of property resources
- Minimise the cost of occupation of land and buildings
- Ensure the assets comply with sustainability policies

The principles and process for this strategic review approved by Cabinet in November 2012 will be used to work with Explore to look at all the library buildings and to ensure delivery of the transition to community hubs, situated in the right locations to meet local need.

63. It will be a priority for Explore to attract investment and to create new partnership in order to generate improved premises solutions.

Risk Analysis

64. The key risks to transferring the service to Explore by 1 April identified at this stage, together with mitigation are as follows:

- Timely implementation of new finance systems appropriate to the needs of Explore: Requirements have been specified and additional capacity brought in to design systems
- Completion of the transfer agreement: We do not yet have copies of all of our contracts which are necessary for completion of the transfer agreement. We are currently working with the Head of Facilities to resolve this.
- Insufficient time or resources to deliver the plan at this critical stage: The support delivered from the Cabinet Office will significantly help with this risk. We have also set up a delivery team utilising key managers within the service to drive forward the remaining 3 months of the plan. This is supported by a monthly project board of key senior managers within the Council with responsibility for the various support services e.g. human resources, finance.
- Loss of key staff: This could occur for example due to illness. This has been mitigated by the approach outlined above together with the temporary appointment of an administrator and a project worker to support key staff.

- Heritage Lottery Fund approval to the York Explore lease: The timetable is dependent on timely approval from the Heritage Lottery Fund in respect of the arrangements for the archives. This risk is being mitigated by early discussion with the Heritage Lottery Fund.
- Resistance to change and fast pace: The project requires new ways of working and thinking. The support of senior officers and councillors is helping to mitigate this risk together with the project board approach outlined above.

Next Steps

65. Following approval by Cabinet the Director of Communities and Neighbourhoods in consultation with the Director of Customer and Business Support Services would conclude:
- ⇒ The key legal agreements
 - ⇒ Targets against the indicators set out in Annex 3
66. The aim is to conclude these in time for a transfer on 1 April in line with the project plan; however, in view of the risks set out in the risk section above there is potential for this to slip by a short period.

Corporate Priorities – Delivering the Council Plan

67. The proposals within this paper help to deliver the Council Plan in the main priority areas:

Build Strong Communities – through:

- Roll out of Explore centres as community hubs for learning
- The primary place of Explore Centres as community information hubs
- Creation of centres of community learning in the larger explore centres located in some of the most deprived communities in the city
- Access to other council services and facilitating community consultation
- Develop volunteering opportunities
- Safe places for communities to meet particularly for children and vulnerable adults

Protect Vulnerable People – through:

- Safe, welcoming community spaces

- Delivering library services to housebound people

Create Jobs and grow the Economy – through:

- Important role in providing first step learning and opportunities for progression into work
- Creation of jobs through the roll out of Explore cafés
- Work placement opportunities for some of the most disadvantaged
- Support for people with mental health problems and learning difficulties to access learning and preparation for work
- Provide opportunities for the development of digital skills

Recommendations

68. Cabinet is asked to:

- Approve the award of a contract to Explore Libraries and Archives Mutual through a single tender action
- Approve the key principles of the founding legal agreements set out in the report together with Schedule 2 of the Contract for Services set out at Annex 2, and delegate to the Director of Communities and Neighbourhoods in consultation with the Director of Customer and Business Support Services authority to conclude:
 - ⇒ The Transfer agreement
 - ⇒ The Contract for Services between the Council and Explore
 - ⇒ Leases to be used for the premises
 - ⇒ The Collections Loan and Management Agreement
 - ⇒ Targets against the indicators set out in Annex 3
- Approve 1 April, 2014 as the earliest date on which to transfer the operation of the Council's libraries and archives services to Explore

Reason: To create the best delivery model for libraries and archive services in York.

Contact Details

Authors:	Cabinet Member & Chief Officer Responsible for the report:							
Charlie Croft Assistant Director (Communities, Culture and Public Realm) Tel: 01904 553371 Fiona Williams Head of Libraries, Information and Archives Tel: 01904 553316	Councillor Sonja Crisp, Cabinet Member for Leisure, Culture & Tourism Sally Burns Director of Communities and Neighbourhoods							
Report Approved ✓ Date: 30 January, 2014								
Specialist Implications Officer(s) <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> David Gladders Accountant Telephone: 01904 551101 </td> <td style="width: 50%;"> Sue Foley Assistant HR Business Partner Telephone: 01904 551690 </td> </tr> <tr> <td> Isabel Jones Audit Manager Telephone: 01904 552934 </td> <td> David Baren Commercial Property Manager Telephone: 01904 553306 </td> </tr> <tr> <td> Glen McCusker Deputy Head of Legal Services Telephone: 01904 551048 </td> <td> Ross Brown Principal Accountant Telephone: 01904 551207 </td> </tr> </table>			David Gladders Accountant Telephone: 01904 551101	Sue Foley Assistant HR Business Partner Telephone: 01904 551690	Isabel Jones Audit Manager Telephone: 01904 552934	David Baren Commercial Property Manager Telephone: 01904 553306	Glen McCusker Deputy Head of Legal Services Telephone: 01904 551048	Ross Brown Principal Accountant Telephone: 01904 551207
David Gladders Accountant Telephone: 01904 551101	Sue Foley Assistant HR Business Partner Telephone: 01904 551690							
Isabel Jones Audit Manager Telephone: 01904 552934	David Baren Commercial Property Manager Telephone: 01904 553306							
Glen McCusker Deputy Head of Legal Services Telephone: 01904 551048	Ross Brown Principal Accountant Telephone: 01904 551207							
Wards Affected: List wards or tick box to indicate all		All ✓						

For further information please contact the author of the report

Background Papers:

Document/reports/cabinet/Libraries and Archives Community Benefit Society IV.docx

Annexes:

1. Standard Rules
2. Contract for Services: Summary of Services
3. Performance measures
4. Collections Loan and Management Agreement – Heads of Terms
5. The Community Hub model
6. The Community Impact Assessment