

North Yorkshire County Council**Corporate and Partnerships Overview and Scrutiny Committee****18 April 2016****Update on the Reconfiguration of the Library Service****Report of Mary Weastell, Assistant Chief Executive, Library, Customer and Community Services****1. Purpose of report**

- 1.1. To brief Members on progress made in communities since the last report received by this committee on 16 November; highlighting areas of success as well as risk. The report also describes the next phase of work to be undertaken in order that communities meet the necessary criteria to enable the successful transfer of library service delivery.

2. Background

- 2.1. Members will be aware of the planned reconfiguration of libraries agreed by the Executive in July 2015, ie 7 core, 5 hybrid and a further 21 community managed libraries. This reconfiguration needs to come into effect by April 2017.
- 2.2. This Committee received an update report on progress on 16 November 2015 and further updates on the RAG rated summary sheet on January 18th.

3. Summary of work since November 2015

- 3.1. The Library and Stronger Communities teams have continued to work with members and groups in local communities, all of which have made progress. Appendix 1 shows the most up to date Phase One RAG rating for each library. Once libraries are rated as green in Phase One they will then progress to Phase Two to complete the next steps required as shown at Appendix 2.
- 3.2. As reported at Full Council on 24 February 2016 and Executive on 8 December 2015 a highly popular Community Libraries Conference took place on the 20th November in Harrogate. This was attended by 120 people and was aimed at local members and existing/potential partners/management groups. Feedback from the conference has been very positive, with people finding the workshops and opportunity for networking particularly beneficial. The sharing of experience by the existing community libraries was much appreciated. Delegates went away with a clearer idea of the task ahead but reassured that the support will be there for them. Further details have been placed on the library reconfiguration webpage www.northyorks.gov.uk/libraryreconfiguration.

One of the suggestions from the conference was that there should be more detailed seminars on some of the topics covered by the day. A programme for these seminars is currently being planned.

- 3.3. Full activity reports for individual libraries are at Appendix 3. In summary there have been 71 meetings involving officers from Libraries, Stronger Communities, Legal and Property with local communities and organisations across the County between November 2015 and March 2016. These have included meetings with newly formed management groups; meetings with town and parish councils as well as community organisations and with volunteers. There have also been a number of meetings between groups and Property and Legal Services to discuss implications around leases, employment legislation and health and safety.
- 3.4. The move towards the majority of libraries being community-managed necessitates a staff structure that can support this new delivery model. This means a change in emphasis to paid staff who will support, enable and advise communities in the development of services and provide quality control for consistency of delivery and adherence to service procedures and policies. All roles and responsibilities have been re-written to emphasise the supporting and enabling role of paid staff, as have those for support areas to allow for greater flexibility across tasks undertaken. Job Descriptions now formally include working alongside volunteers, pro-active partnership working with community management groups and other organisations, as well as assisted digital and provision of council information and services as a key requirement of paid staff supporting frontline services.
- 3.5. To implement the above; a 90 day formal staff consultation on the re-structure began on 18 January, which will end on 22 April 2016. Following this and the appointment of staff into new roles, it is intended that by late November 2016 staff will begin training for their new roles prior to full implementation in April 2017.
- 3.6. Other work undertaken includes the development of a simplified generic Service Level Agreement, produced in consultation with existing community library groups and staff. Work continues on the production of the revised operations handbook and the volunteer training programme which will be launched in the autumn.
- 3.7. As stated in paragraph 3.2, a series of seminars is being planned with Stronger Communities, covering a range of practical issues of concern to community groups. This includes property, procurement (utilities), health and safety, risk as well as volunteer recruitment and training. It is intended to run each seminar

three times at a range of locations from June 2016 onwards and these are aimed at community management group representatives.

3.8. The Stronger Communities team has focused on working with both the community and hybrid libraries to establish management groups who will have the skills and capacity required to deliver the service. For community libraries, a project timeline has been developed with a number of key milestones which need to be delivered by April 2017. (Appendix 2) In order to ensure that each group is on track, individual project plans are prepared for each group that provide the detailed activities that need to be completed. A range of key activities with new and emerging groups have been delivered since November including community visioning events to explore potential partners and future service options; option appraisals; trustee recruitment; management group skills audits; preparation of constitutions and support has been given to some groups who have started work on their business plans. The Business Plan pro forma and guidance can be found at Appendix 4.

3.9. All but one of the proposed 21 community libraries have established or identified their management committees and Expressions of Interest have been received from 18 of these, which means that 7 groups, including all 5 hybrids are now assessed as amber, with incipient management committees. Further engagement and options appraisals are being prioritised for Stokesley, which is the community currently assessed as red, in order to achieve a successful outcome in the form of an outline Expression of Interest.

3.10. As detailed in the timeline, the next significant milestone and priority for the Stronger Communities team is to support new groups to submit their constitution to the Charity Commission in order to secure charitable status and to support any existing groups to ensure their charitable objects are fit for purpose. This is scheduled to take place during April in order to ensure charitable status is in place prior to opening in 2017. Following that, work will intensify on the completion of business plans with an aim to have the majority submitted by June and decisions made by end of September. Once groups have had their business plans approved, work will focus on property & legal issues; volunteer recruitment; training; funding and fundraising and library operational matters in order for service level agreements to be signed off by January 2017.

4. Summary of Current Position

4.1 Priority has been given to the locations designated as moving to fully community managed delivery of library services as these were to require the greatest support. Work is currently ongoing with the Hybrid libraries to establish community groups to take on the recruitment and management of volunteers required to maintain the current opening hours. Work will

commence in earnest with the Core libraries in the autumn. The balance in allocating priorities is to allow recruitment and training to be delivered in a timely manner; ie not too early in the risk that skills will be lost, but not so late as to place the current “paid” service under undue pressure.

- 4.2 A county-wide marketing campaign is being developed for the autumn working with the Communications unit for community groups, to utilise both traditional and digital resources. The campaign will highlight the benefits of volunteering to individuals as well as their communities. The term ‘selfish-volunteering’ is one suggested; and emphasises that volunteering is about learning new skills and interests, improving career opportunities, giving something back to your community and gaining satisfaction and achievement from being valued as well as making new friends in your community.

Core Libraries

- 4.3 The new staffing structure will be implemented on 1 April 2017, which will be when volunteers need to be in place to assist with the day to day provision of the service. The service is keeping in regular contact with all the people who have expressed an interest in volunteering. We will begin a recruitment drive in earnest in late autumn once the new staff structure has been agreed and finalised. This balances the need for volunteers with providing training too far in advance of the requirement for volunteers to undertake their roles. However, staff are exploring different roles with people who’ve come forward, in preparation for their greater involvement in the service. Over 50 new volunteers have started in enhanced roles such as IT Buddy since November 2015.

Hybrid libraries

- 4.4 Whilst priority has been given to the community libraries as these are a full transfer of service delivery, work has also progressed with the hybrid libraries. Meetings have taken place with potential management group members in Filey, Knaresborough, Pickering, Ripon and Whitby and follow up meetings are already planned. These groups will work towards becoming formalised over the coming weeks and once established, will be requested to complete a Community Proposal form clarifying their capacity to work with us in delivering the service.

Community libraries

- 4.5 One community library (Pateley Bridge) has been run by Nidderdale Plus since September 2015. A further community at Boroughbridge are also aiming to achieve community run status by the end of 2016.
- 4.6 Members will recall that on 7 July 2015 Executive agreed to give consideration to proposals to run more than one library by a trust or similar organisation, as a departure from the agreed model. One such Expression of Interest has been

received from the Richmond/Catterick/Colburn area, and it is planned to bring further detail on this proposal for consideration to Executive on 24 May 2016.

