

**North Yorkshire County Council**

**Corporate and Partnerships Overview and Scrutiny Committee**

**16 November 2015**

**Reconfiguration of the Library Service**

**Report of Mary Weastall, Assistant Chief Executive, Library, Customer and Community Services**

**1. Purpose of report**

1.1 To brief Members on the work carried out so far, highlighting areas of risk, and the approach being taken with communities, prior to the report to the Executive on 8 December.

1.2 The library service will note any comments from the committee and look to address these in the work programme.

**2. Background**

2.1 Members will be aware of the savings required from the library service and the proposals that were consulted on to involve communities and volunteers in the delivery of services in all libraries.

2.2 In July 2015, the Executive agreed to the proposed reconfiguration of libraries, ie seven core, 5 hybrid and a further 21 community managed libraries, with the reconfiguration due to come into effect in the Spring of 2017. Two of the major concerns expressed in the consultation were the loss of staffing in community and hybrid libraries and the cost for communities of running the library buildings. In their decision, the Executive responded to these concerns by agreeing to additional staffing in hybrid libraries (to 40% of the current staffing levels) and to provide an element of staffing (between 5 and 15 hours) to assist each community library to become established, and to subsidise the rent and utility costs where these costs exceed income.

2.3 The Executive noted the proposal for a post-implementation review and agreed to consider a voluntary model for libraries that takes into account Charitable Trusts who can manage a group of libraries in a geographical area. Executive also agreed to receive a further report on the progress made with community groups, highlighting areas of potential risk.

**3. Engagement with Members**

3.1 Local Members have an important leadership role in the communities they represent, and previous experience suggests that their involvement is crucial to the establishment and success of community libraries.

3.2 Following the Executive decision in July, senior managers from the Library service together with a representative from Stronger Communities have met with the majority of the Members with a prospective Community Library in their area as well as most Members with a Hybrid library. These meetings have focused on the implications of the Executive's decision for their local library and possible ways forward for that community have been discussed in some detail. A number of Members are taking an active role on local library steering groups and others are working behind the scenes to encourage key individuals and groups in the local community to step forward, including parish and town councils. Members were invited to attend the Volunteer Information session in their local library and have been invited to the "Delivering Community Libraries" conference on 20 November and are being kept up to date with local progress.

#### **4. Engagement with Communities and Partners**

4.1 This report focuses on the work with prospective Community libraries, as the greatest amount of work so far has been concentrated there, as they are considered to be the areas of greatest priority at this point in the project. Previous experience shows that developing a shadow structure and full transfer to community ownership is a more involved and longer process than that which will be required in Core and Hybrid libraries.

4.2 Staff from the Library Service and from the Stronger Communities team have been working together in each locality. They have been attending meetings with prospective groups, as well as Parish and Town Councils in order to explore different options and to help groups to understand what they will need to do. The Stronger Communities team are helping groups to understand what they need to do in terms of forming a management group/committee, identifying the skills that will be required and appropriate governance arrangements. The Library service is focusing on the role of libraries in communities and the expectations of groups coming forward to run their local library.

4.3 In Core and Hybrid libraries the work will centre on recruiting volunteers to work alongside staff. Given the reduction in staffing there will be following the restructure, it would be inappropriate to have a major recruitment drive at this time. Whilst there has been some further recruitment of enhanced role volunteers, the majority of volunteers will be recruited and trained in 2016. The next update report, in 6 months' time, will provide further detail on the work with Hybrid and Core libraries.

4.4 As part of the engagement with local communities, the library service has organised **Volunteer Information Sessions** in every library. Members will recall from the report on the public consultation that in response to the questionnaire over 800 people expressed an interest in volunteering or being on a management group and provided their contact details. These individuals as well as any other interested

local people were invited to a Volunteer Information Session in their local library. These sessions were to increase awareness and understanding of what communities and volunteers will need to do. Most of these sessions have been reasonably well attended, with over 500 people across the county coming along. In most libraries a considerable proportion of those attending the sessions have signed up to volunteer and an encouraging number of people have expressed interest in being part of the local management groups. People continue to come into local libraries to put their names forward as volunteers.

4.5 The service has been much encouraged by the level of interest shown and in the calibre of people coming forward. Volunteers have included people coming up for retirement or newly retired, as well as younger people; people who have recently moved to the area and those who appreciate the value of libraries and want to ensure their community retains a library. We will continue to keep in touch with people who have expressed an interest.

4.6 The sessions have given staff the opportunity to explain the next steps and to explain the range of skills required for the various volunteers roles both as members of a management committee and as volunteers delivering the library service to the public. They will be followed up with further meetings before Christmas specifically for those who are interested in developing a management or "friends" group for their library. A number of people are already starting to volunteer. Given the success of these information sessions, further sessions for volunteer recruitment will be run over the next 12 -18 months.

4.7 In addition to engagement with specific communities there have been meetings with prospective partners such as Your Consortium and with North Yorkshire Horizons both of whom are interested in developing supported volunteering opportunities and routes back to employment. The service continues to actively pursue prospective partnership arrangements with other organisations such as CAB and Credit Union.

## **5. Work in localities**

5.1 Although it is only 4 months since the Executive made its decision, a considerable amount of work has been undertaken in the different communities. Across the County there have been 38 meetings with local groups/town and parish councils and 31 Volunteer Information sessions. It is recognised that taking over the day to day responsibility for their local library is a challenge for communities and Appendix 2 contains details of work done and an analysis of progress for each prospective community library, including a current RAG (Red, Amber, Green) rating. It must be stressed that the ratings given are those that apply at the beginning of November 2015, and are as we would have anticipated at this early stage, with nearly 18 months to go before communities are expected to take on the management of their local library. The ratings have been based on whether a group

has come forward; whether that group has submitted an expression of interest; whether there is volunteer capacity and whether there is support from the local parish/town council.

5.2 Six localities with prospective community libraries are rated green, as to date they have made considerable progress, including putting in an expression of interest. One additional library, Pateley Bridge, has already transferred to community management and is now operated by Nidderdale Plus in their new premises with the support of volunteers and some dedicated library staffing. There is scope for other libraries to transfer to community management prior to 2017, however, the impact this would have on staffing and the staff re-structure would need to be taken into consideration.

5.3 The seven amber rated libraries have either an established group in place or have made some progress towards establishing a group and identifying volunteers, but require further support to progress further. In addition to the above, four of the hybrids are currently rated amber on this basis.

5.4 Taking on the management of a library is a real culture change for communities which have traditionally been used to services being provided for them. Libraries are more than just about books and understanding the full role of a modern library in respect of assisted digital, information and learning is quite challenging. There are also concerns about taking on responsibility for building management in some communities. A red rating therefore indicates localities which require more analysis and detailed work.

5.5 Some localities may require a different solution, for example a model that takes into account Charitable Trusts who can manage a group of libraries in a geographical area, or working with other partners such as District Councils to establish an agreement for a locality, and seven libraries, plus one hybrid library are rated red **at this point in time**. These ratings reflect that although discussions with potential groups have taken place, they haven't yet progressed to submission of an expression of interest. Given the on-going input from the service and the support from Stronger Communities in creating community capacity, we have every confidence that most of these will move to amber over the next few months.

