

# Library Service Reconfiguration (694)

## 12 Month Post Implementation Review



# Overview

- Information used:
  - Performance data from the library service
  - Survey feedback
    - community management groups
    - councillors
    - staff
    - customers

# Background

- Building on 2012 model - innovative programme to transform the Library Service across the county.
- 33 Council run libraries transitioned to varying levels of community responsibility by April 2017.
- Concurrent staffing restructure.
- Aimed to achieve budgetary savings whilst maintaining provision of services to communities.
- National trailblazer- interest from other Local Authorities and Central Government due to the scale and complexity involved.

# Findings

Overall the findings are positive and the project has delivered demonstrable success:

- The project has delivered its savings targets of £1.4m.
- All 33 libraries continue to be operational.
- 22 libraries have transitioned to community management with no significant fall in business.
- There has been no Central Government challenge / intervention despite the high number of libraries involved (unlike other Local Authorities transitioning fewer / closing libraries).

# FINDINGS

## Service Performance

### Opening Hours

- 8 community libraries reduced their opening hours after the transition and 3 of them increased their hours, in addition 3 have increased their hours for 2018/19. As of June 2018, opening hours are at 2012 levels.
- Between 2016/17 and 2017/18 1 hybrid library increased its opening hours and 1 core library reduced its opening hours.

### Active Users

- Since 1<sup>st</sup> April 2017 there has been an overall drop in active library user numbers, the reduction is less than the previous year and less than the national average of 14%.
- Since the transition 4 community libraries have increased the number of active users and the hybrid and core libraries have increased the number of active users in 7 libraries.

# FINDINGS

## Service Performance

### Visit number summary

- There has been an overall drop in library visits of 7%, It should be noted that 2 of the community and 2 of the core libraries were closed for between 2 and 4 weeks during the year which will have impacted on overall visitor numbers.
- 4 community libraries have increased the number of visitors, with 2 of the libraries showing an increase of more than 50%.

### Loan activity summary

- Overall hard copy loan activity has reduced by 7%, this continued reduction reflects the national trend.
- E-loans have increased by 16% since April 2017 and by 235% over the last 5 years.

# FINDINGS

## Service Performance

### ICT activity summary

- There has been an overall drop in the use of public access PCs of 9% and an average drop of 17% for supported ICT sessions. This drop has been contributed to by the varying skill levels and abilities of the volunteers to support the IT activities.
- Since the transition 7 community libraries have increased the number of PC sessions, all the hybrid and core libraries numbers have reduced.

# FINDINGS

## Staff Re-structure

- 79 staff (6 with 2 posts), equivalent to 45.5 fte took voluntary redundancy and 12 staff (1 with 2 posts) equivalent to 7.65 fte had compulsory redundancy.
- Following the restructure staff turnover was high at approx. 30%, currently still higher than average at 10%.
- Feedback from library staff and management indicates that the staff competitive interview and appointment phase followed by learning new roles and training and supporting volunteers whilst continuing to provide a quality service was particularly challenging and stressful for staff, and especially for those who were working with colleagues who would no longer be in post after 1<sup>st</sup> April 2017.
- A strong, common theme is the huge amount of effort and hard work undertaken by library staff pre and post implementation, which is reflected in the feedback from elected members, community groups and customers.



# FINDINGS

## Volunteers

- The number of volunteer hours overall has increased by approx. 95000.
- Some volunteers recruited too early and spent long periods on the waiting list.
- Initial problems with recruitment and the training package were addressed to tailor it to the role.
- Survey feedback from volunteers has been very positive with 94% of community management groups rating the experience over the last 12 months as good or very good and 87% rating their libraries as successful or very successful.

# FINDINGS

## Library activities

- All libraries have continued to deliver traditional library loan services and have continued with established activities, including the summer reading challenge for children.
- An increasing number of the community libraries are expanding their offer with ambitions to expand as a community hub for areas such as children and young people, tourist information, arts and culture and joint services with other community and voluntary groups.