4.7 A panel comprising representatives from Legal, Contracting, Finance, Property, Library Service and Stronger Communities has been established to assess the business plans and robustness of the groups. Provisional dates have been arranged for these assessments included in the project timeline in Appendix 2.

5 Conclusions

5.1 This report summarises progress to date and provides an outline of future work, including implementing the new structure, volunteer recruitment and the proposal to operate a joint model for Richmond/Catterick/Colburn.

5.2 This report will be put forward to Executive for consideration at their meeting on 24 May 2016.

6 Recommendations

6.1 Members are asked to note the progress made to date on the reconfiguration of the library service.

Report Author Julie Blaisdale, Assistant Director, Library, Customer and Community Services.

Appendices

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| Appendix 1 | RAG rating summary sheet (Phase 1) to 7 April |
| Appendix 2 | Stronger Communities' timeline and milestones for each group |
| Appendix 3 | Individual library sheets detailing progress (Community and hybrid) |
| Appendix 4 | Business Plan pro forma and guidelines |

Background documents – Reconfiguration of the Library Service - Reports to the Executive of 7 July 2015 and 8 December 2015

| | 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 | | |
| Community Managed Libraries | | | | | | |
| Bedale | 1 | 2 | 2 | 2 | 7 | |
| Bentham | 3 | 0 | 2 | 0 | 5 | |
| Boroughbridge | 3 | 2 | 0 | 2 | 7 | |
| Catterick | 1 | 2 | 2 | 2 | 7 | |
| Colburn | 1 | 2 | 2 | 2 | 7 | |
| Crosshills | 3 | 2 | 2 | 2 | 9 | |
| Eastfield | 3 | 2 | 2 | 2 | 9 | |
| Easingwold | 3 | 2 | 2 | 2 | 9 | |
| Helmsley | 1 | 2 | 2 | 2 | 7 | |
| Ingleton | 3 | 2 | 2 | 0 | 7 | |
| Kirkbymoorside | 3 | 2 | 2 | 2 | 9 | |
| Leyburn | 3 | 2 | 2 | 2 | 9 | |
| Norton | 3 | 2 | 2 | 2 | 9 | |
| Pateley Bridge | | | | | | |
| Scalby | 3 | 2 | 2 | 2 | 9 | |
| Settle | 1 | 2 | 2 | 2 | 7 | |
| 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 | 1 | 2 | 2 | 0 | 5 | |
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| Hybrid Libraries | | | | | | |
| Filey | 1 | N/A | 0 | 2 | 3 | |
| Knaresborough | 1 | N/A | 0 | 2 | 3 | |
| Pickering | 1 | N/A | 0 | 2 | 3 | |
| Ripon | 1 | N/A | 2 | 2 | 5 | |
| 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

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| Library | Bedale |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Bedale Hall Management Committee (Umbrella organisation) Bedale Library Steering Group |
| Expression of Interest submitted | Submitted 10/03/2016 |
| Town/Parish Council support | There is broad support from the Town Council subject to volunteer capacity. |
| Volunteer capacity | At the Volunteer Information Day on 15 th October, 16 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | Supported by Bedale Hall Management Committee, a Steering Committee has been established to explore the various options available in terms of securing a community led library service in Bedale. The Group has gained support from Bedale Town Council and Bedale & Villages Community Forum. |
| Stronger Communities' Summary (150 words maximum) (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. Bedale and Villages Community Forum have also been kept informed of discussions and progress and identified the sustainability of the Library as a key priority.</p> <p>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> |
| Assessment of current position and next steps | <p>Bedale Hall Management Committee has stated it will act as the "umbrella body" for the library facility.</p> <p>A number of meetings of the Bedale Library Steering Group (with a membership of 9 at present) have taken place in early 2016 and will move forward with the support of Bedale Hall Management Committee. The Group have now completed their Expression of Interest and Skills Audit, and will meet in mid-April to start assessing cost modelling options for service delivery, income generation, and marketing and engagement as preparation for Business Plan development.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Bentham |
| Category | Community |
| Milestones | |
| Potential group | n/a |
| Established group | Friends of Bentham Library (FoBL), established in 2012 to extend opening hours and have approximately 18 volunteers |
| Expression of Interest submitted | No |
| Town/Parish Council support | Yes Minutes of town council meeting of 14 th December 2015 state in principle support and will look at financial support once a firm proposal has been received by the town council from NYCC. |
| Volunteer capacity | Bentham is a small town that has a few active voluntary and community sector groups. A culture of volunteering exists. 4 people had expressed interest in volunteering at the library on the consultation questionnaire, but no one attended the library volunteer event. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | FoBL expressed interest in working in partnership with another community group. Pioneer Projects has agreed in principle to house the library in their premises and act as management committee, working with FoBL to recruit and support volunteers. |
| Assessment of current position and next steps | Awaiting final decision from Pioneer Projects Board A joint meeting with the partners will be arranged to discuss timescales, roles and communications. |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

