North Yorkshire County Council

Policy and Partnerships Overview and Scrutiny Committee

14 November 2016

Update on the Reconfiguration of the Library Service

Report of Julie Blaisdale, Assistant Director, 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 18 April 2016; 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. One library, Pateley Bridge, was taken on by Nidderdale Plus in September 2015 and a further library, Boroughbridge, will be taken on by the local community library group on 1 December 2016.

2.2 This committee has received two update reports on progress, on 16 November 2015 and 18 April 2016.

3. Work since April 2016

3.1 The Library and Stronger Communities teams have continued to work with members and groups in local communities, and a great deal of progress has been made by all of the groups. Appendices 1, 2 and 3 detail the current position for each library and identify the work which still needs to be completed.

3.2 In summary, between May 2016 and the end of October 2016, there have been 168 meetings involving officers from Libraries, Stronger Communities and Property with community groups, potential partners and volunteers across the County. Key areas of work with community library groups and potential partners in this period have been visioning meetings, governance, volunteer recruitment, project planning and business plans.

3.3 Libraries and Stronger Communities' staff have been working very closely together to support the community library groups. The Stronger Communities Team

has taken the lead with groups on constitutions, registration with the Charity Commission (15 of the 18 groups who need to, have submitted their applications and 10 of these are now registered), preparing business plans, community consultation and supporting fund raising. The Library team has taken the lead on all library related issues and service level agreements (SLAs) with the Community library groups. Service level agreement discussions have been held with 16 of the groups and meetings planned with the remaining 4 over the next few weeks. During these discussions, groups have made some helpful suggestions of ways to simplify the SLA, which has been amended accordingly. The library service has also led on the convening of the Business Plan Assessment Panel (see paragraph 3.5 below).

3.4 The Property team has met with all groups where a lease is involved and legal services have been instructed to prepare a lease where Heads of Terms have been agreed.

3.5 With one exception, all groups have now prepared and submitted business plans. These plus supporting documentation were circulated to the members of the multi-disciplinary Business Plan Assessment Panel, comprising representatives from finance, legal, libraries, contracting, stronger communities and property. The panel has now met 5 times to discuss the business plans and to assess the likely viability and sustainability of each group and their understanding of the tasks ahead. 10 were recommended to proceed to detailed negotiations, 7 were asked to provide additional evidence. This additional information along with the 3 remaining business plan submissions was considered by a final panel in November.

Community Libraries
3.6 In addition to the work outlined in paragraphs 3.2 to 3.5 the community library management groups have also been active in recruiting volunteers over the past couple of months, with 15 groups hosting events, and over 200 volunteers recruited. Further events are planned for November. These events included information sessions, informal coffee mornings as well as attending community events, for example, Crosshills (South Craven Community Library) attended Fall Fest, Starbeck had a stall at their local Gala and Kirkbymoorside had a stand in the market. Some groups have also made use of social media such as Facebook and Twitter to raise awareness and recruit volunteers.

3.7 Most of the existing community libraries have offered support and assistance to the new community groups, Bilton and Woodfield hosted an information day and Great Ayton Discovery Centre, Barlby and Derwent Valley Bridge have responded to queries and welcomed visits.

3.8 Following requests at the Stakeholder conference a series of seminars were held during July/August for existing and future members of community library management groups. 51 individuals representing 18 community groups attended

sessions in Harrogate, Northallerton, Scarborough and Skipton. The programme covered topics including volunteer management, content of library training programmes and health and safety, as well as the procurement of utilities. The programme was delivered by library managers and representatives from the voluntary sector. Feedback was requested to inform development of future or additional sessions. The overall feedback was that the sessions were useful with most attendees saying that future sessions covering new areas would be welcome, as they started delivering services.

"The morning session was more useful than we'd expected because of the welcome information we received about the training to be provided from January…"

3.9 Further sessions will be developed as demand or need arises.

Hybrid Libraries

3.10 Work has continued with the hybrid library groups and to date Expressions of Interest have been received from three of the five. The role of these groups will be to recruit and manage volunteers to work alongside library staff to maintain opening hours, so they are not required to submit business plans.   Expressions of interest are being reviewed by the service and assessed on understanding of the service and their service delivery role.

3.11Management volunteers have already shadowed staff in some hybrid libraries and have started to recruit volunteers. A seminar for groups working with Hybrid Libraries is planned for late November and will cover the library training programme and volunteer management.

4.   Core Libraries

4.0 To date, priority has been given to the community libraries, however volunteers continue to be recruited at core libraries to undertake both specialist roles to support the delivery of events and activities ranging from story times to IT support as well as general assistance in using the library. In addition, Friends groups continue in their support by hosting activities including local and family history events. There is a significant task in recruiting volunteers at the core libraries to maintain current opening hours and events are planned over the next three months as part of the county-wide volunteer campaign (see paragraph 5.2).

4.1 The service will continue to work towards developing support groups to assist with volunteer recruitment and management, however over the next year volunteers at the core libraries will be directly managed by paid staff with the intention to develop the support group model once the transfer to community/hybrid is complete.

4.2 A variation to the Core/Community library model is in Richmondshire where the service will work in partnership with a trust to operate Richmond, Catterick and

Colburn libraries as a single entity in terms of management, volunteers and paid staff in order to ensure that all 3 libraries maintain volunteer support and sustainability into the future.

Staff Restructure

4.3 The staff restructure moved into the appointments phase in late June and is approaching completion. All staff have now been interviewed and appointments will be confirmed in the next few weeks. This has been a time consuming process with over 150 interviews held, the majority of applicants for posts in the new service delivery model have secured new roles. A professional service has continued to be delivered throughout what has been an unsettling period for library staff.

4.4 Following the completion of the staff restructure, work will start to prepare staff for their new roles. This will include any required training, establishment of the new teams and, for those working at community libraries, being introduced to community management groups. The next few months will be challenging as many staff will be balancing two roles - learning their new roles and training and supporting volunteers in the shadow structure whilst continuing to provide the current quality of service including a wide range of activities and events. A staff conference is planned for March 2017 to discuss and reflect on the future vision and the strategy for the service going forward.

5.   Next steps

5.1 Major areas of work for the next few months will be volunteer recruitment and training, discussions with individual Hybrid library groups and the current community library groups about the SLA and then finalising and signing off SLAs and Leases with all community library groups.

Volunteer Recruitment Campaign

5.2 Recruitment of volunteers for all libraries will be a key activity over the next few months. The service is planning a county-wide campaign to recruit volunteers which will be launched shortly, with a further push in January.   This will include posters, banners etc which will be made available to all the community libraries. (See example in Appendix 4) The service will support volunteer recruitment events in community and hybrid libraries and run events at the core libraries.