# SURVEYS

**Staff** – 58 staff were sent the survey, 28 responded

<b>Table 9 - Staff Survey</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
<b>Please rate your overall experience with the transition period</b>	6 (23%)	11 (42%)	9 (35%)	
<b>Please rate your overall experience of the last 12 months</b>	5 (18%)	9 (32%)	14 (50%)	
	Not Successful	Partially Successful	Successful	Very Successful
<b>Please rate the current status of the library within the community</b>		11 (38%)	15 (52%)	3 (10%)

# SURVEYS

**Councillors** - 37 councillors were sent the survey, 7 responded

Table 10 – Councillor Survey	Poor	Fair	Good	Very Good
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	Not Successful	Partially Successful	Successful	Very Successful
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

# SURVEYS

**Management Groups** – 27 groups were sent the survey, 17 responded covering 18 libraries

<b>Table 11 - Community Management Groups</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
<b>Please rate your overall experience with the transition period</b>		7 (41%)	6 (35%)	4 (24%)
<b>Please rate your overall experience of the last 12 months</b>		2 (12%)	11 (64%)	4 (24%)
	Not Successful	Partially Successful	Successful	Very Successful
<b>Please rate the current status of the library within the community</b>		2 (12%)	10 (59%)	5 (29%)

# SURVEYS

**Customer** – 422 customers have responded from 24 libraries

Table 12 Customer Survey	YES	NO	Total 422		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	Very Negative	Negative	Neither Negative or Positive	Positive	Very Positive
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

# Lessons Learned

- Implementing staff restructure and reconfiguration on the same day was very challenging in terms of workload pressure and emotional resilience and contributed to issues with high staff turnover.
- Additional strain on HR and ESS resources were imposed by implementing a full service restructure at the start/end of the financial year due to additional workload around new contracts, new line management, pensions and redundancy payments having to be undertaken at the same time as normal year end routines.
- Competition for volunteers across a wide range of charities and organisations puts the focus on retaining high calibre volunteers.
- Additional dedicated resources in areas like property/legal/finance would have reduced delays in resolving related issues.
- The recruitment and training of volunteers was not always a positive experience and as a result changes have been implemented.

# Conclusions and Recommendations

- The recruitment of volunteers has been successful because communities want to retain their library service and are willing to volunteer for the benefit of the community. This loyalty to their community should continue to be respected by NYCC in the ongoing partnership arrangements.
- NYCC should continue to provide Stronger Communities and Library staff resources to provide support and encourage the expansion of services and community activities. Involvement can be reduced as confidence and competence continues to increase.
- Regular communication between community-run libraries should be facilitated to allow networking, sharing of knowledge and ideas between the groups.
- Due to competition for volunteers across a wide range of charities and organisations it is crucial that the libraries retain as many trained and skilled volunteers as possible.
- The login process for the mandatory online training on the learning zone has been changed to allow direct access. This has meant the library service can no longer verify if the training has been done through the learning zone and an alternative way to monitor this is now required.



# Future Vision & Next Steps

- Longer-term Vision & Sustainability – use by partner agencies (CAB, Age UK, Police)
- Innovation – creative use of resources, cultural activities
- Stronger Community Hubs – social inclusion



## Library Service Reconfiguration (694)

### 12 Month Post Implementation Review

---

**MAY 2018**

Document Version Control			
Version Number	Reason for Change	Author	Date
1.0	Original Document	Hazel Etherington	11 May 2018

Project Overview			
<b>Project Name:</b>	Library Service – Reconfiguration		
<b>Project Reference:</b>	694	<b>Document Author:</b>	Hazel Etherington
<b>Project Sponsor:</b>	Julie Blaisdale	<b>Project Manager:</b>	Juliet Pudney
<b>Programme (this project is part of):</b>	LC & CS	<b>Programme Manager:</b>	Gemma Dickinson
<b>Service Lead:</b>	Chrys Mellor	<b>Type of Project:</b>	
<b>Date Approved:</b>		<b>Approved By:</b>	