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| Library | Boroughbridge |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Boroughbridge Area Community Library Association (BACLA) manage the existing Library meeting rooms and extend Library open hours each week. |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | BACLA have the verbal support of Boroughbridge Town Council. |
| Volunteer capacity | In the consultation responses 11 people indicated they were interested in volunteering. 38 people attended the volunteer information event on the 9 th 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. |
| Summary of Outline Proposal | 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. |
| Stronger Communities' Summary (150 words maximum) (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. BACLA has consulted with the Town Council.</p> <p>BACLA continue to seek support and new volunteers and have made links with other key community organisations.</p> |
| Assessment of current position and next steps | BACLA is working on a business plan, are progressing property issues with NYCC and landlords and charitable status with the aim to take on the library from autumn 2016 subject to readiness. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Catterick Garrison |
| Category | Community |
| Milestones | |
| Potential group | A well-qualified individual has come forward, around whom there is the potential to build a Management Group and explore joint proposals for Richmond- Catterick Garrison-Colburn. |
| Established group | No |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Town/Parish councillors attended the Visioning event |
| Volunteer capacity | 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 th October 2015 was attended by 5 people and 4 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | <p>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-Catterick Garrison-Colburn.</p> <p>There is also on-going dialogue with Catterick HIVE about re-location/ sharing of responsibilities.</p> |
| Assessment of current position and next steps | <ul style="list-style-type: none"> • Visioning event held 3th February, successful agreeing single group approach for Catterick, Colburn and Richmond and sufficient interest shown in being part of the management group. • EOI interest received on 29th February submitted by management group of five people to develop an enhanced model working across Catterick Garrison, Colburn and Richmond libbraies. Business planning and governance work now underway. Expected to agree constitution on 13th April. • Informal presentation to Hipswell Parish Council on 14th March – supportive of joint approach. • Meeting with Garrison Commander on 13th April. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Colburn |
| Category | Community |
| Milestones | |
| Potential group | A well-qualified individual has come forward, around whom there is the potential to build a Management Group and explore joint proposals for Richmond- Catterick Garrison-Colburn. |
| Established group | No |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Attended meeting December, support for joint approach with Catterick and Richmond |
| Volunteer capacity | 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 th October 2015 was attended by 6 people and 5 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (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> |
| Assessment of current position and next steps | <ul style="list-style-type: none"> • Colburn Town Council support confirmed for joint approach on 14th December 2015. • Visioning event held 3rd February, successful agreeing single group approach for Catterick, Colburn and Richmond and sufficient interest shown in being part of the management group. • EOI interest received on 29th February submitted by management group of five people to develop an enhanced model working across Catterick Garrison, Colburn and Richmond libraries. Business planning and governance work now underway. Expected to agree constitution on 13th April. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Crosshills |
| Category | Community |
| Milestones | |
| Potential group | Yes, with draft constitution, shadow committee and in the process of submitting a CIO constitution to the Charity Commission |
| Established group | |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Yes. Glusburn and Crosshills PC have agreed to contribute funding towards the library running costs the group are responsible for. |
| Volunteer capacity | In the consultation responses 15 people indicated they were interested in volunteering and at the Library Volunteer information event on 2 nd October. 14 people put their names forward as potential volunteers of which 9 people were interested in being on a management committee. |
| Summary of Outline Proposal | The group plan to build relationships with the other South Craven Parish Councils and with local services and community groups, establishing links to existing community libraries to share good practice; conduct a community consultation; undertake a review of current services offered and establish demand for, and viability of, new and continuing services and to recruit volunteers. |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | <p>The group have a good range of skills, a vision, active support from Glusburn and Crosshills PC and are to promote the library at local events and recruit new volunteers.</p> <p>The group wish to rename the library 'South Craven Community Library Services'.</p> |
| Assessment of current position and next steps | To recruit further trustees to address skills gaps. Community consultation on the library services and completion of the Business Plan with the support of Stronger Communities and Library Service. The Chair is attending Parish Council meetings across south Craven to inform them of progress and gain their support. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Easingwold |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Easingwold Library Steering Committee |
| Expression of Interest submitted | Submitted 22/10/2015 |
| Town/Parish Council support | Town Council supportive |
| Volunteer capacity | 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 th October. |
| Summary of Outline Proposal | <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 & District Community Care Association (EDCCA), 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> |
| Stronger Communities' Summary (150 words maximum) (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 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 committee meetings. Stronger Communities have facilitated a skills audit for emerging committee and support with governance and business planning is on-going.</p> |
| Assessment of current position and next steps | <p>The Steering Committee will commence the process of applying for Charitable Incorporated Organisation (CIO) status and allocate Officer roles at their meeting on 26 April 2016. The Group also plan to commence business planning activity shortly with an anticipated submission date of August 2016.</p> <p>Discussions on-going with NYCC Property Services in relation to the lease and subsequent potential asset transfer of the building; meeting scheduled in May 2016. EDCCA remain keen to support the transition of the Library to a fully community led model.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Eastfield |
| Category | Community |
| Milestones | |
| Potential group | |
| Established group | Yes- Town Council, in partnership with a wider community steering group |
| Expression of Interest submitted | Submitted 2 February 2016 |
| Town/Parish Council support | Very strong support from the Town Council – currently funding staffing hours lost in previous re-structure. |
| Volunteer capacity | 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. |
| Summary of Outline Proposal | Town Council will take on the running of the library, working with volunteers and other partners. The basic running costs will be covered by the Town Council |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | <p>Libraries and Stronger Communities in on-going dialogue with Town Council and other interested agencies working in the area.</p> <p>Discussion have taken place with Scarborough Borough Council and other partners around potential support and development of the library as a local resource centre, 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> |
| Assessment of current position and next steps | <p>Eastfield Town Council has submitted an expression of interest in running the library and supporting it financially. A working group from the community is working with the Town Council looking at volunteer recruitment and at encouraging wider support.</p> <p>Eastfield is already operating as a hub with other organisations delivering services from the building (incl. Yorkshire Coast Homes, Scarborough Borough Council & Job-Match).</p> <p>The Town Council has indicated that a paid centre manager is favoured and is exploring funding options. Next step is to bring interested all parties together to discuss range of options and consider the governance model.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Filey |
| Category | Hybrid |
| Milestones | |
| Potential group | . |
| Established group | Yes |
| Expression of Interest submitted | No |
| Town/Parish Council support | Position unclear |
| Volunteer capacity | 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 th September. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (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 member of the potential Volunteer Support management group is Secretary for the FOFLs and is keen to ensure that the two groups work together to support the library.</p> |
| Assessment of current position and next steps | A good range of potential volunteers and committee members. The group has now formalised. Scarborough Borough Council will relocate their customer first service to the library in May 2016 |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

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| Library | Helmsley |
| Category | Community |
| Milestones | |
| Potential group | On-going discussion with library working group on the future of the library. Existing volunteers interested in managing the library subject to conditions. |
| Established group | |
| Expression of Interest submitted | Submitted by Volunteers – 26 th October 2015 |
| Town/Parish Council support | Town Council has indicated that they will support efforts to retain a library and are active on the library working group. |
| Volunteer capacity | 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 nd October and 2 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | To become a community hub, providing a library service and developing community services in the current location |
| Stronger Communities' Summary (150 words maximum) (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 as some community groups have expressed difficulties recently in attracting sufficient volunteers.</p> <p>Following discussions in late 2015 with the volunteer group, NYCC asked the Trustees of Helmsley Town Hall (current location) for improved lease terms. These negotiations were positive, and Property Services has now asked the Trustees if they would be willing to allow the lease to be assigned to the community group.</p> |
| Assessment of current position and next steps | <p>On-going discussions regarding terms of lease with Town Hall Management Committee (THMC). As of Feb 17th 2016, the THMC have confirmed agreement to a reduced rent and have indicated agreement in principle to assignment of the lease. Property services will follow up with the THMC.</p> <p>Steering group have been encouraged to make a start on the Business Plan and CIO registration. Meeting took place and discussed governance and business plan, 8 volunteers present and willing to become steering group. Next meeting early April 2016.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Ingleton |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Ingleton Parish Council. |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Ingleton Rural Community Association is affiliated to the Parish Council |
| Volunteer capacity | 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 th October. |
| Summary of Outline Proposal | Ingleton Parish Council is strongly committed to retaining a library service for Ingleton. It runs the Community Centre jointly with the Ingleton Rural Community Association |
| Stronger Communities' Summary (150 words maximum) (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 and the Centre Manager currently extends library opening hours.</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> |
| Assessment of current position and next steps | <p>The Parish Council has created a Library sub group. The group has planned a community consultation.</p> <p>Future volunteer recruitment to be planned with the possibility of more volunteers becoming involved within the library prior to April 2017.</p> <p>The sub group are in the process of writing the Business Plan.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