Volunteer Training Programme

5.3 A major piece of work undertaken by the service is the development of the induction programme and operational handbook for all volunteers.   This will be held on a cloud-style web site so that it can be accessed by all at any time and can also be easily updated as required.

5.4 All volunteers are to undertake 4 two hour sessions covering basic library operations, as well as completing Learning Zone on-line training courses including Equalities, Health and Safety, Information Governance etc. The programme has

been 'tested' with volunteers at Ingleton and Boroughbridge, and management board members at other libraries including Newby and Scalby are starting to undertake the on-line training. The programme will be amended and added to following feedback and as queries arise. To date 16 training sessions have been held with 56 volunteers completing the induction programme.

5.5 As well as the training above, several groups have been shadowing library staff. This has proved very popular and also raises awareness of the wide range of activities libraries deliver, and this offer has been extended to all groups.

6. Conclusions

6.1 The report illustrates both the huge amount of work that has been undertaken across the County, and also the size of the task leading up to full implementation of the reconfigured library service on 1 April 2017

6.2 The introduction of the model of community libraries supported by the library service in 2012 meant that the library service knew what a large undertaking this reconfiguration would be. In comparison with 2012 when the running of 7 libraries was taken on by community groups, the reconfiguration of the library service this time includes a further 21 community libraries as well as 5 hybrid libraries. The programme has benefitted greatly from the input and expertise of the Stronger Communities team who have built capacity in local communities, increased the confidence of local groups as well as providing direct support with governance and business plans etc. The next stage is to ensure the groups are confident in the operational delivery of library services; however it is anticipated that the Stronger Communities team will continue to support the groups in the areas of governance, fund raising and extending libraries into community hubs.

6.3 The longer lead in time has been of benefit to local groups. Elected members' direct community leadership has been clearly evidenced where groups have quickly established themselves and are looking for opportunities in addition to library provision to ensure sustainability. Equally, the support required from other areas of specialist expertise from within the authority has been significant. Property and legal services in particular together with colleagues from finance, contracting and stronger communities, Health and Safety and ICT are all making a considerable contribution to the programme, and going forward, these on-going relationships with community groups will need to be developed further if the services are to be sustained.

7. Recommendations

7.1 Members are asked to note the progress made to date and the work still to do in the months before implementation in April.

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

Appendices

Once 'Green' achieved in Phase 1, groups commence work in Phase 2 as outlined below

	Group constituted	Community consultation	Business Plan submitted	Charitable status or Parish/Town Council	Volunteer recruitment	Start up Funding obtained	Rating (1)
	Essential		**Essential**		**Essential**		
Score	Work started = 1 established = 3 No = 0	Yes = 2 No = 0	Work started = 1 submitted = 3 No = 0	Work started = 1 submitted = 3 No = 0	Yes = 2 No = 0	Yes = 2 No = 0	
Community Libraries							
Bedale	3		3	1			7
Bentham	3		3	3			9
Boroughbridge	3	2	3	3	2	2	15
Catterick	3	2	3	3	2		13
Colburn	3	2	3	3	2		13
Crosshills	3	2	3	3	2	2	15
Eastfield	3		1	3	2	2	11
Easingwold	3		3	3		2	11
Helmsley	3	2	3	3	2		13
Ingleton	3	2	3	3	2		13
Kirkbymoorside	3	2	3	3	2		13
Leyburn	3		3	3	2		11
Norton	3	2	3	3	2	2	15
Pateley Bridge							
Scalby	3	2	3	3	2	2	15
Settle	3	2	3	3	2		13
Sherburn	3	2	3	3	2		13
Starbeck	3	2	3	1	2		11
Stokesley	3		3	1	2		9
Tadcaster	3		3	3	2		11
Thirsk	3		3	3	2	2	13
Hybrid Libraries							
Filey	3		3		2		8
Knaresborough	3		3		2		8
Pickering	3				2		5
Ripon	1		1		2		4
Whitby	3		3		2		8

Notes

(1) Rating: Red   0 – 3   Amber 4 - 7   Green   8 +

NB   Only rated as <u>Green</u> where essential criteria have been met in full, ie <u>maximum</u> score achieved

Library

Tasks / Library	Meet with Councillor (Jul-Sept 15)	Consult TC/PC (Jul-Sept 15)	Volunteer Events (Oct-Nov 15)	Follow up meeting with Cllr (Oct-Nov 15)	Identify Management Committee Volunteers (Nov-15)	Form Management Ctte/Steering Group (Nov-15)	Submit EOI (Nov-15)	Visioning (Dec-Mar 16)	Skills Audit (Dec-Mar 16)	Options Appraisals (Dec-Mar 16)	Prepare Business Plan (Jan-May 16)	Agree Constitution (Mar-16)	Submit Charity registration (Apr-16)	Submit Business Plan (Jun-16)	Decision on Business Plan (Jun-Sep 16)	Recruit Volunteers (Jul-Mar 17)	Agree Policies & Procedures (Jul-Mar 17)	Lease Negotiations (Oct-16)	SLA Negotiations (Dec-16)	Agree Lease (Dec-16)	Agree SLA (Jan-17)	Volunteer Training (Jan-Mar 17)	Implementation (Apr-17)
Bedale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	15-Sep	Ongoing	Ongoing	✓	✓				
Bentham	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10-Nov	Ongoing	Ongoing	N/A					
Boroughbridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20-Oct	Ongoing	Ongoing		✓				
Catterick Garrison	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11-Aug	Ongoing	Ongoing	✓	24-Nov				
Colburn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11-Aug	Ongoing	Ongoing	✓	24-Nov				
Crosshills	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	07-Jul	Ongoing	Ongoing	✓	✓				
Easingwold	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15-Sep	Ongoing	Ongoing	✓	✓				
Eastfield	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			Ongoing	Ongoing	✓	✓				
Helmsley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15-Sep	Ongoing	Ongoing	✓	✓				
Ingleton	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A	✓	07-Jul	Ongoing	Ongoing	N/A	✓				
Kirkbymoorside	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11-Aug	Ongoing	Ongoing	✓	✓				
Leyburn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	N/A	✓	18-Aug	Ongoing	Ongoing	N/A	03-Nov				
Norton	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	07-Jul	Ongoing	Ongoing	✓	✓				
Pateley Bridge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	✓	✓	✓		✓
Scalby & Newby	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11-Aug	Ongoing	Ongoing	✓	✓				
Settle	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15-Sep	Ongoing	Ongoing	✓	✓				
Sherburn in Elmet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	07-Jul	Ongoing	Ongoing	✓	✓				
Starbeck	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓			✓	15-Sep	Ongoing	Ongoing	✓					
Stokesley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	10-Nov	Ongoing	Ongoing	✓	✓				
Tadcaster	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11-Aug	Ongoing	Ongoing	✓	09-Nov				
Thirsk	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15-Sep	Ongoing	Ongoing	✓	✓				