## 1. DOCUMENT OVERVIEW

- 1.1 This document is a 12 month post implementation review to evaluate whether the programme objectives and intended benefits are being achieved. Taken from the original business case the programme objectives and benefits were:
- Achieve requested budget savings of £1.4m through reconfiguration of service
  - Retain current service provision through partnership working with communities and other agencies
  - Minimise impact on communities, particularly older and young people
- 1.2 The report includes performance data from the library service and feedback from the community management groups, councillors, library staff, stronger community staff and customers.
- 1.3 Additional supporting information is provided in the appendices:
- Appendix 1a to 1h – Library performance data
  - Appendix 2 – Volunteer Journey Map report
  - Appendix 3 – Surveys

## 2. PROJECT BACKGROUND

- 2.1 The programme transitioned 33 council run libraries to varying levels of community responsibility on 1st April 2017. This built on the model introduced in 2012 when 9 libraries successfully transferred to community management.
- 2.2 This transformation ran in conjunction with a staffing restructure which aimed to achieve budget savings whilst still providing communities access to libraries and associated services.
- 2.3 There has been continued interest from other Local Authorities and Central Government due to the scale and complexity involved in delivering the programme.

## 3. THE NEW MODEL

- 3.1 All libraries now require the support of volunteers to remain open and continue to deliver services. Core libraries have 60% paid and 40% volunteer staff, hybrid libraries have 40% paid and 60% volunteers and community libraries have between 7 and 15 hours of paid staff time depending on business levels.
- 3.2 NYCC will continue to provide equipment, books, software, public access PCs, network and wifi as well as professional staff time and delivery services to all libraries.
- 3.3 Core libraries provide additional support for the community libraries if required and there is a telephone helpline for stock/IT support.
- 3.4 Community libraries are given a lease or licence to operate depending on whether the property is an NYCC owned or leased building. The Community libraries have the responsibility for the buildings if leased and ownership stays with NYCC. In others, a licence to operate retains the tenant as NYCC but gives the community library responsibility within the parameters agreed with the owner. In all cases this includes responsibility for operational costs such as utilities, rates and insurance. Subsidies apply on the following basis 100% rent (where payable) + 70% utilities – income = subsidy.
- 3.5 A variation to the core/community library model is in Richmondshire where the library service work in partnership with a trust (CRCCL) 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.

## 4. FINDINGS

### 4.1 Financial

4.1.1 The library service has achieved the required £1.4million savings.

4.1.2 A breakdown showing the pre and post April 2017 figures is shown in table 1.

<b>Table 1</b>	<b>2013 - 14</b>	<b>2017 - 18</b>	<b>savings</b>
staff costs	3,775,174	2,514,100	1,261,074
premises	904,960	519,960	385,000
community library subsidy		135,000	- 135,000
stock fund	1,100,000	850,000	250,000
ICT costs, Soprano etc	200,100	140,100	60,000
HQ (vans etc)	188,000	132,000	56,000
income	- 821,150	- 306,400	- 514,750
other (equipment, events, travel etc)	480,466	442,726	37,740
budget	5,827,550	4,427,486	1,400,064

4.2 **Performance** (the data in the tables below is for the 33 libraries that were part of the April 2017 reconfiguration. Appendix 1a to 1h gives the performance data for all of the libraries, including those that were transferred to community management in 2012)

#### 4.2.1 Opening hour summary

- 8 community libraries reduced their opening hours after the transition and 3 of them increased their hours, in addition 3 have increased their hours for 2018/19
- Between 2016/17 and 2017/18 1 hybrid library increased its opening hours and 1 core library reduced its opening hours
- See table 2 for an overall summary of the changes, a detailed breakdown of the opening hours for all libraries is detailed in appendix 1a.