## **6. Support and Development**

6.1 As well as intensive work with local members and their communities, the re-configuration of the library service will require a complete **re-structure** of the entire paid library staff team, including new job roles and new job descriptions and person specifications for these are currently undergoing job evaluation. The programme of staff briefings continues, with the formal staff consultation on the re-structure commencing in January 2016.

6.2 At the meeting of the Executive on 7 July there was a request from communities for simpler **Service Level Agreements** (SLAs). This was echoed by representatives of existing community library groups when the service consulted with them about their experience of the current SLA. The representatives made a number of suggestions for improvement, which will be incorporated in the revised SLAs, along with suggestions from a staff group who were also consulted. The service is working closely with Legal Services on simplifying these agreements. Existing community library groups also commented on the apparent inflexibility of council processes which seem unnecessarily complicated for community groups. This has been perceived as the council being unwilling to help and as treating community groups as a low priority. This is something which will need to be addressed across NYCC as more volunteers become involved in service provision.

6.3 Work continues with **property** services in respect of leasing buildings to community groups and some guidance and draft heads of terms have been produced for discussion with community groups. The guidance also includes information about asset transfer, which has been the subject of a recent report to the Executive. Community groups need considerable support regarding the responsibilities of taking on a lease, and for some, the prospect of being responsible for an ageing building has been a barrier to them coming forward.

6.4 The library service has also been working on a **comprehensive training programme** for volunteers. This will include practical sessions on all the library operations, including the new Library Management System, as well as e-learning on topics such as Equalities, Information Governance and Health and Safety.

6.5 The service is also revising the **operations handbook** to reflect that both staff and volunteers will be following the same procedures and processes.

6.6 The priority for the recent procurement of the new Library Management System (LMS) was to procure a system which will enable volunteer run libraries to offer the full service in future.

6.7 As part of the support for existing and prospective community library groups the service will run a **Delivering Community Libraries Conference** on 20 November aimed at local members and existing/potential partners/management groups. This will include valuable input from the existing community managed libraries as well as a “marketplace” of stands and workshops covering various aspects of taking on the management of a library. The event will provide an opportunity to network and learn from each other.

6.8 The **Stronger Communities** programme is active across all the localities providing support to both existing and emerging groups. Opportunities for partnership working are being explored in order to identify where additional services

may be provided in the libraries both making them more sustainable in the long-term and also creating '**community hubs**' that reflect the needs of the communities they serve.

6.9 The on-going **package of support** provided by the Stronger Communities Programme includes the provision of an up to date **community library toolkit**; support and advice on governance and constitutions; training for management committee members and trustees; carrying out skills audits with groups to ensure there is both the capacity and the range of skills needed; help with financial planning, including support to produce cash-flow forecasts and identification of potential new income streams; advice and support with external funding applications; support with the preparation of the business plan and marketing and branding.

6.10 In those communities where a number of options are being considered, support is being provided to assist communities to appraise the options and to consult and engage with the local community to ensure that the solution meets local needs and has support. As the capacity and experiences of each group are different, as is the pace at which they will develop their plans, the support provided is tailored to the individual needs of each group. Small **community grants** are also available to groups where specialist or independent advice is required. The support offered to Hybrid library groups will include some of the above but will focus on volunteer recruitment and establishing a management committee.

6.11 In those localities where groups have not yet come forward, the team is working to encourage potential partners to engage in discussion through both using existing networks of voluntary and community sector organisations and by convening stakeholder engagement events such as 'world café' and visioning workshops. Events that invite communities to imagine what community resources they could develop in the libraries and to build a vision for the future are being held in some localities as part of wider community led planning projects. The Stronger Communities Programme is also developing county wide initiatives that support volunteer recruitment and identifying opportunities for supported volunteering and links to employment and skills.

## **7. On-going work with communities**

7.1 As Appendix 2 and the overview of progress in communities paragraph indicates, communities are all at different stages and will require different types and levels of support going forward. Library staff will continue to work closely with community groups, helping them to understand the range of services and skills required in delivering a library service so that this is reflected in their business plans. As detailed in the paragraphs above, Stronger Communities will focus on helping the groups to establish themselves and identify and acquire the skills needed and also to think more widely about the needs of their community and how they could be met. They will also assist groups to pull together their business plans.

## **8. Next steps**

8.1 Once an Expression of Interest has been received, the next stage is production of a business plan. Guidance will be given to groups detailing what is required in the business plans to enable the council to assess the robustness of the group's proposal. The aim is for business plans to be assessed by a panel comprising Legal, Contracting, Finance, Property, Library Service and Stronger by June/July 2016 and recommendations made to the Executive Member as to whether the proposal for each particular library should go ahead.

## **9. Policy and performance implications**

9.1 The changes to the library service represent a major shift in policy towards a reliance on volunteers and communities working in partnership with the Council across all libraries.

9.2 The main impact on performance will be from 2017/18 onwards. The current more traditional performance measures for libraries, eg book issues, do not necessarily reflect the added value and benefits which libraries provide and a new range of measures will need to be developed to capture the impact of greater community involvement.

## **10. Financial implications/risks**

10.1 The service is confident that the savings are achievable; however the bulk of the required £1.495m is from staffing and buildings. This means that these will not be realised until 2017/18 when the transfer of services to community management is completed. To date the service is on target to achieve savings of £50k in 2015/16 and a further £155k is anticipated for 2016/17.

## **11. Legal implications**

11.1 As noted in the report of 7 July, other authorities have been challenged in the courts relating to the statutory duty to provide a comprehensive and efficient service, the Equalities Act and the consultation process. The immediate risk of challenge by Judicial Review following the public consultation and the Executive decision has been removed, with the time limit for a claim being three months, which has now expired. However, the council needs to continue to be mindful of its statutory duty and equalities legislation, particularly if closure of a library becomes likely, or in respect of how a community library, in particular, is run in the future.

## **12. HR implications**

12.1 Allowing communities the time to establish management groups etc before Spring 2017 has meant a longer period of uncertainty for library staff with the impact that the vacancy level has increased as staff obtain jobs elsewhere. Current opening hours have to be maintained therefore vacancies are being filled (with Fixed Term Contracts) and additional use is being made of relief staff. It should be noted that

staff are continuing to provide an excellent service for the customers as evidenced by the number of compliments submitted.

12.2 As stated earlier in this report, the re-configuration of the library service requires a re-structure of the whole paid library staff team, including new job roles. Regular staff briefings are provided and the formal staff consultation on the re-structure will commence in January 2016 as shown in the Timeline in Appendix 3

### **13. Risk management implications**

13.1 This is an extremely challenging programme of change and the risks remain the same as were highlighted in the report to Executive of 7 July. As can be seen from Appendix 1, the RAG rating list identifies the status of each library at this point in time. The Library service and the Stronger Communities team will continue to support local Members and communities in order to enable them to deliver local library services. As we continue work with communities, a clearer picture will emerge as to the risk for each locality, and a more detailed equalities impact assessment for individual localities will need to be carried out if closure of a library appears likely.