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| Library | Kirkbymoorside |
| Category | Community |
| Milestones | |
| Potential group | Talking to Town Council and individuals who have expressed an interest in forming a management group. |
| Established group | There is a Friends group who currently extend opening hours. |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Support retention of a library but support is conditional on agreement being reached on premises management. |
| Volunteer capacity | 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 5th October and 5 are interested in being part of a management group. There are existing volunteers extending the library opening hours. |
| Summary of Outline Proposal | Feb 10 th 2016 - Expression of Interest has been submitted by the steering group. The EOI indicates a desire to form a steering group and consider taking on the management of the library and associated meeting rooms in Church House. |
| Stronger Communities' Summary (150 words maximum) (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. Since Dec 2015, positive progress has been made with an initial steering group led by the leader of Kirkbymoorside Town Council, who is also a library volunteer. The group held an awareness session in the town market on Jan 13 th 2016 and a public meeting on Jan 21 st 2016, the latter attended by in excess of 20, gave a vote to progress with a community library. |
| Assessment of current position and next steps | The steering group has strengthened and increased in numbers following the public meeting in January and has now arranged meetings with CAVCA to discuss governance, and with the Stronger Communities Delivery Manager to make a start on the business plan. A meeting has been arranged with the Library representative to discuss finances. The Diocese has indicated that they may consider a sublease to a community group. Community Survey for group created for distribution end of March 2016. Next business planning and charities registration meeting on April 12 th 2016. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|---|
| Library | Knaresborough |
| Category | Hybrid |
| Milestones | |
| Potential group | 4 individuals have expressed an interest in forming a management group to support the Library. |
| Established group | No |
| Expression of Interest submitted | N/A |
| Town/Parish Council support | |
| Volunteer capacity | In the consultation responses 68 people indicated they were interested in volunteering. 28 people attended the Volunteer Information Day on the 13 th October 2015, of which 25 put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | <p>Knaresborough 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 & community organisations are able to receive organisational support from Harrogate & Ripon Council for Voluntary Service.</p> <p>Initial meetings have taken place with individuals who have expressed an interest in forming a support group to work in partnership with the Library service.</p> |
| Assessment of current position and next steps | <p>Potential group considering how to form a shadow committee and are having discussions with NYCC on responsibilities of the group.</p> <p>On-going discussions with Harrogate Borough (HBC) Tourist Information regarding potential co-location</p> |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Leyburn Library |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Leyburn Town Council currently manages volunteers who extend library opening hours. |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Since 2012 the Town Council has managed a group of volunteers who extend library opening hours alongside Richmondshire District Council. |
| Volunteer capacity | 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 are 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. |
| Summary of Outline Proposal | Town Council to manage service delivery. |
| Stronger Communities' Summary (150 words maximum) (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>Strong support for developing a Town Plan at meeting host by Town Council on 11th February. The Council is now preparing an application to Stronger Communities to support the process – this will include consideration of vision for library within the context of wider community priorities.</p> |
| Assessment of current position and next steps | <ul style="list-style-type: none"> • EOI submitted by Town Council on 29th January. • Work now underway with Town Clerk to develop a draft business plan and carry out consultation with existing volunteers and wider community. • Continue involvement with Town Plan. • Continue discussions with RDC in relation to Contact Point service. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|---|
| Library | Norton |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Yes – newly formed library steering group |
| Expression of Interest submitted | Submitted – prior to the July Executive report |
| Town/Parish Council support | Yes |
| Volunteer capacity | 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 rd November with 1 additional person interested in the management group. |
| Summary of Outline Proposal | 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. |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | Stronger Communities and Libraries have 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. Extensive community consultation has been undertaken. The group have received COMA funding, SC funding and Locality Budget, totalling £10,500 for professional fees associated with the project. |
| Assessment of current position and next steps | The group issued (end of Feb 2016) a survey to each household in Norton, Rillington and surrounding villages. In addition a separate survey went to local businesses and organisations. The results will help finalise the business plan currently underway. A draft constitution for a CIO has been prepared, as well as a funding strategy. Lead member of the group has started lease discussions with NYCC Property Manager. An architect has been engaged to prepare plans for an ambitious internal reconfiguration. 252 survey responses all very supportive of the community plans. 77 respondents said that they would be willing to volunteer or hear more about volunteering. Volunteer Coffee Morning planned for April 21 st 2016. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Pickering |
| Category | Hybrid |
| Milestones | |
| Potential group | 7 people are interested in being part of a management group. |
| Established group | No |
| Expression of Interest submitted | No |
| Town/Parish Council support | |
| Volunteer capacity | 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 1st Oct and 18 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (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> |
| Assessment of current position and next steps | <p>Meeting held with volunteers on 28th Jan to update them on progress and clarify community involvement in a Hybrid library. 10 people expressed an interest in existing volunteer roles 3 people signed up for a 'management group. Opportunities offered for management group to spend time in the library familiarising themselves with the service.</p> <p>Next meeting planned for April 2016, when an existing volunteer co-ordinator will give more information to the group on what is required.</p> |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Ripon |
| Category | Hybrid |
| Milestones | |
| Potential group | A core group of individuals have expressed an interest in being part of the management group to support the Library. |
| Established group | No |
| Expression of Interest submitted | N/A |
| Town/Parish Council support | There have been early indications of support from the City Council. |
| Volunteer capacity | In the consultation responses, 51 people indicated they were interested in volunteering. 20 people attended the Volunteer Information Day on the 4 th October, all put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (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 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>The City Council has been updated on the consultation, outcome and on-going progress and is supportive of the new Community Interest Company (CIC) being involved as a potential partner.</p> |
| Assessment of current position and next steps | Ripon City Development Manager attending meetings. Potential group exploring the responsibilities through discussions with NYCC and considering how to form a shadow committee. |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Scalby and Newby |
| Category | Community |
| Milestones | |
| Potential group | |
| Established group | Yes - Volunteer Management Group – Scalby with Newby Library and Information Centre |
| Expression of Interest submitted | Yes – received 11.03.2016 |
| Town/Parish Council support | Yes and Parish Council have relocated to the library. |
| Volunteer capacity | 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 th Oct with 15 putting their names forward as potential volunteers and 8 expressing an interest in being part of a management group. |
| Summary of Outline Proposal | To establish or secure the provision of a Community Library and Information Centre and to maintain or manage or cooperate with any authority in the maintenance and management of such a centre for activities promoted by the charity in furtherance of its objects. |
| Stronger Communities' Summary (150 words maximum) (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. They have already formed a provisional group with a Chair, Secretary etc appointed and have visited DVB. Early work has been done to visualise the role of the library moving forward and to look at potential charitable status.</p> <p>Whilst the existing Scalby and Newby Library Volunteers management group will support any new management group to facilitate an efficient transition. Once the new management position has been confirmed and EOI submitted the new group is looking to start to engage with existing volunteers.</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> |
| Assessment of current position and next steps | <p>The relocation of the Parish Council to the Library represents valuable political and revenue support moving forward.</p> <p>The management group have the support of the Parish Council who will take on the running of the building enabling the group to focus on the delivery of services.</p> <p>Next steps: Currently preparing application for charitable status and working on a Business Plan.</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Settle |
| Category | Community |
| Milestones | |
| Potential group | Yes |
| Established group | No |
| Expression of Interest submitted | Yes |
| Town/Parish Council support | Yes. Town Council Chair now on library steering group. |
| Volunteer capacity | In the consultation responses 17 people indicated they were interested in volunteering. 16 people attended the information event on 6th October and all put their names forward as potential volunteers of which 5 may be interested in being on a management committee. |
| Summary of Outline Proposal | The steering group aim to recruit sufficient volunteers to continue with the existing services, develop the use of the computers, create space for local artists, learning and teaching groups for example and most importantly want to involve a younger generation in the management of this highly valued resource. |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | Settle has a strong culture of volunteering. Use of Settle Library has increased since it relocated to the new Extra Care facility. The potential steering group engaged enthusiastically with a visioning exercise, have organised some promotion and wish to conduct a community consultation. |
| Assessment of current position and next steps | Monthly meetings are moving forward the business plan, constitution and creation of shadow Board. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|---|
| Library | Sherburn-in-Elmet |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Sherburn & Villages Community Library Steering Group |
| Expression of Interest submitted | Submitted – 27 th October 2015 |
| Town/Parish Council support | Sherburn Parish Council leading the project, with support from other neighbouring Parish Councils. |
| Volunteer capacity | In the consultation responses 49 people indicated they were likely /extremely likely to volunteer. 15 people attended the volunteer information event on the 15 th October 2015, of which 10 put their names forward as potential volunteers. |
| Summary of Outline Proposal | To acquire the entire building as a community asset transfer from NYCC to provide residents with library services, access to council services and space for community groups to meet and run from. However, the group is now moving towards a preference to manage the library plus a range of meeting and office space and not the whole building. |
| Stronger Communities' Summary (150 words maximum) (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, financial and resource support from the Parish Council. 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 considering collaborating 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. A meeting facilitated by Selby AVS was held with the Library Group, Old School Group and Eversley Park Centre on 9 March 2016. The Library and Old School Group will meet again with Selby AVS and Stronger Communities to pursue the potential to form a single organisation.</p> |
| Assessment of current position and next steps | The group is well positioned to progress and the preparation of the business plan is underway. Stronger Communities continues to support them to develop group infrastructure and meet with NYCC Property regarding property issues. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Starbeck |
| Category | Community |
| Milestones | |
| Potential group | N/A |
| Established group | Existing 'Friends of Starbeck Library' (FoSL) group established to increase opening hours and provide some additional activities. |
| Expression of Interest submitted | Submitted by FoSL – 16/10/2015 |
| Town/Parish Council support | Starbeck is not parished |
| Volunteer capacity | In the consultation responses, 26 people indicated they were interested in volunteering. 16 people attended the Volunteer Information Day on the 15 th October 2015, of which 10 put their names forward as potential volunteers and 5 were interested in being on a management group. |
| Summary of Outline Proposal | <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> |
| Stronger Communities' Summary (150 words maximum) (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>The group has recruited new members to the management committee. Stronger Communities is supporting them to identify potential sources of funding to help with the establishment of the Community Library.</p> |
| Assessment of current position and next steps | <p>FOSL and NYCC Property are currently negotiating on the building requirements.</p> <p>FOSL need to start work on their business plan and charitable status with the support of NYCC</p> |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|---|
| Library | Stokesley |
| Category | Community |
| Milestones | |
| Potential group | No |
| Established group | No |
| Expression of Interest submitted | No |
| Town/Parish Council support | Some support |
| Volunteer capacity | In the consultation responses 30 people said they were likely/extremely likely to volunteer. 25 people attended the volunteer information day on 24 th September and 11 people put their names forward as potential volunteers. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (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). |
| Assessment of current position and next steps | <p>Discussions with representatives of Stokesley Parish Council plus Libraries and Stronger Communities representatives at which the TC outlined their initial ideas in relation to taking the Library service forward.</p> <p>A small Working Group has been established and three meetings have now taken place; the Parish Council have outlined their support for the Library and would be willing to consult the community on funding 15 hours per week to complement the 12-15 hours paid support staff provided by NYCC. Work is now on-going to deliver an intensive recruitment campaign, targeting potential management committee members; this is in anticipation of the next Working Group taking place on 20 April 2016.</p> |
| Current RAG rating | Red |