Library	Bedale
Category	Community
Group name	Bedale Community Library Management Committee (BCLMC)
Registration with Charity Commission	The Committee remain unincorporated. Due to concerns raised through the Business Planning process, BCLMC have now decided to proceed with CIO registration in November 2016.
Business Plan	The Business Plan was accepted by the panel on 15th August subject to concerns about the Governance model being addressed. As outlined above, CIO registration will be sought in November 2016.
Volunteer capacity	Volunteer events are taking place 3rd and 24th November with widespread publicity taking place locally, facilitated by funding secured from the Bedale & Villages Community Forum and Stronger Communities Community Library Start Up Grant; it is envisaged that this will increase capacity from the current base. It is of concern that two key posts, treasurer and secretary remain vacant; two individuals have been identified to fill these posts, however they continue to be widely advertised locally and through the local Volunteer Centre.
Joint Stronger Communities and TL's Summary (150 words maximum)	Overall the group has made good progress and it is reassuring to know that they now have on board a committee member with a marketing background who is leading the engagement exercise with the local community. The Group has commenced small scale local fund raising and they are developing their Friends of Bedale Library model in order to generate on-going revenue to meet running costs. BCLMG continues to be supported by Bedale Hall Management Committee (BHMC) in an advisory capacity.
Assessment of current position and next steps	Risks remain around volunteer capacity, particularly with regard to the Committee. Feedback from the Business Planning process has required the Committee to review their relationship with BHMC, who were originally outlined to be the umbrella body for the BCLMG. The Committee will apply for CIO status given that they will hold the Service Level Agreement (SLA) with NYCC as well as the license agreement with BHMC. Careful review will need to take place regarding any license agreements with BHMC together with obtaining relevant insurances.
Current RAG rating	Amber

Library	Bentham
Category	Community
Group name	Pioneer Projects
Registration with Charity Commission	Registered Charity No 1067976
Business Plan	Business plan submitted 30th September for November Panel Bentham library will be moving into the ground floor of Pioneer Projects (PP) community building in the centre of High Bentham. Pioneer Projects has been delivering community activities for over ten years. The inclusion of the library service is an opportunity for all services to benefit from increased footfall and economies of scale, and will create a community hub. Friends of Bentham Library (FoBL) are a group of approx. 20 volunteers that will continue to deliver the day to day library service. By combining the strengths of Pioneer Projects and FoBL the library provision will be enhanced. Pioneer Projects will hold the SLA and be responsible for the strategic development plan, monitoring, evaluation and finances.
Volunteer capacity	A positive meeting was held on 25th August between FoBL volunteers, Pioneer Projects Director, the local County Councillor and NYCC officers to discuss the library transition and the evolving relationship between FoBL and Pioneer Projects. FoBL voiced continued support for the library, and several volunteers expressed enthusiasm for taking on a wider range of responsibilities in the future. Follow up meeting held between PP and FoBL on 5th October. FoBL volunteers will be covered by Pioneer Projects policies and procedures. The organisation is experienced in volunteer recruitment and management. Community consultation is being undertaken in November 2016 will generate new volunteers. More volunteer coordinators need to be identified.
Joint Stronger Communities and TL's Summary (150 words maximum)	Since May 2016 work has progressed to formalise the service moving to Pioneer Projects. Pioneer Projects Director has visited Pateley Bridge library to see how a small space can be maximised. Plans are in hand to fit out the new library by end February 2017. Pioneer Projects has submitted a Business Plan which will be considered at the November Panel meeting. Relationship building between FoBL and Pioneer Projects has commenced in order to ensure that everyone is involved and confident with the new arrangements. Support and advice is being given to Pioneer Projects from Stronger Communities in respect of organisational capacity building and income generation.
Assessment of current position and next steps	The initial work has been done to transfer the library in to Pioneer Projects. Work will now focus on implementing the transfer in respect of building works, refit and stock. Attracting new volunteers is a priority, and it is hoped the consultation will assist. Training of existing and new volunteers is now planned with volunteers shadowing library staff and the online training undertaken. Further training delivered by library staff will take place in the new year. Further training delivered by library staff will occur early 2017. A project plan has been drawn up and monthly meetings will be scheduled with FoBL and PP to ensure required actions are implemented.
Current RAG rating	Amber

Library	Boroughbridge
Category	Community
Group name	Boroughbridge Area Community Library Association (BACLA)
Registration with Charity Commission	Registered as a Charitable Incorporated Organisation
Business Plan	Business plan approved July 2016. Further evidence submitted as requested and accepted October 2016. BACLA aim to build on their previous experience of supporting the library through the provision of volunteers and managing the Jubilee Room. Initially the aim is to maintain existing services with facilities/services being further developed in the future.
Volunteer capacity	BACLA have recruited additional volunteers and have capacity to maintain existing hours. Two members of the management group have shadowed staff. Two induction training session have been held for new volunteers and two training sessions on Soprano with another planned for November.
Joint Stronger Communities and Library Service Summary (150 words maximum)	BACLA have met with NYCC to discuss the Service Level Agreement and are nearing final sign off. Terms have been agreed for the lease. They have been offered the opportunity to apply for a Stronger Communities grant. They carried out community consultation which showed support for the library to continue. They are currently working with the library service to transition to a community library on 1st December when they will be working with the support of current staff until 31st March 2017. BACLA have a structure in place for operational services.
Assessment of current position and next steps	SLA and lease to be signed. Transferring from 1st December provides the opportunity to establish themselves while operating with the support of existing staff.
Current RAG rating	Green