### **14. Recommendations**

14.1 Members to note this update report on the library reconfiguration programme of work.

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### **Appendices**

Appendix 1	RAG rating summary sheet
Appendix 2	Individual library sheets detailing progress post 7 July
Appendix 3	Current timeline
Appendix 4a&4b	Community Library Volunteer roles
Appendix 5	Management Committee Roles and Responsibilities
Appendix 6	Expression of interest pro forma

**Background documents** – Reconfiguration of the Library Service - Report to the Executive of 7 July 2015



RAG rating summary sheet – 4 November 2015

Appendix 1

	Management Group -	Expression of interest submitted	Town/parish council support	Volunteer capacity	Total score	rating
Score	Potential = 1 established = 3 No = 0	Yes = 2 No = 0 Hybrid N/A	Yes = 2 No = 0	Yes = 2 No = 0		
<b>Community Managed Libraries</b>						
Bedale	0	0	2	2	4	
Bentham	3	0	2	0	5	
Boroughbridge	3	2	0	2	7	
Catterick	0	0	0	2	2	
Colburn	0	0	0	2	2	
Crosshills	0	0	0	2	2	
Eastfield	1	0	2	2	5	
Easingwold	3	2	2	2	9	
Helmsley	1	2	2	2	5	
Ingleton	3	0	2	0	5	
Kirkbymoorside	0	0	0	2	2	
Leyburn	0	0	2	2	4	
Norton	3	2	2	2	9	
Pateley Bridge						
Scalby	1	0	2	2	5	
Settle	1	0	0	2	3	
Sherburn	3	2	2	2	9	
Starbeck	3	2	N/A	2	7	
Stokesley	0	0	0	2	2	
Tadcaster	3	2	0	2	7	
Thirsk	0	0	2	0	2	
<b>Hybrid Libraries</b>						
Filey	1	N/A	0	2	3	
Knaresborough	1	N/A	0	2	3	
Pickering	0	N/A	0	2	2	
Ripon	1	N/A	0	2	3	
Whitby	1	N/A	0	2	3	

Community Libraries

Red 0 – 3

Amber 4 – 6

Green 7 – 9

Hybrid Libraries

Red 0 - 2

Amber 3 - 5

Green 6 - 7

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Bedale
<b>Category</b>	Community Managed Library
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Bedale Hall Management Committee
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	There is broad support from the Town council subject to volunteer capacity.
<b>Volunteer capacity</b>	At the Volunteer Information Day on 15 <sup>th</sup> October 16 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Several meetings have taken place with both the Town Council and the Bedale Hall Management Committee. Both have been provided with information as requested. Bedale and Villages Community Forum have also been kept informed of discussions and progress.</p> <p>There are a number of Voluntary Community Sector (VCSE) organisations delivering volunteer led services in the Bedale area across a variety of service areas. Excellent track record in the community management of facilities and / or services from the existing Library site (Bedale Hall), including the Tourist Information Centre, Museum and Bedale Youth Venue.</p>
<b>Assessment of current position and next steps</b>	Bedale Hall Management Committee has stated it will act as the "umbrella body" for the library facility. The next step is to meet with the management committee with a view to forming a management group specifically to operate the library service.
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Bentham
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	n/a
<b>Established group</b>	Friends of Bentham Library (FoBL), established in 2012 to extend opening hours and have approximately 18 volunteers
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Yes
<b>Volunteer capacity</b>	<p>Bentham is a small town that has a few active voluntary and community sector groups. A culture of volunteering exists.</p> <p>4 people had expressed interest in volunteering at the library on the consultation questionnaire, but no one attended the library volunteer event.</p>
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>FoBL have indicated some interest in managing the library and several meetings have taken place with FoBL to discuss their thoughts with regard to assuming responsibility for the library, and to provide information, specifically about costs and income. They have consistently expressed reservations about the costs associated with maintenance of the building and discussions which are at an early stage are taking place with Bentham Town Council regarding alternative locations or funding support.</p>
<b>Assessment of current position and next steps</b>	<p>General Manager of the Library Service and Stronger Communities Delivery Manager to attend a future Town Council meeting.</p> <p>Continue to discuss and develop potential opportunities for individuals and partners to become involved.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Boroughbridge
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Boroughbridge Area Community Library Association (BACLA) manage the existing Library meeting rooms and extend Library open hours each week.
<b>Expression of Interest submitted</b>	BACLA submitted – 12/10/2015
<b>Town/Parish Council support</b>	BACLA have the verbal support of Boroughbridge Town Council.
<b>Volunteer capacity</b>	In the consultation responses 11 people indicated they were interested in volunteering. 38 people attended the volunteer information event on the 9 <sup>th</sup> October 2015, of which 19 put their names forward as potential volunteers, 4 of whom are interested being on the management committee. BACLA currently has approximately 18 existing volunteers.
<b>Summary of Outline Proposal</b>	BACLA would aim to take over the initial running of the Library providing all of the existing services and facilities. They would then in the future seek to develop additional services and facilities for the community.
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>There are a number of voluntary and community sector organisations in the area supporting local needs e.g. Community Care and a range of voluntary managed sports and social groups.</p> <p>BACLA has consulted with the Town Council and met with Libraries and Stronger Communities prior to submitting their Expression of Interest.</p> <p>BACLA are seeking support and recruiting new volunteers from neighbouring parishes whose residents use the Library by leafleting houses and publishing articles seeking support for the Community Library in local media.</p>
<b>Assessment of current position and next steps</b>	Emerging community solution. Next steps are to follow up with volunteers interested in participating in a Management group; supporting BACLA in training some new volunteers from the Volunteer Information Day so that they can assist with current opening hours; support BACLA with training to enable them to become the management group of the Community Library; as the Library is situated in a building leased to NYCC, the landlords have been approached to establish the legal tenancy options for the Community Library.
<b>Current RAG rating</b>	<b>Green</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Catterick Garrison
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	No
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Formal discussions with Hipswell and Scotton parish councils being arranged.
<b>Volunteer capacity</b>	In consultation response 17 people said they were likely/ extremely likely to volunteer and 5 people gave their contact details. The Volunteer Information Day on 7 <sup>th</sup> October 2015 was attended by 5 people and 4 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	The unique civilian-military community of the garrison, means that for a community-managed library to succeed all possible routes to sustainability must be considered, including joint proposals across Richmond-Colburn-Catterick. There is also on-going dialogue with Catterick HIVE about re-location/ sharing of responsibilities.
<b>Assessment of current position and next steps</b>	<ul style="list-style-type: none"> <li>i) Continue dialogue with MOD – Catterick HIVE outreach/ shared responsibilities.</li> <li>ii) Formal discussions with Hipswell and Scotton parish councils (joint with Colburn Library).</li> <li>iii) Continue to investigate joint proposals across Richmond-Colburn-Catterick.</li> </ul>
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Colburn
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	No
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Possible – follow up recent invitation from Colburn Town Mayor.
<b>Volunteer capacity</b>	In the consultation responses 22 people said they were likely/ extremely likely to volunteer and 3 people gave us their contact details. The Volunteer Information Day on 13 <sup>th</sup> October 2015 was attended by 6 people and 5 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Locally there is evidence of a small but effective group of volunteers with a good track record of managing a range of community projects.</p> <p>Stronger Communities, Libraries staff and local Members have been working to encourage interest via local engagement forums and individual discussions producing some potential leads.</p> <p>Stronger Communities is in discussion with the Town Council about supporting community-led planning which would involve consideration of the library as part of wider community plans for Colburn.</p>
<b>Assessment of current position and next steps</b>	<p>i) Follow up with volunteers interested in forming a Management Committee.</p> <p>ii) Begin formal dialogue with Colburn Town Council (tied in to the discussions with Hipswell and Scotton parish councils regarding Catterick Garrison library).</p> <p>iii) Continue to investigate joint proposals across Richmond-Colburn-Catterick.</p> <p>iv) Continue discussion with Town Council and develop community plan.</p>
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Crosshills
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	No
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Some (see below)
<b>Volunteer capacity</b>	In the consultation responses 15 people indicated they were interested in volunteering and at the Library Volunteer information event on 2 <sup>nd</sup> October. 14 people put their names forward as potential volunteers of which 9 people were interested in being on a management committee.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	Crosshills and Glusburn Parish Council have shown support for the library by attending events about the future of the library and inviting officers to a Parish Council meeting last year. They have recently been supplied with information about numbers of people using Crosshills Library from surrounding parishes to inform dialogue with neighbouring parishes about the future of the library.
<b>Assessment of current position and next steps</b>	<p>Follow up meeting to be organised with volunteers interested in participating in a Management group.</p> <p>Continue to communicate with potential volunteers</p> <p>Continue to discuss and develop potential opportunities for individuals and partners to become involved.</p>
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Easingwold
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Easingwold Library Steering Committee
<b>Expression of Interest submitted</b>	Submitted 22/10/2015
<b>Town/Parish Council support</b>	Town Council supportive
<b>Volunteer capacity</b>	Management group has already emerged and skills audit carried out which indicates a good breadth of skills within the group. 18 people put their names forward as potential volunteers at the volunteer information day on 17 <sup>th</sup> October.
<b>Summary of Outline Proposal</b>	<p>A core library service delivering the existing services. In addition, an advice and information service is proposed with partners such as Citizens' Advice, Careers, Easingwold &amp; District Community Care Assoc., Easingwold Town Council, Tourist Information Centre, Police, Hambleton District Council. Other support and information services proposed cover digital inclusion, education and young people.</p> <p>The aim is to diversify the offer in order to maximise the use of the building by extending opening hours, diversifying the space for rental opportunities, including office space, exploring selective retail opportunities and events and performances.</p>
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Capacity to deliver community managed services and/or facilities is evident in some form with COZIE (Chill Out Zone in Easingwold) and the Galtres Centre, which along with St Monica's Hospital and Easingwold Community Care Association, have a large number of volunteers. Opportunities to work more collaboratively are evident.</p> <p>Libraries and Stronger communities have attended Town Council and steering group meetings. Stronger communities have facilitated a skills audit for the management group.</p>
<b>Assessment of current position and next steps</b>	<p>Visioning workshop to take place on 24 November 2015, including a session on the expectations of the Library Service.</p> <p>Meeting to discuss constitution planned for 12 January 2016.</p>
<b>Current RAG rating</b>	<b>Green</b>



## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Eastfield
<b>Category</b>	Community Managed
<b>Milestones</b>	
<b>Potential group</b>	The Parish Council have indicated that they will submit an expression of interest. 5 people have expressed an interest in being part of a management group.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Very strong support from the Parish Council – currently funding staffing hours lost in previous re-structure.
<b>Volunteer capacity</b>	In the consultation responses 52 people said they were likely/extremely likely to volunteer and 17 people gave their contact details. 9 people put their names forward as potential volunteers at the Volunteer Information Day on 22 September.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Libraries and Stronger Communities in on-going dialogue with Parish Council and other interested agencies working in the area. Discussions taken with the LEP on potential opportunities for skills and training services and with local developers as part of the major housing and retail development proposals for the area. Scarborough Borough Council is also interested in exploring a resource centre solution including business space for private and public sector organisations, support services including: meeting rooms, high speed IT and conference facilities, learning facilities and library</p> <p>Extensive engagement activities undertaken including a world café event in September and a recent community fun day. Other partners have expressed an interest in being involved and these options need to be explored further.</p>
<b>Assessment of current position and next steps</b>	<p>An expression of interest is expected from the Parish Council. Eastfield is already operating as a hub with other organisations delivering services from the building (incl. Yorkshire Coast Homes, Scarborough Borough Council &amp; Job-Match).</p> <p>The PC has indicated that a paid centre manager is favoured and is exploring funding options. Next step is to bring interested parties together to discuss range of options.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Filey
<b>Category</b>	Hybrid
<b>Milestones</b>	
<b>Potential group</b>	8 people have expressed an interest in forming a management group.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Position unclear
<b>Volunteer capacity</b>	In consultation responses, 47 people said they were likely/extremely likely to volunteer and 14 people gave us their contact details. 22 people put their names forward as potential volunteers at the Volunteer Information Day on 30 <sup>th</sup> September.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>The early indications are that those who expressed an interest in volunteering for a management group, including someone with previous experience of developing community libraries, have the skills required to take things forward.</p> <p>The library has a strong Friends group raising funds for library activities and it is hoped that they will continue, working closely with staff and the volunteers. Stronger Communities has supported a recent initiative from the Friends Group. A potential partnership with Scarborough Borough Council adds further strength to the hybrid model.</p>
<b>Assessment of current position and next steps</b>	<p>A good range of potential volunteers and committee members. Potential exists to share staffing with Scarborough Borough Council in order to help maintain opening hours.</p> <p>Next steps: Convene meeting of potential management group; continue discussions with Scarborough Borough Council on opportunities for shared staffing.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Helmsley
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	On-going discussion with library working group on the future of the library. Existing volunteers interested in managing the library subject to conditions.
<b>Established group</b>	
<b>Expression of Interest submitted</b>	Submitted by Volunteers – 26 <sup>th</sup> October 2015
<b>Town/Parish Council support</b>	Town Council has indicated that they will support efforts to retain a library and are active on the library working group.
<b>Volunteer capacity</b>	In consultation responses 22 people said they were likely/extremely likely to volunteer and 7 people gave their contact details. 8 people attended the Volunteer Information Day on 2 <sup>nd</sup> October and 2 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Helmsley has a track record of managing community activities however concern has been expressed about further demands on volunteers.</p> <p>Some community groups have expressed difficulties recently in attracting sufficient volunteers. There is evidence of skills and capacity in this community but a recent 'Volunteer for Helmsley' event only attracted one additional volunteer.</p> <p>Discussions are on-going about options for the future location of the library and an appraisal of these options will be required. There is some concern about moving location from the existing volunteers. Further support for existing volunteers is on-going.</p>
<b>Assessment of current position and next steps</b>	<p>The Town Hall Management Committee (THMC) has submitted proposals to keep the library at the Town Hall. Discussions are also on-going with NYMNP regarding possible co-location at their offices.</p> <p>Next steps:  Libraries and property services to meet to discuss premises proposals  Further meeting to be arranged with existing volunteers  Meeting arranged with working Group (3<sup>rd</sup> Nov)</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Ingleton
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Ingleton Rural Community Association / Parish Council
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Ingleton Rural Community Association is affiliated to the Parish Council
<b>Volunteer capacity</b>	In the consultation responses 6 people indicated they were interested in volunteering. 2 people put their names forward as potential volunteers at the volunteer event on 12 <sup>th</sup> October.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Ingleton library is housed within Ingleborough Community Centre, a joint enterprise between the Parish Council and Ingleton Rural Community Association. A commitment to maintaining the library within the Centre has Member support. An expression of interest is anticipated from one of the interest parties, clarification is being sought regarding which.</p> <p>The Centre Manager welcomed the additional support to be provided by paid library staff, feeling this supports her and the community to maintain the library.</p> <p>The Centre is the hub of community life in Ingleton, and as such the manager has relationships with people in the community who may come forward to volunteer within the library.</p>
<b>Assessment of current position and next steps</b>	<p>Continue to communicate with potential volunteers.</p> <p>Continue to discuss and develop potential opportunities for individuals to become involved.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Kirkbymoorside
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	Talking to Town Council and individuals who have expressed an interest in forming a management group.
<b>Established group</b>	There is a Friends group who currently extend opening hours.
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Support retention of a library but support is conditional on agreement being reached on premises management.
<b>Volunteer capacity</b>	In consultation responses 24 people said they were likely/extremely likely to volunteer and 6 people gave us their contact details. 12 people attended the Volunteer information day on 5 <sup>th</sup> October and 5 are interested in being part of a management group. There are existing volunteers extending the library opening hours.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	There is evidence to suggest a strong volunteering culture and capacity in the town however there is still a strong concern about attracting sufficient volunteers to run the library.  Stronger Communities supporting a staff secondee to act in an animation role for the library to encourage new users and new volunteers. Supported a new project 'Moorside Meet Up', which is based at the Library and which has already generated 6 additional volunteers.
<b>Assessment of current position and next steps</b>	Town Council and current volunteers have reservations about taking on the whole building and want to explore different options within the existing building and elsewhere.  Next steps: Meeting arranged with the Town Council and Property Services to discuss accommodation options and Meeting with individuals interested in forming a management group - 9 <sup>th</sup> Nov.
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Knareborough
<b>Category</b>	Hybrid
<b>Milestones</b>	
<b>Potential group</b>	9 individuals have expressed an interest in being part of the management group to support the Library.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	
<b>Volunteer capacity</b>	In the consultation responses 68 people indicated they were interested in volunteering. 28 people attended the Volunteer Information Day on the 13 <sup>th</sup> October 2015, of which 25 put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Knareborough is an active community with a high number of voluntary organisations; the community supported a highly effective campaign during the Library consultation for an increase in staffing levels in the Hybrid Libraries.</p> <p>Local voluntary &amp; community organisations are able to receive organisational support from Harrogate &amp; Ripon Council for Voluntary Service.</p> <p>Individual community members are proactively seeking information on the role of the management group and have expressed interest in participating in the formation of a group.</p>
<b>Assessment of current position and next steps</b>	<p>Follow up with volunteers interested in participating in a Management group.</p> <p>Continue to communicate with potential volunteers.</p> <p>Continue to discuss and develop potential opportunities for individuals and partners to become involved.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Leyburn Library
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Leyburn Town Council currently manages volunteers who extend library opening hours.
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Since 2012 the Town Council has managed a group of volunteers who extend library opening hours alongside Richmondshire District Council. It is anticipated that the Town Council will support a community managed library but as yet no formal notice has been given.
<b>Volunteer capacity</b>	In consultation responses 21 people said that they would be likely/ extremely likely to volunteer and 3 people gave us their contact details. 7 people attended the Volunteer Information Day on 20th October 2015 and 3 people put their names forward as potential volunteers and two of the attendees indicated a willingness to also volunteer at Colburn/ Catterick. Indications that some of the volunteers who currently extend opening hours are willing to continue volunteering in a fully community managed facility, so existing foundation to build on.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>With an active town team and business association, Leyburn and the local area has established and successfully operated volunteer-run tourism and leisure activities, as well as a festival and events calendar. Surrounding settlements also have active groups, parishes and churches.</p> <p>The proposals agreed by the Executive in July have removed concerns raised by the Town Council in relation to possible loss of income to the Town Hall.</p> <p>The Town Council has recently decided to develop a Town Plan and is in discussion with Stronger Communities about possible support – this will include consideration of vision for library within the context of wider community priorities.</p>
<b>Assessment of current position and next steps</b>	<p>Continue discussions with Town Clerk, including formal submission of EOI by Town Council, and produce a business plan.</p> <p>Continue involvement with Town Plan.</p> <p>Continue discussions with RDC in relation to Contact Point service.</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Norton
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Yes – newly formed library steering group
<b>Expression of Interest submitted</b>	Submitted – prior to the July Executive report
<b>Town/Parish Council support</b>	Yes
<b>Volunteer capacity</b>	In consultation responses 11 people said they were likely/extremely likely to volunteer and 6 people gave us their contact details. 7 additional volunteers came forward at the Volunteer information day on 3 <sup>rd</sup> November with 1 additional person interested in the management group.
<b>Summary of Outline Proposal</b>	The group who have formed themselves as a Steering Group for this project (varies between 8 and 12 in attendance), has an ambitious plan to create a community hub for Norton, with additional services being considered that include a venue for learning, a community café, a youth venue and meeting space for let.
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	The Steering Group for Norton Community Library has a good breadth of skills and experience both practical and managerial. They also have on-going regular support from CaVCA and Camphill Village Trust. Stronger Communities and Libraries has given strong support to the group to build capacity which has resulted in them developing a brief for potential building alteration, opening a bank account, raising funds and making a start on their business plan. Support is on-going to develop an understanding of governance. The group are active on social media including Facebook and group noticeboard has been established in the library. Some community consultation has already been undertaken with a comprehensive survey planned for Jan 2016.
<b>Assessment of current position and next steps</b>	Current strong ambition and commitment from the group to develop and deliver a community hub for Norton. Next steps: Development of a business plan; registration of a Charitable Incorporated Organisation; appointment of trustees; development of a funding strategy. Discussions with NYCC Property Services planned for 6 <sup>th</sup> Nov.
<b>Current RAG rating</b>	<b>Green</b>



## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Pickering
<b>Category</b>	Hybrid
<b>Milestones</b>	
<b>Potential group</b>	7 people are interested in being part of a management group.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	
<b>Volunteer capacity</b>	In consultation responses 74 people said they were likely/extremely likely to volunteer and 38 people gave us their contact details. 22 people attended the Volunteer Information Day on 1 <sup>st</sup> Oct and 18 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>There is evidence of some large volunteer led initiatives in the town such as Beck Isle Museum, the Memorial Hall, Pickering Football Club, the Kirk Theatre and the North Yorkshire Moors Railway, as well as many smaller ones.</p> <p>The library has recently secured a user for the upstairs meeting room, which should help to generate income on a regular basis (out of school club).</p> <p>There is a group of existing volunteers supporting the library service. Pickering library also currently supports a range of other services with other volunteer led activities using it as a venue and feels like a real community hub.</p>
<b>Assessment of current position and next steps</b>	<p>The information day was encouraging with a number of people with relevant skills and experience expressing an interest in being part of a management group.</p> <p>At present there is no visible interest from other partners or organisations. Next steps: meet with potential management group</p>
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Ripon
<b>Category</b>	Hybrid
<b>Milestones</b>	
<b>Potential group</b>	8 individuals have expressed an interest in being part of the management group to support the Library.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	There have been early indications of support from the City Council.
<b>Volunteer capacity</b>	In the consultation responses, 51 people indicated they were interested in volunteering. 20 people attended the Volunteer Information Day on the 4 <sup>th</sup> October, all put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Ripon is an active community with a high number of voluntary organisations that effectively manage a large number of volunteers e.g. The Museum and the Cathedral both have a 100+ volunteers.</p> <p>Interest has been expressed in how the hybrid model will operate and the potential for partnerships with other organisations particularly around volunteer recruitment and management.</p> <p>Libraries and Stronger Communities staff attended 'Connecting Ripon' a forum for voluntary and community organisations in the Ripon area, to discuss this. The City Council has been updated on the consultation, outcome and on-going progress.</p>
<b>Assessment of current position and next steps</b>	Next steps are to follow up with volunteers interested in participating in a Management group; continue to communicate with potential volunteers; attendance at the Ripon City Council Meeting on Monday 9 <sup>th</sup> November 2015 to update on the current position of Ripon Library as it transitions to a Hybrid Library; continue to discuss and develop the potential for partnerships within the community.
<b>Current RAG rating</b>	<b>Amber</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Scalby and Newby
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	8 people have expressed an interest in forming a management group
<b>Established group</b>	Yes - but current volunteer management group have indicated that they do not wish to continue
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Yes and Parish Council have relocated to the library.
<b>Volunteer capacity</b>	In consultation responses, 64 people said they were likely/extremely likely to volunteer and 22 people gave us their contact details. 30 people attended the Volunteer information day on 19 <sup>th</sup> Oct with 15 putting their names forward as potential volunteers and 8 expressing an interest in being part of a management group.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>The early indications are that potential management group volunteers have the skills to take the library forward.</p> <p>While the existing Scalby and Newby Library Volunteers management group do not wish to continue they will support any new management group to facilitate an efficient transition.</p> <p>Scalby and Newby Parish Council are keen to support the library and have moved into the building. This provides an income for any new group and the potential for infrastructure support.</p>
<b>Assessment of current position and next steps</b>	<p>The relocation of the Parish Council to the Library represents valuable political and revenue support moving forward.</p> <p>Next steps: Convene meeting of those interested in management group</p>
<b>Current RAG rating</b>	<b>Amber</b>

Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Settle
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	Potential to form group following Volunteer Information Day.
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	
<b>Volunteer capacity</b>	In the consultation responses 17 people indicated they were interested in volunteering. 16 people attended the information event on 6 <sup>th</sup> October and all put their names forward as potential volunteers of which 5 may be interested in being on a management committee.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Settle has a strong culture of volunteering, a few well established voluntary and community sector groups, and has recently created a 'time bank' with financial support from Stronger Communities.</p> <p>Use of Settle Library has increased since it relocated to the new Extra Care facility. Some people have expressed interest in volunteering within the library.</p> <p>There is currently more interest and enthusiasm in volunteering to deliver the frontline library service than to be on the management committee. Therefore further work is required to identify and support people who are willing to be on the management committee.</p>
<b>Assessment of current position and next steps</b>	<p>Follow up with volunteers interested in participating in a Management group, providing support and information from Stronger Communities.</p> <p>Continue to communicate with potential volunteers. Since the Information Day a further 8 people have put their names forward as potential volunteers including 1 interested in the management group.</p> <p>Continue to discuss and develop potential opportunities for individuals and partners to become involved.</p>
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Sherburn-in-Elmet
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Sherburn & Villages Community Library Steering Group
<b>Expression of Interest submitted</b>	Submitted – 27 <sup>th</sup> October 2015
<b>Town/Parish Council support</b>	Sherburn Parish Council leading the project, with support from other neighbouring Parish Councils.
<b>Volunteer capacity</b>	In the consultation responses 49 people indicated they were likely /extremely likely to volunteer. 15 people attended the volunteer information event on the 15 <sup>th</sup> October 2015, of which 10 put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	To acquire the entire building as a community asset transfer from NYCC and provide residents with library services, access to council services and space for community groups to meet and from which to operate. Sherburn Parish Council has recently recruited a Community Development Officer who will provide some administrative support to the service. There is a desire to employ someone in a centre manager role to support all those accessing the library.
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>There is good experience within the community and the Parish Council of running services, including the Eversley Park Centre. There is strong practical and financial / resource support from the Parish Council which will help to push the project forward. Stronger Communities has supported the Parish Council to carry out a skills audit resulting in the formation of a steering group with a wide range of necessary skills.</p> <p>The group are exploring potential collaboration with the Old Girls' School Group. The two projects could combine to provide a richer offer to residents and it might be possible to have a single Trustee / Management Board.</p>
<b>Assessment of current position and next steps</b>	<p>The group is well positioned to move forwards.</p> <p>Next steps: Stronger Communities continue to support them to develop group infrastructure; discussions with NYCC Property regarding potential for asset transfer; development of a business plan.</p>
<b>Current RAG rating</b>	<b>Green</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Starbeck
<b>Category</b>	Community Library
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Existing 'Friends of Starbeck Library' (FoSL) group established to increase opening hours and provide some additional activities.
<b>Expression of Interest submitted</b>	Submitted by FoSL – 16/10/2015
<b>Town/Parish Council support</b>	Starbeck is not parished
<b>Volunteer capacity</b>	In the consultation responses, 26 people indicated they were interested in volunteering. 16 people attended the Volunteer Information Day on the 15 <sup>th</sup> October 2015, of which 10 put their names forward as potential volunteers and 5 were interested in being on a management group.
<b>Summary of Outline Proposal</b>	<p>FoSL has worked successfully for over three years with a well-established committee, experienced volunteers and newer recruits. They have researched the legal and financial implications of running Starbeck Library and looked at volunteer recruitment.</p> <p>The group would like to develop further links with the local school; continue activity days for children and possibly starting a local history group.</p>
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Starbeck has a few small voluntary groups, including two proactive churches in the community and an active 'In Bloom' group. This relatively small community also supports a Local Gala, and raises funds for Christmas Lights.</p> <p>FoSL is cautious in its consideration of managing the library and has met with Libraries and Stronger Communities to explore the requirements for managing a Community Library. The group has started to identify the range of skills that will be needed within the management group. Stronger Communities is supporting them to identify potential sources of funding to help with the establishment of the Community Library.</p>
<b>Assessment of current position and next steps</b>	Next steps are to follow up with volunteers interested in participating in forming a management group and link them with FoSL; to continue to communicate with potential new volunteers; identify potential sources of grant funding and support the development of FoSL to build confidence and capacity to enable them to become the management group of the Community Library.
<b>Current RAG rating</b>	<b>Green</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Stokesley
<b>Category</b>	Community
<b>Milestones</b>	
<b>Potential group</b>	No
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Some support
<b>Volunteer capacity</b>	In the consultation responses 30 people said they were likely/extremely likely to volunteer. 25 people attended the volunteer information day on 24 <sup>th</sup> September and 11 people put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	Key partners in the locality include Broadacres as the owner of the Town Close building and major housing stock provider in the town, and Stokesley Community Care Association who have strong and extensive experience in recruiting and managing volunteers, as well as providing training (this organisation provided training to Great Ayton Discovery Centre in their transition phase).
<b>Assessment of current position and next steps</b>	Continue to liaise with local Member who is having discussions with a local organisation who may be interested in taking forward the Library, and also the Parish Council in relation to raising the Parish precept. Local Member and community meeting with Libraries and Stronger Communities to put forward proposals at end of November.
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Tadcaster
<b>Category</b>	Community Managed
<b>Milestones</b>	
<b>Potential group</b>	N/A
<b>Established group</b>	Friends of Tadcaster Library
<b>Expression of Interest submitted</b>	Submitted – 5 <sup>th</sup> November 2015
<b>Town/Parish Council support</b>	Informal support from Town Councillors one of whom has recently joined Management Group
<b>Volunteer capacity</b>	Friends group are already running library one afternoon per week. In the consultation responses 18 people indicated they were likely / extremely likely to volunteer and 14 people gave their details. 7 people attended the volunteer information event on the 12 <sup>th</sup> October 2015, of which 5 put their names forward as potential volunteers.
<b>Summary of Outline Proposal</b>	<p>The Friends of Tadcaster Library Group have been opening the library for additional 4 hours per week since 2012. They intend to maintain the library's current opening hours and to promote and develop existing and new services appropriate to a public library and local information resource. They will recruit people with different skills and experience to complement and enhance the effectiveness of their existing management group.</p> <p>They support the idea of relocating to Manor Farm and would welcome the opportunity to work with others on this project.</p>
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>Friends of Tadcaster Library have been providing 4hpw since 2012 and intend to take on the future running of the library.</p> <p>They have had discussions with Barby Library which has provided reassurance that they can manage both the process and financial aspects of taking on the library. The current management group have some concerns about their capacity to fully deliver the service and manage the building and will require on-going support, and encouragement from Stronger Communities and Library teams. There were initially some concerns around the costs of maintaining the current premises but the group now feels these are manageable.</p> <p>The group are aware of Tadcaster CIC and are interested in understanding any opportunities that may offer.</p>
<b>Assessment of current position and next steps</b>	Next Steps: Group to submit Expression of Interest; support group to resolve financial concerns with a view to then developing a Business Plan.
<b>Current RAG rating</b>	<b>Green</b>



Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Thirsk
<b>Category</b>	Community Managed Library
<b>Milestones</b>	
<b>Potential group</b>	No
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	Both Town and Parish Council have attended stakeholders meetings and show an interest and support in the future of the library.
<b>Volunteer capacity</b>	There are a number of strong VCSE organisations in Thirsk with a long and successful track record of community managed facilities and volunteer led / supported services, including Thirsk, Sowerby & District Community Care Association (CCA), Rural Arts, Ritz Cinema, Thirsk TIC and Thirsk Clock. Volunteer information day to be held on 11 <sup>th</sup> November.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	Libraries and Stronger Communities have had several meetings with groups of local stakeholders including the Community Care Association. A range of queries have been answered. There is strong political support for, and engagement with, the community library discussions. Stakeholders meetings have been well attended.
<b>Assessment of current position and next steps</b>	Thirsk CCA have verbally expressed an interest in leading on the development of the community based solution to delivering the library service in Thirsk, supported by Rural Arts. The CCA are however keen to undertake some feasibility work in the first instance (to understand whether a new Charity is required or this can be achieved under the umbrella of the CCA). Steering group to meet again in February 2015 and likely to become an advisory body. The Volunteer Information Day is to be held on 11 <sup>th</sup> November; a meeting for any potential management committee volunteers is scheduled to take place shortly after this to maintain momentum generated.
<b>Current RAG rating</b>	<b>Red</b>

## Progress Report 7 July – 30 Oct 2015

<b>Library</b>	Whitby
<b>Category</b>	Hybrid
<b>Milestones</b>	
<b>Potential group</b>	5 people have indicated an interest in being part of a management group
<b>Established group</b>	No
<b>Expression of Interest submitted</b>	No
<b>Town/Parish Council support</b>	No
<b>Volunteer capacity</b>	In consultation responses 54 people said they were likely/extremely likely to volunteer and 30 people gave us their contact details. 20 people attended the Volunteer information day on 22 <sup>nd</sup> Sept with 16 completing expression of interest forms and 5 expressing an interest in forming a management group.
<b>Summary of Outline Proposal</b>	
<b>Stronger Communities' Summary (150 words maximum)</b> (to include evidence of community capacity and engagement, work done to support group)	<p>There is evidence of good levels of support and volunteering capacity from the community.</p> <p>The early indications are that of those who expressed an interest in volunteering on a management group there is a breadth of the skills needed to take things forward.</p> <p>South Yorkshire Credit Union and Whitby Disability Action Group are also moving into the building and this will give the library service added resilience and provide a model for potential new ways of working and partnerships.</p>
<b>Assessment of current position and next steps</b>	<p>Discussions are on-going with Scarborough Borough Council about possible shared resources to support existing hours and there is potential for some shared staffing resource with the new tenants which merits further exploration.</p> <p>Next step: meeting arranged with potential management committee is scheduled for 5th Nov.</p> <p>Explore shared staffing opportunities with partners</p>
<b>Current RAG rating</b>	<b>Amber</b>