Progress Report – 7 April 2016

| | |
|--|---|
| Library | Tadcaster |
| Category | Community Managed |
| Milestones | |
| Potential group | N/A |
| Established group | Friends of Tadcaster Library |
| Expression of Interest submitted | Submitted – 5 th November 2015 |
| Town/Parish Council support | Informal support from Town Council |
| Volunteer capacity | Friends Group already run the 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 th October 2015, of which 5 put their names forward as potential volunteers. |
| Summary of Outline Proposal | <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>The group would be willing to look at alternative locations if these arise and offer improvement.</p> |
| Stronger Communities' Summary (150 words maximum) (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>FoTL have had discussions with Barlby Library which has provided reassurance that they can manage both the process and financial aspects of taking on the library. The current management group of 7 has grown in confidence and is now moving to identify the appropriate organisational structure to adopt for the future. The recent AGM was well-attended and a number of people are interested in front-line volunteering.</p> <p>The group are aware of Tadcaster CIC and are interested in understanding any opportunities that collaboration with them may offer.</p> |
| Assessment of current position and next steps | The Group have started the preparation of their business plan. Next Steps - support group with establishment of governance structure and completion of Business Plan. |
| Current RAG rating | Green |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Thirsk |
| Category | Community Managed Library |
| Milestones | |
| Potential group | Thirsk, Sowerby & District Community Care Association (Umbrella Body) Thirsk Library Steering Group |
| Established group | No |
| Expression of Interest submitted | Submitted 11/03/2016 |
| Town/Parish Council support | Both Town and Parish Council have attended stakeholders meetings and show an interest and support in the future of the library. |
| Volunteer capacity | 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. 50 people attended Volunteer information day held on 11 th November. |
| Summary of Outline Proposal | With the support of TSCCA, Thirsk Library Steering Group will seek to maintain the following services - book loans including e-books and digital audiobooks, providing resources for the mobile library/home library service, IT access and photocopying. The Group would also like to explore the provision of complementary information, advice and guidance services in partnership with other organisations – a service will be facilitated by the steering group to sign post individuals to appropriate services. |
| Stronger Communities' Summary (150 words maximum) (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. An inception meeting of Thirsk Library Steering Group took place in January 2016 with 10 people attending. |
| Assessment of current position and next steps | A number of Steering Group meetings have taken place in early 2016, and have been extremely well attended with 11 people wishing to actively participate in the project moving forward. The Group have decided to proceed under the umbrella for Thirsk Community Care Association to mitigate risk and to incubate the project under this structure for one year, at which time a decision will be taken whether to form their own charitable body. Stronger Communities will facilitate a skills audit and develop Terms of Reference for the Group in April 2016, with business planning activity anticipated to commence thereafter. |
| Current RAG rating | Amber |

Progress Report – 7 April 2016

| | |
|--|--|
| Library | Whitby |
| Category | Hybrid |
| Milestones | |
| Potential group | 5 people have indicated an interest in being part of a management group |
| Established group | No |
| Expression of Interest submitted | No |
| Town/Parish Council support | No |
| Volunteer capacity | 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 nd Sept with 16 completing expression of interest forms and 5 expressing an interest in forming a management group. |
| Summary of Outline Proposal | |
| Stronger Communities' Summary (150 words maximum) (to include evidence of community capacity and engagement, work done to support group) | <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>There is evidence of good levels of support and volunteering capacity from the community. The potential Volunteer Support group are looking at recruiting additional members in order to support the work needed to recruit and manage the supply of volunteers.</p> <p>South Yorkshire Credit Union has moved 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> |
| Assessment of current position and next steps | <p>There is potential for some shared staffing resource with the new tenants which merits further exploration.</p> <p>Next step: A further meeting to be held with potential management committee to establish a Chair, Secretary and Treasurer post and discuss a potential constitution.</p> |
| Current RAG rating | Amber |



Community Library Outline Business Plan Requirements and Guidance Notes

The purpose of a business plan is to set goals, explain the reasons why you feel you can attain these goals and set out the plan for reaching them. It should contain background information about your organisation or group. Your plan also needs to demonstrate your group/organisation's understanding of what you are taking on and how you will ensure sustainability into the future. The business plan is an essential tool to inform the development of the community library and North Yorkshire County Council will offer support and use the Business Plan to assess the robustness of each proposal.

The following framework gives suggestions for what should be included in a community library business plan and should be read in conjunction with the Outline Business Plan Template.

1. Information about your Group/Organisation (section 4)

Are you a new group/organisation or do you already provide services? If you already provide services please give an indication of these highlighting those most successful.

Community bodies will need to adopt an appropriate legal structure to run a community-managed library. There are a number of options e.g. Charitable Incorporated Organisation, Limited Company, Community Interest Company (CIC), Industrial and Provident Society (IPS). Please indicate which legal structure your community body intends to adopt (or has already in place) and provide the appropriate written evidence such as a copy of your constitution where this exists or minutes of meetings indicating your intention. **Advice is available through the Stronger Communities team.**

2. Executive Summary (section 5)

This is your opportunity to summarise your business plan. It should provide anyone reading it with a quick and clear idea of what you are planning to do. It should not be more than 1 page and should outline the 5 main points that you want to make. The summary should be written after the rest of the plan is complete.

It could include some of the following issues:

- Brief background of the organisation
- What the company structure will be

- The demand or need for the proposed range of services being offered in the community library
- The key strengths of the organisation
- The expected financial performance
- The assumptions upon which the plan is based
- Any anticipated risks and how they will be dealt with

3. Vision (section 6)

Please give an overview of what you are proposing, and what the aspirations of your group are. You should also describe the benefits for your community.

This could include:

- Where the library service will be delivered from e.g. if you are proposing that specific library services are provided in another way e.g. in different premises, sharing premises with another organisation, please explain.
- What range of services will be provided e.g. Adult Learning Services, Café, Health & well-being services etc.
- What are your short term objectives for the service (first 12 months of operation)
- How the service(s) will develop in future and over what timescale
- Describe any longer term plans for the service/building and how these will benefit communities.