<b>OPENING HOURS</b>					
<b>TABLE X</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>% difference between 16/17 &amp; 17/18</b>	<b>% difference between 17/18 &amp; 18/19</b>
<b>Community Libraries</b>	589	561	573	-5	2
<b>Hybrid Libraries</b>	179	180	180	1	0
<b>Core Libraries</b>	272	261	261	-4	0

#### 4.2.2 Active user summary

- Since 1<sup>st</sup> April 2017 there has been an overall drop in active library user numbers, however the reduction is less than the previous year (see table 3) and less than the national average of 14%
- Since the transition 4 community libraries have increased the number of active users and the hybrid and core libraries have increased the number of active users in 7 libraries
- A breakdown of active users for all libraries is detailed in appendix 1b

NUMBER OF ACTIVE USERS									
TABLE 3	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	46437	35780	41035	35373	33201	-23%	15%	-16%	-6%
Hybrid Libraries	30433	21927	24846	21507	20838	-28%	13%	-13%	-3%
Core Libraries	62853	44060	52653	46111	44536	-30%	20%	-12%	-3%

#### 4.2.3 Visit number summary

- Since 1<sup>st</sup> April 2017 there has been an overall drop in library visits of 7%, see table 4 for year on year reduction. It should be noted that 2 of the community and 2 of the core libraries were closed for between 2 and 4 weeks during the year which will have impacted on overall visitor numbers.
- Since the transition 4 community libraries have increased the number of visitors, with 2 of the libraries showing an increase of more than 50%
- A breakdown of visitor numbers for all libraries is detailed in appendix 1c

VISITOR NUMBERS									
TABLE 4	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	771660	736450	704894	707270	619287	-5%	-4%	0%	-12%
Hybrid Libraries	512167	503897	469348	455244	443212	-2%	-7%	-3%	-3%
Core Libraries	998674	924222	841510	826136	769787	-7%	-9%	-2%	-7%

#### 4.2.4 Loan activity summary

- Since 1<sup>st</sup> April 2017 overall hard copy loan activity has reduced by 7%, see table 5 for year on year reductions, this continued reduction reflects the national trend.
- E-loans have increased by 16% since April 2017 and by 235% over the last 5 years. See appendix 1d for full details.

LOAN ACTIVITY									
TABLE 5	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	852043	828638	786490	770299	672916	-3%	-5%	-2%	-13%
Hybrid Libraries	504467	479499	452723	437845	423859	-5%	-6%	-3%	-3%
Core Libraries	989132	949771	887445	875067	830547	-4%	-7%	-1%	-5%

#### 4.2.5 ICT activity summary

- Since April 2017 there has been an overall drop in the use of public access PCs of 9% and an average drop of 17% for supported ICT sessions, see table 6 and 7 for year on year figures. This drop has been contributed to by the varying skill levels and abilities of the volunteers to support the IT activities.

- Since the transition 7 community libraries have increased the number of PC sessions, all the hybrid and core libraries numbers have reduced.
- Since the transition the average number of supported ICT sessions for the community libraries is down by 64% and the average for the hybrid and core libraries is down by 38%. However, 8 community libraries and 6 hybrid / core libraries have increased the number of supported ICT sessions.
- A breakdown of PC sessions and supported ICT sessions for all libraries is detailed in appendix 1e and 1f.

PC SESSIONS									
TABLE 6	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	87194	85927	78025	70269	61095	-1%	-9%	-10%	-13%
Hybrid Libraries	71921	67989	61432	57441	52360	-5%	-10%	-6%	-9%
Core Libraries	195365	194671	171147	160913	150000	-0%	-12%	-6%	-7%
SUPPORTED ICT SESSIONS									
TABLE 7	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
Community Libraries	2556	2831	3693	4042	2656	11%	30%	9%	-34%
Hybrid Libraries	1794	2397	2655	1639	1484	34%	11%	-38%	-9%
Core Libraries	3659	4095	4798	4735	4322	12%	17%	-1%	-9%

### 4.3 Staff re-structure

- 4.3.1** The staff restructure was implemented on 1<sup>st</sup> April 2017 in tandem with the transition of the libraries to the new management status.
- 4.3.2** 79 staff (6 with 2 posts), equivalent to 45.5 fte took voluntary redundancy and 12 staff (1 with 2 posts) equivalent to 7.65 fte had compulsory redundancy.
- 4.3.3** Following the restructure staff turnover was high at approx. 30%, and is currently higher than anticipated at approx. 10%.
- 4.3.4** Following the restructure the number of relief staff has increased by approx. 30%.
- 4.3.5** Feedback from library staff and management indicates that the staff competitive interview and appointment phase followed by learning new roles and training and supporting volunteers whilst continuing to provide a quality service was particularly challenging and stressful for staff, and especially for those who were working with colleagues who would no longer be in post after 1<sup>st</sup> April 2017.
- 4.3.6** A strong, common theme is the huge amount of effort and hard work undertaken by library staff pre and post implementation, which is reflected in the feedback from elected members, community groups and customers.