Library	Catterick, Richmond and Colburn libraries
Category	Community Managed
Group name	CRACCL – Catterick, Richmond and Colburn Community Libraries.
Registration with Charity Commission	Submitted on 26th October 2016.
Business Plan	Approved on 11th August 2016 and accepted. Plan aims to deliver a cohesive service across three libraries providing economies of scale; sharing of volunteers; building on community strengths and potential local partnerships; allowing good ideas, knowledge and commercial entrepreneurism and income to be shared across all three libraries. The short term aim (Year One) is to deliver business as usual and overcome the challenges of the transition to a community management model across three very different communities; generate income and recruit around 100 volunteers. Longer-term ambition is to develop the libraries as community hubs, working with a number of partners and providing a programme of activities responding to local needs.
Volunteer capacity	Six trustees recruited and one co-opted: actively seeking four more. Recent volunteer events following "soft" promotion have resulted in 45 volunteers signing up. The main campaign will be held in January.
Joint Stronger Communities and TL's Summary (150 words maximum)	In addition to the above, since May 2016 the management group has also: - Adopted a constitution for a Charitable Incorporated Organisation (Foundation Model). - Carried out consultation with 401 responses. - Held three volunteer information sessions. - Produced a volunteer recruitment pack and process. - Held funding discussions with three parish/ town councils and plans to meet with at least two others. - Researched property issues. - Started work on a Compliance policy framework. - Held discussions with delivery partners e.g. HIVE, Richmond TIC, RDC, ALSS, NYY and made good links with the MOD.
Assessment of current position and next steps	An experienced management group recognise two main risks: recruitment and retention of around 100 volunteers and income generation of circa £20,000 per annum. Next steps detailed in Action Plan and include identifying funding for the recruitment of a fixed-term Volunteer Development Worker; more volunteer recruitment and training; complete Compliance framework, agree SLA and leases and agree fine detail for delivery of a partnership approach to Richmond Library.
Current RAG rating	Green

Library	Crosshills
Category	Community
Group name	South Craven Community Library Service
Registration with Charity Commission	Registered Charity No 1168766
Business Plan	Business Plan approved July 2016 South Craven Library Services is a new group of committed local residents with excellent knowledge of, and contacts within the South Craven area, and a range of appropriate skills and knowledge to run the library effectively. The priority is to maintain the current services and maximise the use of the premises. A community consultation generated ideas to be explored in the future. A thorough risk assessment identified a number of risks and mitigating actions. The highest risks post mitigation includes loss of key trustees and / or volunteers and insufficient income.
Volunteer capacity	80 prospective volunteers came forward through a variety of routes. Two introductory meetings were held for volunteers on the 21st September and 5th October although attendance could have been better. A member of the management committee is attending training run by Craven Volunteer Centre about recruiting and managing volunteers. Volunteer recruitment is on-going and the group are keeping in touch with volunteers through a newsletter. Volunteer training will commence early 2017.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group are closely following a project plan with key milestones. They have had meetings re. the property, lease and SLA, and have appointed a solicitor. They are compiling a list of small building works for the condition survey, and developing a suite of policies and procedures. They contacted local Parish Councils to ask for funding and have received / been promised £5,299. In addition £1000 has been pledged from a Member Locality budget and as a result the running costs for 2017/18 are now covered. The group has 7 trustees with two other people also attending the management committee meetings. They have produced a volunteer newsletter, and held introductory volunteer meetings. Online volunteer training has been promoted via the newsletter. A Funding Plan is being written, and work is commencing on a Facebook page.
Assessment of current position and next steps	They are on track for achieving the transition of the library into community management by April 2017. Sub groups are being formed to take forward the detailed work. Next steps include signing the lease and SLA, agreeing small building works, and deciding cleaning arrangements and taking out relevant insurances. Retaining existing volunteers and attracting new volunteers is a priority. Two people have agreed to be volunteer coordinators which will give this focus.
Current RAG rating	Green

Library	Easingwold
Category	Community
Group name	Easingwold Community Library Association (ECLA)
Registration with Charity Commission	ECLA applied to the Charities Commission for CIO status in mid-October 2016 and are awaiting feedback.
Business Plan	The Business Plan was approved at the panel of 15th September subject to clarification regarding the group's proposed future development of the property and re-profiling of the cash flow.
Volunteer capacity	Volunteer events are to be held on 2nd and 3rd December which it is hoped will increase the existing base of those who have already expressed an interest. The group are also working with Easingwold and District Community Care Association (EDCCA) towards an agreement which will see EDCCA potentially relocate their services to the building, and will also assist with the recruitment, management and retention of volunteers, an area in which they have extensive experience.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group has continued their strong focus on future generation of income without which they feel the library will not be viable. To this end they have commissioned MASS Architects to produce plans for altering the building to form offices which could potentially be occupied by other voluntary sector service providers. Additionally they are looking to source funds from the Big Lottery and WREN to fund the project. Significantly the group has also focussed on forming a partnership with EDCCA as detailed above, in order to assist with the volunteer led element of the project. Encouragingly members of the group have begun to "shadow" the existing Library staff members to find out more about the practicalities of basic service provision.
Assessment of current position and next steps	ECLA have clearly demonstrated a sound vision for the library as a community hub. There is some risk of too great a focus being placed on generating income and that the ambitious plans for altering the building may not be viable either financially or architecturally. The Association will now need to increasingly focus on raising community awareness of their plans in order to consolidate a base of volunteers.
Current RAG rating	Amber

Library	Eastfield
Category	Community
Group name	More Than Books Community Hub (MTB)
Registration with Charity Commission	Submitted to Charity Commission in August 2016 awaiting a response.
Business Plan	To be submitted for November Panel
Volunteer capacity	The Board is made up of 5 trustees. 30 volunteers are currently signed up some of whom have been shadowing library staff. Further work to recruit additional volunteers is required and highlighted as a priority.
Joint Stronger Communities and TL's Summary (150 words maximum)	Over the last 6 months MTB have clarified their offer to the Eastfield Community through newsletters and a number of events. They are also raising awareness with potential partners and other stakeholders. External support for a stakeholder event was supported by Stronger Communities funding and this was well attended. Additionally stakeholders are invited to their board meetings. There is still some work to do here to ensure that existing partners who use the building continue to do so and are helped to feel part of the future plans of the Community Hub. There will be an opportunity to move forward with this once their business plan is accepted and they feel that they have a legitimate basis to start these negotiations. They have also formalised their group structure with the adoption of a CIO governance model. They are formally calling themselves a Trustee board with the five Trustees holding key areas of responsibility.

Assessment of current position and next steps	The trustees of MTB all are active and confident in contributing to MTBs future. They have the support of the Town Council and money will be made available from the precept to support the delivery of services. They have assessed the risks and have put into place steps to mitigate these risks. In particular the decision to have a 15 hours per week member of staff for the first year funded by the Town Council
	Next Steps:
	    1. Work with volunteers, recruitment, consolidation and training.
	    2. Work with the library service regarding the recruitment of a staff member.
	    3. Further conversations with partner/stakeholder organisations.