4. Evidence of Community Involvement (section 7)

This section should describe the support you have from your local community and /or other relevant local organisations e.g. Town or Parish Councils. Please provide an overview of how the community has been involved to date in the development of the service proposals set out in this business plan and any further engagement that you are proposing /planning to undertake to develop the services further. **Advice is available on the types of community engagement activities you could use from the Stronger Communities team.**

This could include examples of

- Consultation surveys or public meetings held to enable people to put forward ideas for additional services etc.
- Community engagement events, stakeholder meetings or mapping
- Evidence that there is a need / demand for any additional services you are intending to provide
- How you will ensure all sections of your community are engaged and no one is excluded

5. Opening hours (section 8)

Please indicate the proposed number of hours per week you will be open.

Please note we are looking for the minimum level of provision in hours to be not substantially less than current opening hours, though of course, you may wish to increase them should you have the volunteer capacity and business levels.

Please set out the rationale behind your proposed pattern of opening.

6. How will the service be managed and delivered? (section 9)

Please briefly set out how the proposed service will be managed.

What management roles have you identified and how does the make-up of your management committee/group reflect those roles? (Please attach a brief resume of the skills and experience of each of your committee members). What capacity, skills and commitment is available within the group/organisation and how will this be strengthened as necessary by future recruitment? **The Stronger Communities team can help you carry out a “skills audit” to help you identify strengths and any gaps.**

Please also set out how you intend to operate the proposed service on a day to day basis including how you have recruited sufficient volunteers with an appropriate range of skills or, alternatively, how you intend to recruit them. Please also indicate how you will manage volunteers including any volunteer management policies you will put in place. **Advice is available through the Stronger Communities team.**

7. Marketing and Publicity (section 10)

The Library Service will continue to provide publicity material for county wide activities such as the Summer Reading Challenge, World Book Day etc. The group may also wish to promote the library within the community or further afield, as well as developing activities and events requiring publicity. Please describe how you will undertake this.

The group may also wish to promote itself as an organisation, to attract new members, promote to potential sponsors and funders as well as customers. Has the group considered how it will do this? If so, please describe your plans. **Advice is available on how to develop a marketing plan through the Stronger Communities team.**

8. How will the property be managed? (section 11)

You will need to consider the type and the length of lease you will require to deliver your proposals as this may affect what external funding you may be able to attract and your on-going cash flow forecast. Please outline any short and/or long term requirements here. This will form the basis of a discussion with the Council’s Property team; each location will be considered on its own merits. **Advice is available from the Stronger Communities team.**

Where relevant, please briefly set out how the building facility will be managed. This should include your approach to caretaking, cleaning, hiring policies, Health and Safety, general maintenance and minor repairs.

Some groups may have plans for future development of the building requiring structural changes or extensions. If your group has these aspirations, please provide an outline of your plans and an indication of when you hope to implement them. If you have carried out any initial feasibility work please include a summary of this.

9. Financial Management – Start-Up Costs (section 12)

Have you identified any one off costs that will require external funding in advance of opening, examples could include a feasibility study, small capital works, equipment costs or other short term set-up costs?

The Stronger Communities Programme may be able to assist with this.

10. Financial Management – Cash-flow Forecasts (section 13)

Please provide a 3 year income and expenditure forecast. Successful business plans will be based on robust, financially viable and sustainable proposals. Please set out what on-going resources you will need and how these will be generated and sustained. Please detail what additional funding streams you will develop to cover any costs you may incur including any contracts, grants and projected earned income.

Potential costs that you need to consider in your outline business plan include:

- Running costs including utilities, energy, rates, cleaning, grounds maintenance, building maintenance
- public and employer's liability insurance
- contents insurance for contents owned by the group
- telephone rentals/calls
- consumables (stationery etc.)
- health and safety tests
- replacement fixtures and fittings
- volunteer staff training (other than that provided by library service)

Please include details of any assumptions you have made in completing your financial submissions e.g. level of inflation on expenditure. **Advice and example cash-flow forecasts are available from the Stronger Communities team.**

11. Legal compliance (section 14)

Before we can enter into a contractual arrangement, we will need to ensure the community body is compliant with legal requirements relating to public and employer's liability insurance, health and safety, safeguarding children and vulnerable adults, licensing (e.g. public entertainment), food safety/hygiene, data protection etc. In this section, please set out what action you have taken to date to identify the steps you will need to take to demonstrate legal compliance and set out any actions / issues that remain to be addressed.

Support and guidance on policies and procedures is available from the County Council via the Stronger Communities team.

12. Monitoring & Evaluation (section 15)

You will need to know if you are achieving your objectives as a group and the Library service will also collect annual data from you around user numbers etc. This type of information may also be useful if you are seeking grant funding.

Please outline how you will measure and collect information such as:

- Meeting service targets / objectives you have set in this plan
- How you will use this information to improve the services you offer

13. Risk Assessment (section 16)

Please set out any risks you have identified relating to the implementation of your proposals as set out in this outline business case. Please also consider how the risks can be mitigated. (A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis could be useful starting point for this).

Risks might include withdrawal of grant funding/financial support by third parties, groups in the building moving elsewhere leading to a reduction in income etc. **Stronger Communities can provide you with a tool to help you with this.**

14. Project Plan (section 17)

Please provide an outline of your project plan providing details of how you will manage this project up to the point of transfer, including an outline timetable of key milestones. **The Stronger Communities Team can help you with this.**

The actual timescale will be in agreement with the Library Service with full transfer required by 1 April 2017. This section should cover prior to handover and include your expectations around such areas as training, publicity and any funding bids submitted or planned.



Outline Business Plan for the provision of a Community Managed Library Service

The purpose of this document is to provide a framework for prospective community bodies to follow, for the submission of an outline business plan to North Yorkshire County Council for the community body to provide a community managed library service.

Please refer to the Outline Business Plan Requirements and Guidance Notes before you complete this template.

Your Details:

1. Name of applicant group/organisation

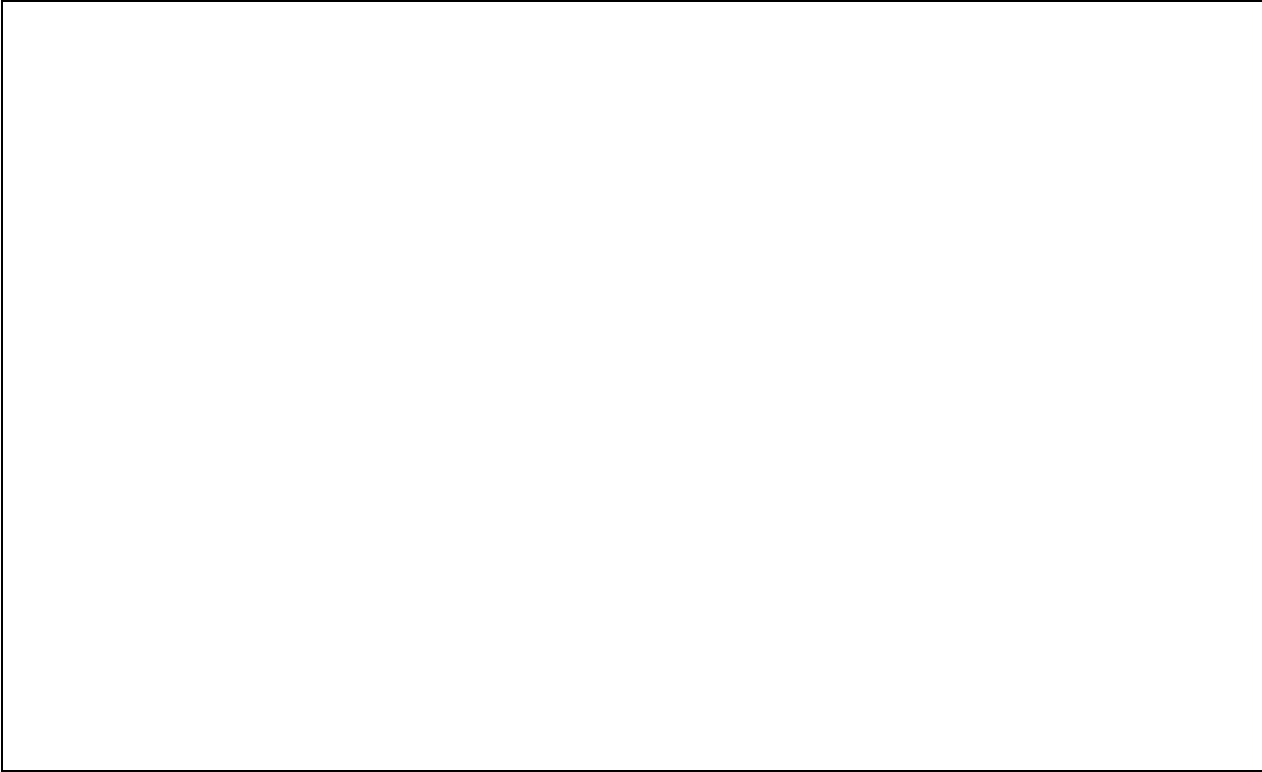
2. Name of Library which this outline business plan relates to