## Libraries Time-line - July 2015 to March 2017

<b>7 July 2015</b>	<p><b>Executive</b></p> <p>Executive decided on the future configuration of the library service, ie 7 core libraries; 5 Hybrid libraries and an additional 21 Community Managed Libraries; financial support towards premises costs and an element of staffing for community managed libraries.</p>
<b>July 2015 onwards</b>	<p>Work with partners/groups to support development of an initial expression of interest outlining their proposals for each library (community managed and hybrid)</p> <p>Assessment of the capacity/viability of prospective groups – Stronger Communities Team</p> <p>Revise/update Community Toolkit – Stronger Communities Team</p> <p>Update/simplify Service Level Agreement – Library Service</p> <p>New job descriptions submitted for Job Evaluation for salary bandings to be allocated</p>
<b>16 November 2015</b>	<p><b>Corporate and Partnerships Overview and Scrutiny</b></p> <p>Presentation of further Executive report</p>
<b>8 December 2015</b>	<p><b>Executive</b></p> <p>Update on progress to date.</p>
<b>Dec 2015 – May 2016</b>	<p>Work with partners/groups supporting production of their Business Plans for each library. – Stronger Communities Team</p> <p>Partners/groups submit Business Plans</p>
<b>Jan – April 2016</b>	<p>Formal Library staff re-structure consultation including staff briefings</p>
<b>April 2016 onwards</b>	<p>Evaluation and approval of business plans by Library service, Stronger Communities, legal, finance and contracting; recommendations to Exec/Exec member</p> <p>Agreement from Exec member</p>
<b>May 2016</b>	<p>Response to staff comments</p>
<b>June – Dec 2016</b>	<p>Staff recruitment to new structure</p>
<b>Aug 2016 – Jan 2017</b>	<p>Partners/groups recruit volunteers, establish governance, policies, fund raise etc.</p> <p>Service Agreements and leases agreed with partners/groups.</p> <p>Training of volunteers</p>
<b>Dec 2016 - Jan 2017</b>	<p>Notice given to those staff unsuccessful in obtaining posts</p>
<b>Dec 2016 – Mar 2017</b>	<p>Transition period for implementing new staff structure and transfer of delivery of service to community groups</p>

<b>Apr 2017</b>	Full implementation
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This timeline reflects feedback from current community library groups that they would have appreciated more time to organise themselves as a group, produce a business plan and recruit volunteers etc. Some groups may be able to move more quickly than the timescale outlined.

## **Community Library Volunteer**

### **General Description of Role**

The core focus of this role is to help members of the public visiting the library and assist in library routines, thereby maintaining an effective service in a pleasant environment.

### **Key Tasks:**

Undertaking general library routines and procedures including:

- Meeting and greeting library customers
- Joining people to the library
- Assisting library users with self-service
- Helping customers to find what they want
- Helping customers with computers
- Assisting with library events.
- Helping with library displays
- Re-shelving books and keeping the library safe and tidy
- Checking shelves for requested items/books moving to other libraries
- Helping to promote the library service in the community

### **Skills Required**

- Literate and numerate
- Comfortable with using IT
- Communication and interpersonal skills
- Organisational skills
- The ability to work as part of a team

### **Personal qualities:**

- A courteous, calm approach to the public and enjoy dealing with people, especially children.
- Punctual and reliable.
- Supportive of the library in its commitment to making resources and events accessible and welcoming.
- Enjoys reading and finding out information
- Commitment to the equality and diversity of the local community

### **Training and support**

The Library Team based at the Core Library offer on-going training and support for volunteers and there is also free access to on-line training available to help you develop your skills further. There is also support on hand from your fellow volunteers.

## **Community Library Volunteer Roles**

There are a number of specific roles that volunteers may be interested in addition to that of general library assistant role. There's something for everyone, whatever a person's interests and the time available. Volunteers can develop skills, meet new people and contribute to the local community

Some roles may require specific skills or knowledge (e.g. IT support) whilst others may not. However, all roles will require volunteers to have the following personal qualities:

- Have a courteous, calm approach to the public and enjoy dealing with people, especially children.
- Punctual and reliable.
- Supportive of the library in its commitment to making resources and events accessible and welcoming.

### **Specific Volunteer Roles:**

Typical roles required to support the activities of a community library include:

- Activities Volunteer:
- Children's Activities Volunteer.
- Home Library Service Volunteer
- IT support volunteer.
- Local Studies Volunteer.
- Reading Group Volunteer.

There may be others depending on the needs in your local community and other services/activities your community library wants to offer.

In addition, all libraries would welcome support with marketing, promotion, general maintenance, cleaning and fund-raising and there are a number of roles necessary to form and operate a management group.

### **Training and support**

The Library Team based at the Core Library offer on-going training and support for volunteers and there is also free access to on-line training available to help you develop your skills further. There is also support on hand from your fellow volunteers.

### **Trustee & Management Committees** **Roles and responsibilities**

#### **What is a Management Committee?**

A Management Committee is the group of people who are legally responsible for the overall management and decision making in the group.

They are sometimes referred to as: a committee member, trustee, board member, member of the management or executive committee, a director, a governor etc, but regardless of the titles they still have the same responsibilities.

Management Committee members are responsible for planning the direction and activities of the group and its performance. If a group has few or no staff, Management Committee members may be directly involved in its day-to-day running. In larger groups, staff will usually carry out the day to day work. The Management Committee are responsible for directing and monitoring activities and planning for the future.

#### **Legal & Financial Management**

The Management Committee/Board is accountable for everything the organisation does, from the day to day activities to how it spends its money. Committee members will use their specific skills, knowledge or experience to contribute to sound decision-making and promote the organisation and the service delivered. Committee members should also regularly attend 'Committee/Board Meetings' and work jointly with all other members and volunteers.

As a Management Committee member you are a volunteer. You are entitled to claim reasonable out-of-pocket expenses, if that is the policy of your group. You can be paid for services you provide to your group in certain circumstances and where approval is given in the governing document.

#### **Management Committee/Board roles and responsibilities**

##### **All Committee Members will be expected to:**

- Help to organise the group's activities
- Contribute to group's collective decision making at all times for the good of the group
- Contribute to and take joint responsibility for the activities and decisions of the group
- Promote the work of the group to others
- Encourage new members to join

##### **Role of Chairperson:**

Planning the annual cycle of board meetings, setting the agenda and chairing board meetings. The Chairperson may also have financial responsibilities as a cheque signatory for example.

##### **Secretary:**

- Plan meetings, agree agenda etc. with the Chairperson, sending out agendas and reports etc
- Write down the main points discussed at meetings (minutes) and circulate these
- Deal with letters, phone calls and questions about your group
- Keep and share information you find out which might be useful for the group

**Treasurer:**

- Keep a record of all money paid and received by the group, ensuring expenditure within budget.
- Look after the group's bank account, overseeing and approving accounts, budgets and financial statements
- Have the groups accounts independently checked or audited every year
- Making a formal presentation of the accounts at the AGM (Annual General Meeting)

**Other roles for consideration:**

- Volunteer rota co-ordinator
- Publicity and marketing
- Fund-raising
- Events and activities planning





**North Yorkshire**  
County Council

## **Library Service – Expression of Interest in running a Community Library**

North Yorkshire County Council Library Service is inviting expressions of interest from groups/organisations that would like to explore the possibility of taking on the day to day running of their local library. We are **not** asking groups to make a definite commitment at this stage.

<b>Name of Library</b>	
<b>Name of Group/organisation</b>	
<b>Contact details</b>	
<b>Are you a new or established group?</b>	
<b>Outline proposal</b>  Please explain in a short paragraph (250-500 words) your proposals for how you would deliver services from the library	
<b>What support do you have from the local community?</b>	

<b>Which other local groups/organisations are you working with?</b>	
<b>Have you the support of the Parish/Town Council?</b>	
<b>Group's proposed next steps (eg establishing a committee)</b>	
<b>Expression of interest completed by</b>	
<b>Acting on behalf of</b>	
<b>Date</b>	

Please email your expression of interest to [libraries@northyorks.gov.uk](mailto:libraries@northyorks.gov.uk)