Current RAG rating	Amber

Library	Filey
Category	Hybrid
Group name	Filey Library Action Group (FLAG)
Registration with Charity Commission	FLAG are established as an Unincorporated Organisation
Business Plan	As a hybrid a business plan is not required. They have submitted an Expression of Interest form.
Volunteer capacity	The steering group has laid good foundations but loss of key members recently is a cause for concern. However, current volunteer numbers are 40+. Many of these are existing enhanced volunteers already volunteering at the library. Individuals have been shadowing staff to get a better understanding of library operations.
Joint Stronger Communities and TL's Summary (150 words maximum)	The FLAG Steering group has organised a number of awareness raising events held both externally and within the library. These have been in the form of informal drop-ins and more formal meetings for groups of interested individuals. The group has also had a presence at local community events which has encouraged lots of community interest and support. The group has also embarked on an extensive leafleting and press campaign, targeting local publications. Work is now being done to consolidate and support the remaining members of the steering group while new members are recruited in order to maintain momentum and carry on the excellent start that the steering group have made.
Assessment of current position and next steps	The foundation work undertaken so far has put Filey in a strong position. However, the loss of several members of the steering group recently is a potential risk to success. The recruitment of replacement steering group members is the priority at this time.
Current RAG rating	Green

Library	Helmsley
Category	Community
Group name	Helmsley Community Library
Registration with Charity Commission	CIO Association Registration applied for Sept 2016.
Business Plan	Business Plan re-submitted and approved - August 2016. The business plan content is based on current volunteer experience, data and costs provided by NYCC, and responses to community engagement and shows the potential to create a community hub based in a town centre location. The business plan demonstrates that there is the will and capacity for the library to continue to provide current services – based on existing opening hours - and to expand on that offer with particular interest for the provision of community learning, and IT skills, as well as various social events and activities. Services for children and young people were highlighted as an area for growth. The plan highlights challenges around recruitment of more volunteers and in particular ICT skills; and the longer term financial sustainability and implications for income generation.
Volunteer capacity	Steering group has 5 core members with others attending on a less regular basis. The group has a good range of skills represented including management and finance. They also have previous experience of managing volunteers in the current library. Work has taken place to recruit volunteers with more planned over the coming weeks. Currently about 25 volunteers have signed up.
Joint Stronger Communities and TL's Summary (150 words maximum)	Following Business Plan approval the steering group has made good progress on : • Lease negotiations – Heads of terms agreed • Charity Registration – submitted • Application for a share in Section 106 funding Steering group is consistent and meets on a regular basis, but has identified the need for additional members.
Assessment of current position and next steps	The priority now is volunteer recruitment and training. The group feel confident that current volunteers will support the proposed opening hours. Volunteers with IT skills are required. Training session dates for the steering group are planned for November and December. In addition sessions shadowing staff in the library are continuing. Next steps: Volunteer recruitment Volunteer Training Policies and Procedures Lease negotiations to be finalised Internal desk/pod location to be finalised
Current RAG rating	Green

Library	Ingleton
Category	Community Library
Group name	Ingleton Parish Council
Registration with Charity Commission	Not applicable as run jointly by Parish Council and Ingleborough Rural Community Association
Business Plan	Submitted July, accepted July Ingleborough Community Centre is already a social hub for the village, housing not only the Library but also the TIC, CAB and Post Office. The plan takes this into account and the aim is to build on and develop existing services as well as maintaining access to the full range of library services for the local community.
Volunteer capacity	Volunteer recruitment during April-June resulted in 25 prospective volunteers and a meeting held for these in July. Thirteen new volunteers have now been trained and are shadowing staff. More will probably be needed to cover the opening hours, some of which are currently covered with minimal supervision from the Centre Manager.
Joint Stronger Communities and TL's Summary (150 words maximum)	Since May a community consultation exercise has taken place, the business plan written and submitted and the new volunteer training programme has been delivered to the first group of volunteers. As Ingleton is currently a Category 2 library there is already scope to extend volunteer help so these volunteers are starting to shadow staff and widening their experience of the library during the next few months, ensuring a smoother handover in April.
Assessment of current position and next steps	The Library has been operating in the Community Centre with the help of the Centre Manager for the past four years, so there is already someone on site with extensive experience of library services. Building management is not an issue as the Library is part of the Community Centre. However, further volunteer recruitment and training will be needed to fully cover the library opening hours.
Current RAG rating	Green

Library	Kirkbymoorside
Category	Community
Group name	Kirkbymoorside Community Library and Hub
Registration with Charity Commission	CIO Association Registration confirmed Sept 2016
Business Plan	Business Plan submitted and approved by July panel. Community consultation carried out has indicated that there is both the opportunity and desire for the library to continue and expand all the current services, with a great deal of support for provision of Adult Learning, IT Training, craft and social activities. There is great potential to explore further the offer to children and young people. The C.I.O. Association Model adopted by the group will enable people in the community to develop a real sense of ownership of the library as a valuable community asset. The rooms upstairs in Church House also offer opportunities to generate income and further develop the library into a community resource.
Volunteer capacity	The steering group has a consistent core of members with others who attend on an ad-hoc basis. Good range of skills including former professionals in education and finance. There is also good marketing experience on the group. Efforts have been put into volunteer recruitment and more is planned. Group do have experience of managing volunteers in the current library.
Joint Stronger Communities and TL's Summary (150 words maximum)	Following approval of the Business Plan the steering group has made good progress on : - Lease negotiations – Heads Of Terms agreed - Registration – now complete - Strengthening steering group – good mix of skills - Good marketing plan - Some fundraising
Assessment of current position and next steps	Five members of the steering group will be attending four training sessions in November. Saturdays have been identified in December to accommodate those members of the steering group who cannot attend training on weekdays. The steering group has identified challenges in: - Recruitment of more volunteers – particularly those with IT skills, or willing to develop those skills - Finances: Although finances look sound for the next 3 years, after that period the annual rent of the building could be a problem without additional funding. Next steps : Volunteer recruitment Volunteer Training Policies and Procedures
Current RAG rating	Green

Library	Knaresborough
Category	Hybrid
Group name	Friends of the Library in Knaresborough (FOLK)
Registration with Charity Commission	FOLK are established as an Unincorporated Organisation with a constitution and the roles of chair, treasurer and secretary agreed
Business Plan	As a hybrid a business plan is not required. They have submitted an Expression of Interest form.
Volunteer capacity	FOLK have details of 30 potential volunteers. They are currently modelling how they will manage volunteer cover and are anticipating requiring a minimum of 42 volunteers to maintain existing opening hours. They have produced volunteer recruitment posters and leaflets for display both in the library and in the community and have an online form.
Joint Stronger Communities and Library Service Summary (150 words maximum)	They have a project plan in place and have taken part in some visioning exercises. They have been supported to access funding sources. They have gained the support of Knaresborough Town Council and have met with Harrogate CVS for advice and guidance. FOLK are liaising with the Ripon hybrid group. They have an online presence through the Knaresborough online website http://knaresborough.co.uk/local-groups/folk/ Committee members have shadowed library staff and are currently developing a volunteer recruitment process and paperwork.
Assessment of current position and next steps	FOLK are progressing in accordance with their project plan. Joint induction training sessions are being planned for Ripon Library hybrid group and FOLK committee members.
Current RAG rating	Green