3. Contact details for correspondence

| | |
|----------------------|--|
| Name: | |
| Telephone (daytime): | |
| Telephone (evening): | |
| Email: | |
| Postal Address | |

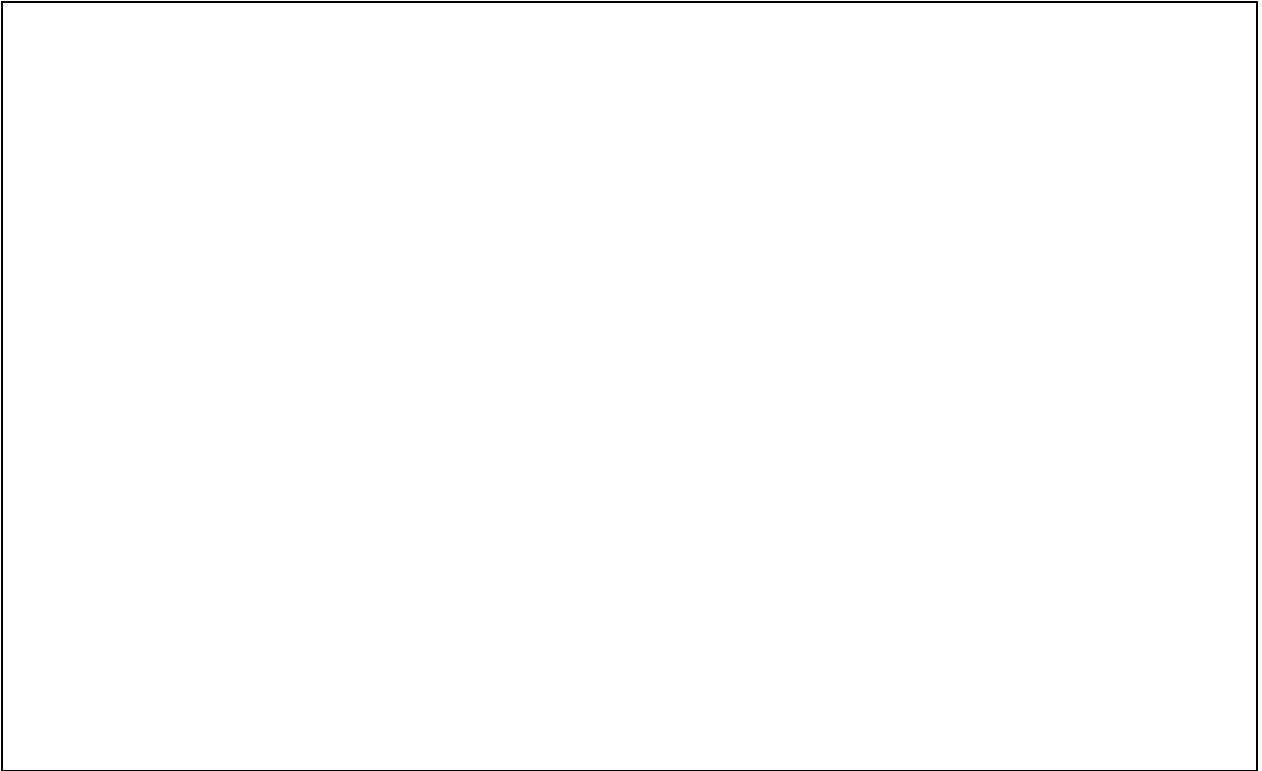
4. Information about your Group/Organisation.

(Please refer to Guidance Note 1)



Executive Summary

- 5. Please provide an overview of your proposals.
(Please refer to Guidance Note 2)

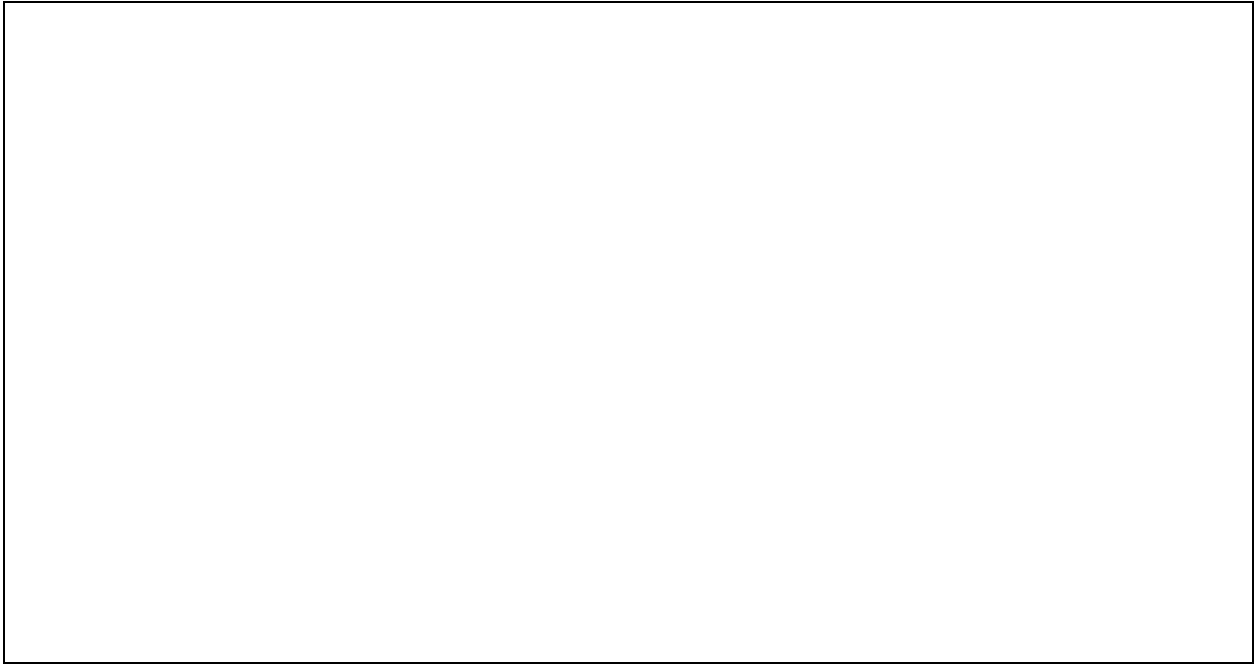


6. Please describe the vision of your Group/Organisation including any long term plans you may have for the service/building and how these will benefit your community.
(Please refer to Guidance Note 3)




Evidence of Community Involvement

7. Please describe how you have engaged and / or are engaging the local community in the creation of your vision and the development of the service.
(Please refer to Guidance Note 4)



Opening Hours

8. Please set out your proposed opening hours.
(Please refer to Guidance Note 5)



Management & Delivery

9. Please describe how you will manage and deliver the proposed service.
(Please refer to Guidance Note 6)

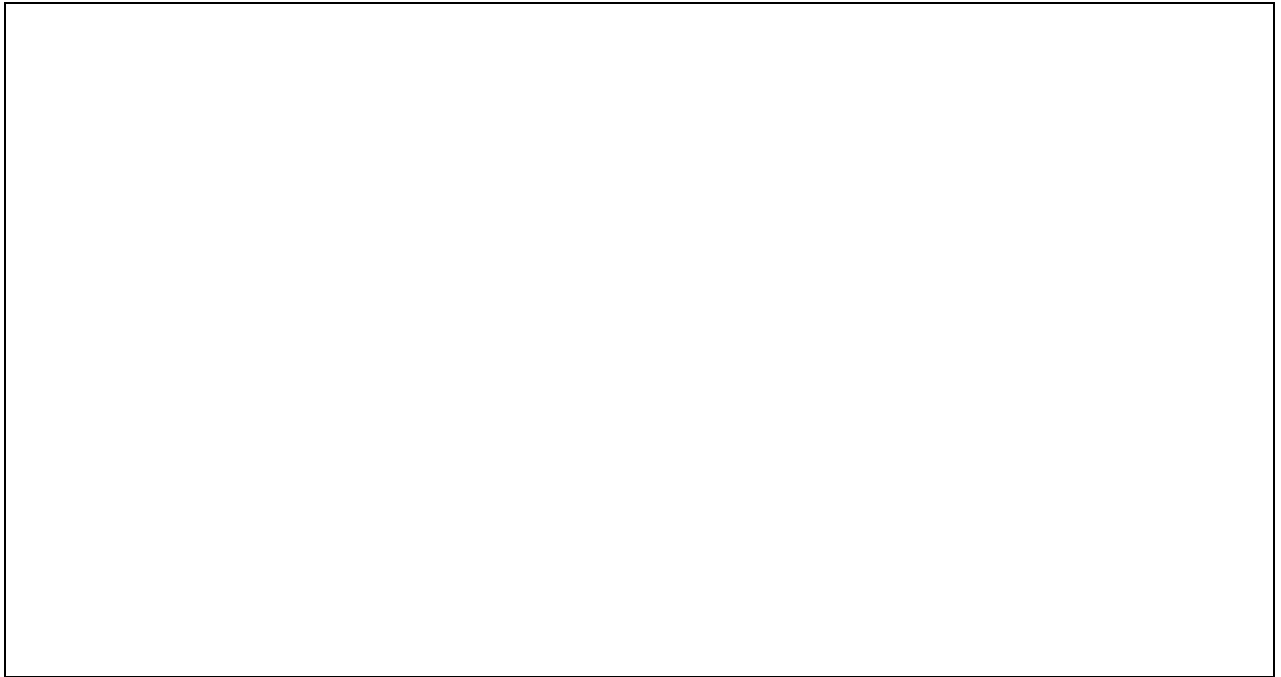
Marketing and Publicity

10. Please describe your ideas and plans to promote the service and your group to your community.
(Please refer to Guidance Note 7)

Property management

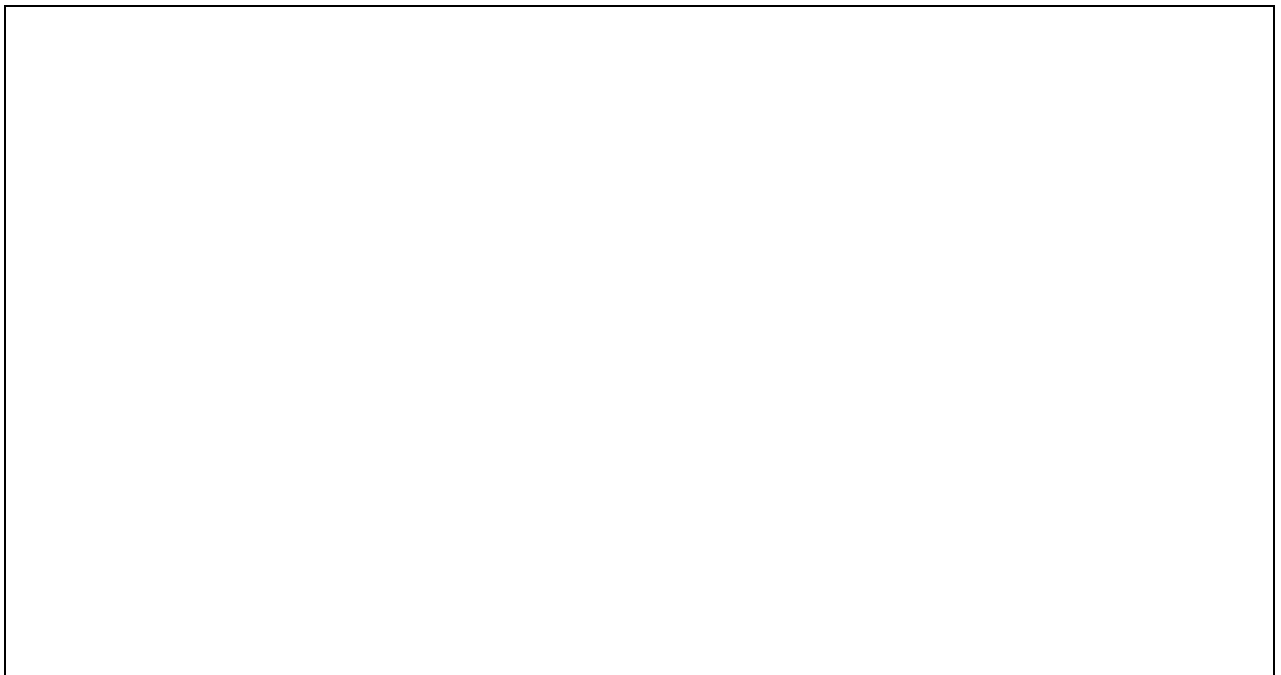
11. Please provide detail of how the building facility will be managed.

(Please refer to Guidance Note 8)



Financial Management

12. Please provide indicative activities and costs for which start-up funding or further short-term support may be required.
(Please refer to Guidance Note 9)



13. Please provide an overview of your expected income and expenditure and cash-flow, including a 3 year annual financial projection.

(Please refer to Guidance Note 10)

Legal Compliance

- 14. Please provide details of the action you have taken to date and any further action required to ensure you comply with the relevant legal requirements mentioned in guidance note 11 (Health & Safety, Employers’ Liability Insurance etc.).
(Please refer to Guidance Note 11)

Monitoring and Evaluation

15. Please describe how you will measure success. You should also include monitoring of your own objectives as stated in Section 5.
(Please refer to Guidance Note 12)

Risk Assessment

16. Please state any risks associated with the delivery of this outline business plan and how you would propose to mitigate those risks?
(Please refer to Guidance Note 13)

Project Plan

17. Please provide details of how you will manage the transfer including an outline timetable?

(Please refer to Guidance Note 14)



Other

16. Please provide any other supporting information you feel is applicable.

I confirm that I am authorised to submit this business plan on behalf of

| | |
|-------------------------------------|--|
| Name of Group / Organisation | |
| Signed | |
| Name | |
| Date | |

Once completed please email to: libraries@northyorks.gov.uk

Library Secretaries
NYCC Library HQ
21 Grammar School Lane
Northallerton
North Yorkshire
DL6 1DF