Library	Leyburn
Category	Community Managed
Group name	Leyburn Town Council (LTC)
Registration with Charity Commission	Not applicable: town council.
Business Plan	Accepted on 18th August. LTC currently manage volunteers and provide a service on weekday mornings. The plan aims to continue to provide a "Warm, welcoming and well-used library". LTC will have to reduce opening hours from 40 hours to around 22 hours (this will require additional volunteers). The plan aligns opening hours with the revised hours proposed by RDC's community office i.e. three days per week and, subject to volunteers, on Saturday morning and one late evening. The plan also includes activities to support use of ICT, children's activities, work with local partners, some space reconfiguration and setting up a Friends Group – all subject to volunteer recruitment.
Volunteer capacity	All of the 14 current volunteers have expressed an interest in continuing to volunteer after April 2017. Several have said they are looking forward to "taking more control" and using the new library IT system. Additional volunteer recruitment work due in November 2016 and January 2017 and it is anticipated that this will attract some new volunteers.
Joint Stronger Communities and TL's Summary (150 words maximum)	Since May 2016 LTC has continued to work with NYCC to deliver a library service on week day mornings. In addition the town council has also held a visioning event with existing volunteers which has informed the business plan. The town council is also developing a community-led plan and the library service has been included in the consultation plan.
Assessment of current position and next steps	The overall risk to the business plan is low given LTC are currently running the library in the morning and have done so since 2012. The main risk is not recruiting volunteers for late night opening and Saturday morning.

Next steps include: community consultation (Nov), policy audit (Nov), agree SLA (Nov), volunteer recruitment (Jan 2017) and training for existing and new volunteers (Jan-March 2017). As landlord, lease transfer is not required but the town clerk will seek to reduce property running costs. The town clerk is working with the TL and Stronger Communities to take forward these plans. |
| **Current RAG rating** | Green |

Library	Norton
Category	Community
Group name	Norton Community Library and Hub
Registration with Charity Commission	CIO Association Registration confirmed Oct 2016
Business Plan	Business Plan submitted and approved by June panel. Norton Community Library Group plan to transform Norton Library into a vibrant Community Hub. The group are preparing plans for building modifications that will support new opportunities for the residents of Norton. Two firm offers from charitable organisations have been received, interested in having office space in the building. The intention is to increase opening times from the current 10 hours to 22 hours.
Volunteer capacity	The steering group has a Volunteer Management sub-group which is making good progress on recruitment and management paperwork. Several community engagement events have been undertaken, showing strong support for the plans, and 70 expressions of interest in volunteering were received from a household survey. Two coffee mornings in last 6 months have gained more volunteer interest and a steady number of sign-ups. Consistent membership of steering group with new members joining in the last 3 months. Some IT buddies identified. All the members of the steering group are aiming to complete mandatory training and the Induction programme before the end of December.
Joint Stronger Communities and TL's Summary (150 words maximum)	In addition to the above and following Business Plan approval, the steering group has made good progress on : - Lease negotiations – 10 year lease on offer - Community communications – Facebook page and volunteer newsletter - Funding strategy and applications to fund building mods. Strategy for £45K needed, 5 applications submitted – results expected by end of Nov 2016. - Strengthening steering group – good mix of skills
Assessment of current position and next steps	Risks around grant applications for the £45K needed for building mods. Good indications so far, but outcomes unlikely to be known on most of the applications until end of November 2016. Group would like lease to be signed before the end of year to allow for works to be done if funding forthcoming. Volunteer recruitment ongoing. The hope is to take advantage of the county wide publicity campaign end of October/ November. Volunteer training for the community volunteers to be delivered between January and March through a mixture of weekday, evening and Saturday sessions. Those who are library volunteers now but are planning to volunteer for the community group from April 2017 are being encouraged to start the e-learning packages now. Two local businesses have offered support in kind, and the bank balance already has funds donated from COMA funding, NYCC Locality Budget, Norton Town Council, Malton Masonic Lodge, and a local donor.
Current RAG rating	Green

Library	Pickering
Category	Hybrid
Group name	Pickering Library Volunteer Support Group
Registration with Charity Commission	Constituted group – Unincorporated Association
Business Plan	N/A
Volunteer capacity	Steering group has a consistent core of about 6 members. All members of the steering group will be attending induction training sessions before Christmas and aim to complete the e-learning packages. 25 volunteers have expressed interest in being community volunteers so far. The group will make use of the County volunteering campaign to spearhead their campaign.
Joint Stronger Communities and TL's Summary (150 words maximum)	Steering group is consistent and meets on a regular basis but has identified the need for additional members. Good progress has been made on recent publicity and press coverage.
Assessment of current position and next steps	Focus is now needed on volunteer recruitment and training. The steering group who are currently without a Chair are being supported by the Stronger Communities Delivery Manager to develop an action plan. Next steps : Appoint chair Volunteer recruitment Volunteer Training
Current RAG rating	Amber

Library	Ripon
Category	Hybrid
Group name	Ripon Library Action Group (RLAG)
Registration with Charity Commission	RLAG have established as an Unincorporated Organisation with a constitution and the roles of chair, treasurer and secretary agreed.
Business Plan	As a hybrid a business plan is not required. RLAG are in the process of completing an Expressions of Interest form.
Volunteer capacity	RLAG are currently working on volunteer strategy and recruitment. They have produced posters and leaflets for display both inside the library and in the community. There is a high demand for volunteers from other voluntary organisations in Ripon and there is uncertainty if this will impact on recruitment for the library.
Joint Stronger Communities and Library Service Summary (150 words maximum)	RLAG are holding regular meetings both independently and with NYCC. They have met with Harrogate CVS for advice and guidance. They have also liaised with Knaresborough hybrid group. Shadowing sessions in the library for members of RLAG are scheduled for late October/early November. The group are currently looking at policies and the volunteer recruitment process and paperwork. Joint induction training sessions are being planned for RLAG and the Knaresborough Library hybrid group.
Assessment of current position and next steps	As a next step RLAG will need to submit their Expressions of Interest form. NYCC Libraries and Stronger Communities will support RLAG in their development and in the recruitment of volunteers.
Current RAG rating	Amber

Library	Scalby
Category	Community
Group name	Newby and Scalby Library and Information Centre
Registration with Charity Commission	Newby and Scalby Library and Information Centre is now registered as a Charitable Incorporated Organisation, entered onto the Register of Charities with the number 1168661.
Business Plan	Submitted and accepted at August panel. The intention as stated in their plan is to provide a modern reading service within the Community for all ages and in all formats in order to extend and promote the pleasures and benefits of reading for everyone and especially children and young people and an information service to support people in vital areas, including national and local government online information and services, careers and job seeking, health, personal financial information and benefits. The aim is to develop services further but also to add significantly to what is on offer – particularly health & well-being - to engage those who might not have considered visiting a library. They see the library as a hub, open to all and providing a place of contact, information and services to the community.
Volunteer capacity	A strong management group has been established of 6 people with a broad range of skills and experience. Information days have been held with existing and potential volunteers as well as awareness/fundraising activities and currently there are 30+ who have expressed an interest in supporting the venture. Further recruitment activities are planned during November and December. Group is preparing to use the NYCC and libraries autumn volunteer recruitment campaign to increase the volunteer pool.
Joint Stronger Communities and TL's Summary (150 words maximum)	The Management group has done considerable fundraising and awareness raising, garnering support from local businesses, Parish Councils and organisations in the area. Their visibility within their local community, in the library, via their own newsletters and in the local press has ensured that the message around their support to ensure the library's continued presence after the April 2017 is widespread. They are working with the library service around training and induction and are encouraging new volunteers to undertake some shadowing with library staff. Work is being done by the group to identify within their volunteers individuals with particular skills that could support the Management team in areas such as ; social media, supporting activities and fundraising.
Assessment of current position and next steps	The current management group has all of the necessary skills and experience to carry things forward. The Parish Council has indicated their support and willingness to take on the building running costs; however a formal decision on this is not expected until November. The Parish Council has raised some issues regarding parking. A licence agreement with the Parish Council has not yet been reached and Heads of terms have not yet been agreed between the Parish Council and NYCC. The management group are undertaking the mandatory training and aim to have that completed in November. They have identified volunteer recruitment and training as a priority. Next steps: Volunteer recruitment & training, Licence agreement, Lease Heads of terms.
Current RAG rating	Green

Library	Settle
Category	Community Library
Group name	Settle Community Library
Registration with Charity Commission	Applied to the Charities Commission for CIO status and awaiting response.
Business Plan	Submitted September, accepted 4th October subject to new cash flow forecast re-submission. The Library opened in new premises in January 2015 as part of the Housing & Care 21 extra care development Limestone View. The improved facilities and additional space has resulted in higher use, more visitors and greater capacity to extend the scope of services. The business plan states the group's intention to ensure the library continues to be at the heart of the community, to continue to deliver the existing services in an efficient and friendly manner and to develop future services according to community need.
Volunteer capacity	Around 70 prospective volunteers have come forward and 3 meetings have been held to update them on the work of the Management Group and to clarify volunteer roles and training. Training will be delivered January-March 2017. One concern is the task of managing a large group of volunteers, but the Volunteer Co-ordinator is undergoing training, getting support from another community library and looking to appoint some volunteers to help manage others.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group has a strong team of 10 trustees with a variety of skills and experience and are working well in collaboration with NYCC. The focus during the summer was on completing a public consultation and putting together the business plan for submission in September. Now the group is looking at fundraising and income, making grant applications and communicating progress to the local community as well as planning for volunteer training.
Assessment of current position and next steps	The Group are well on the way to handover, with strong group of trustees and a large number of prospective volunteers. Income is a concern but fundraising and grants are being investigated.
Current RAG rating	Green

Library	Sherburn
Category	Community
Group name	Sherburn in Elmet Community Trust
Registration with Charity Commission	Accepted 26th April 2016 Registered charity number: 1166770
Business Plan	Accepted 12th July 2016 The group intend to run the library using volunteers, as part of a wider community hub offer. They will support people to access a range of public and council services.
Volunteer capacity	There is a strong steering group of 9 people with a range of skills. Volunteer events are planned for early November to continue engagement with existing potential volunteers and to recruit new volunteers. They have developed a Volunteer Co-ordinator role, and will be recruiting to this.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group are working well towards taking over the library. They are engaged with Property regarding the lease, and now have a clear idea of what parts of the building they will be responsible for. They have had an initial SLA meeting and negotiations are ongoing. The group are currently engaging with local parish councils to get additional funding and volunteers. They are currently discussing income potential from Selby District Council and other partners. The group are keen for volunteers to get practical experience of working in the library before April and are exploring options with library staff as to how this can be achieved. One member of the steering group is already volunteering in the library.
Assessment of current position and next steps	The group are in a strong position to move forward. They are keen to resolve SLA and building issues so that they are fully on course to open in April 2017. The upcoming volunteer events should give them a clearer indication of volunteer availability for current opening patterns. Training dates are currently being identified to begin in January.
Current RAG rating	Green

Library	Starbeck
Category	Community
Group name	Friends of Starbeck Library (FOSL)
Registration with Charity Commission	Currently updating constitution in preparation for application to Charity Commission to become a Community Incorporated Organisation (Foundation)
Business Plan	The business plan was approved in September 2016. FOSL are following the recommendations made in the letter of acceptance. The FOSL vision is to be at the heart of Starbeck community. They have a management team with varied experience and backgrounds and are building on their previous experience of supporting the library through the provision of volunteers.
Volunteer capacity	FOSL have existing volunteers who are able to support the library going forward and are recruiting additional volunteers to cover the hours needed. Starbeck is situated between Harrogate & Knaresborough and FOSL are aware that volunteers will come predominantly from the local residential area and are planning their volunteer campaign accordingly.
Joint Stronger Communities and Library Service Summary (150 words maximum)	Extensive conversations with NYCC Property took place and a reverse premium was agreed. The final details of the lease are being discussed. Community consultation has been undertaken with over 100 surveys returned. FOSL are continuing to work with Stronger Communities on governance, a skills audit and a risk assessment. Members of the management committee have been undertaking eLearning as part of the induction training. They are proactively seeking to recruit additional volunteers including having had a stand at Starbeck Gala and a coffee morning and have received a number of expressions of interest as a result.
Assessment of current position and next steps	Application for charitable status to be submitted to the Charity Commission. Discussions to be held regarding the service level agreement and the lease to be signed.
Current RAG rating	Green

Library	Stokesley
Category	Community
Group name	Stokesley and District Community Library and Information Hub
Registration with Charity Commission	Applied to Charity Commission for CIO status and are awaiting response.
Business Plan	Submitted and will be considered by the November panel.
Volunteer capacity	The group has recently held two volunteer information sessions at which a total of 25 volunteers registered interest. Publicity and forms will continue to be made available and promoted in the library, with a further event planned for December 2016. The group have established a good relationship with the Volunteer Centre and are going to advertise opportunities via the "Do It" website. They have also made contact with local schools and Teesside University to promote Community Library roles as an opportunity for work experience. Capacity for operational roles at this stage remains hard to judge, however the management committee are strong in a number of skill areas including governance, financial management, data analysis and business planning; which is evident in the progress that they have made.
Joint Stronger Communities and TL's Summary (150 words maximum)	The previous concerns over the projected funding shortfall which the group had expressed have been largely allayed as a result of recent negotiations between the Group, NYCC and Broadacres Housing Association. The group is however intending to continue lobbying Hambleton District Council over its refusal to grant the discretionary 20% rate relief. The group has been assiduous in seeking sources of funding having gained verbal support from two local trusts and will also seek member contributions from a soon to be formed "Friends of Stokesley Library" and Corporate Sponsors (with some support already secured via these avenues). Links have also been made with the local business community through the 'Thirsty Thursday' network to ascertain whether the Library could meet any local business need for sole traders in the future. The Parish Council continues to strongly support the group and plans to consult on raising the precept to provide a staff member for the library in November 2016.
Assessment of current position and next steps	The Group has made significant progress and overall is gaining in strength with a recent new member; however it is still quite reliant on the energy of its Chair, Secretary and Parish Council representatives. The main area of risk is around recruiting and maintaining sufficient volunteers for day to day running of the library. Success in gaining Parish Council funds for a staff member will help mitigate this risk and this therefore, needs to remain a strong focus over the coming months.
Current RAG rating	Green

Library	Tadcaster
Category	Community
Group name	Tadcaster Community Library
Registration with Charity Commission	Accepted 30th August 2016 Registered charity number: 1168957
Business Plan	Accepted 12th August 2016, subject to the following conditions: • Undertake additional community engagement activities • Revisit the cash flow forecast • Provide more detail of areas of legal compliance. The group will run the library using volunteers to maintain existing opening hours and services, including the Selby District Council offer.
Volunteer capacity	The CIO has 4 trustees, and already has several experienced volunteers who have been extending library opening hours for 4 years. Volunteer events are planned for November which will give a clearer indication of the level of recruitment still required.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group has acquired charitable status, and has engaged with NYCC Finance to address the issues raised with their cash flow forecast. They will supplement existing income from traditional library sources with some fundraising. The group has identified a need for specific roles in their management structure, and hope to address these at their imminent AGM to spread the workload more evenly, thereby allowing more efficient decision-making. Following a meeting with Property regarding the lease, they have identified a building surveyor and approached Stronger Communities for financial support for this. They also intend to seek independent legal assistance. The group has attended the Tadcaster Duck Race to raise their profile, and plan to do more local events. They meet regularly with the Sherburn group to share best practice.
Assessment of current position and next steps	A meeting regarding the SLA is planned for 9th November. The upcoming volunteer events should give them a clearer indication of volunteer availability for current opening patterns. Training dates are currently being identified to begin in January. Engagement with the surveyor and legal support will allow them to sign the SLA and lease when appropriate.
Current RAG rating	Green

Library	Thirsk
Category	Community
Group name	Thirsk Community Library (TCL)
Registration with Charity Commission	TCL gained CIO status from the Charities Commission on 26th September 2016.
Business Plan	Approved at September panel and TCL are now ready to move to detailed negotiations.
Volunteer capacity	Information day held on 12th October produced a potential 24 volunteers. Further monthly events are scheduled with the next one taking place on Thursday 3rd November so capacity can potentially be increased. The group's links with Thirsk, Sowerby and District Community Care Association (TSCCA) also provides a degree of resilience in terms of finding sufficient numbers of volunteers, and TCL (through their Communications Sub Group) are being proactive in establishing links with local schools, churches, voluntary and private sector providers in order to expand the scope of their potential volunteer base.
Joint Stronger Communities and TL's Summary (150 words maximum)	TCL now has a committee member on board with considerable fundraising experience and this increases confidence of the viability of the library over the longer term; plans for establishing a Friends of TCL are under development, potential grant funding sources (both locally and nationally) are being explored and corporate sponsors are being sought. A clear vision for the Library has been articulated by TCL within the Business Plan and the cash flow forecast has improved. Initial concerns about the 20% shortfall in Business Rates (discretionary relief) are currently being addressed through seeking the support of the local Town and Parish Councils; with a £1,000 contribution secured from Sowerby Parish Council to date TSCCA have stated that they are no longer likely to be able to secure the funding for the "Project Co-ordinator" envisaged in the Business Plan; although this does bring increased risk to service provision, TCL have expressed confidence that they can run the service without this role for the time being with the assistance of a Committee Member who has previous experience of coordinating volunteers in a Community Managed Library elsewhere in the County.
Assessment of current position and next steps	TCL have made good progress and now need to continue to implement their Communications Plan, focussing on increasing their volunteer base in the coming months. TCL also need to clarify their future relationship with TSCCA, particularly in terms of operational responsibilities and the day to day running of the library.
Current RAG rating	Green

Library	Whitby
Category	Hybrid
Group name	Whitby Area Library Experience (WHALE)
Registration with Charity Commission	WHALE are established as an Unincorporated Organisation
Business Plan	As a hybrid a business plan is not required. They have submitted an Expression of Interest form.
Volunteer capacity	A management group has been established of 8 people with a good range of skills. An additional 17 people have been identified to provide support from April 2017. Group is preparing to use the NYCC and libraries autumn volunteer recruitment campaign to increase the volunteer pool.
Joint Stronger Communities and TL's Summary (150 words maximum)	The group is now formed with a full complement of officers. They have a clear vision about what they want to achieve and how to support Whitby Library. They are already proactively working with the library service to promote Whitby Library and the need to recruit volunteers. They are about to embark on the volunteer induction/ training programme and are keen to then support their volunteers through the programme drawing on their own skills around training and IT support.
Assessment of current position and next steps	The group has identified volunteer recruitment as a priority and are concerned about there being sufficient volunteers to support the opening hours. The current management group is strong and has all of the necessary skills and experience to carry things forward. Next steps : Volunteer recruitment Volunteer Training
Current RAG rating	Green

Appendix 4 – example of community library volunteer recruitment campaign poster