### 4.4 Volunteers

- 4.4.1** The Stronger Communities team focused on working with both the community and

hybrid libraries to establish volunteer management groups with the skills and capacity required to deliver the new service, once in place they have been supported in the recruitment and retainment of frontline volunteer staff.

- 4.4.2** The number of volunteer hours overall has increased by approx. 95000, see table 8 for year on year numbers.
- 4.4.3** The initial recruitment drive for frontline volunteers focussed on increasing numbers to keep the libraries open for the communities, as a result some libraries have experienced a quantity versus quality issue ie: volunteers working very short hours with little opportunity for skills development.
- 4.4.4** Feedback indicates there were issues with the timing of the recruitment process with some volunteers taken on several months before the implementation and the application and training process being overly onerous and not tailored to the role which led to some volunteers pulling out before or just after transition.
- 4.4.5** The training issues due to the complexity of the log in process to the NYCC learning zone have been addressed by replacing it with direct access using a web address. However this means the library service are unable to verify training has been undertaken as per para 4f in the SLA.
- 4.4.6** Please refer to appendix 2 which is a report on the volunteer customer journey into the library service for further details on the process, lessons learned and recommendations pertaining to volunteer recruitment, training and retention.

VOLUNTEER HOURS									
TABLE 8	2013/14	2014/15	2015/16	2016/17	2017/18	% diff 13/14 & 14/15	% diff 14/15 & 15/16	% diff 15/16 & 16/17	% diff 16/17 & 17/18
<b>Community Libraries</b>	14142	15067	16400	19752	74167	7%	9%	20%	275%
<b>Hybrid Libraries</b>	4142	5072	5365	6706	27451	22%	6%	25%	309%
<b>Core Libraries</b>	9944	10775	12325	12871	32339	8%	14%	4%	151%

## 4.5 Library Activities

- 4.5.1** All libraries have continued to deliver traditional library loan services and have continued with established activities, including the summer reading challenge for children. A breakdown of the numbers participating in the summer reading challenge is detailed in appendix 1g.
- 4.5.2** An increasing number of the community libraries are expanding their offer with ambitions to expand as a community hub for areas such as children and young people, tourist information, arts and culture and joint services with other community and voluntary groups. This has been and will continue to be supported by the Stronger Community Service. A summary of the current activities is given in appendix 1h.

## 4.6 Property and Legal

- 4.6.1** The community and hybrid library management groups were provided with a toolkit to support them with all aspects of establishing, managing and running a community library.

- 4.6.2** The SLA process for some of the community libraries took longer than anticipated due to protracted negotiations and the anxiety of some groups about areas such as data protection and training requirements. This in turn had an impact on finalising the leases as these could not be done until the SLAs were in place.
- 4.6.3** Problems with the login process for volunteers to the NYCC learning zone for mandatory training has meant volunteers have been given direct access using a web address. As a result the library service are unable to verify if training has been undertaken as per para 4f in the SLA.
- 4.6.3** With regard to leases for the community libraries 3 are not applicable and 9 are complete.
- 4.6.4** The remaining 10 leases have been agreed and are with legal, an Energy Performance Certificate (EPC) has been requested for 7 of them as a rating of E or above is now required as per a change in legislation from 1<sup>st</sup> April 2018.
- 4.6.5** The public access PCs and self-serve terminals are provided by NYCC, the current contracts end in March 2019 and the library service has started the procurement process.

**4.7 Staff survey summary** see appendix 3 for the full comments made

<b>Table 9 - Staff Survey</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
Please rate your overall experience with the transition period	6 (23%)	11 (42%)	9 (35%)	
Please rate your overall experience of the last 12 months	5 (18%)	9 (32%)	14 (50%)	
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate the current status of the library within the community		11 (38%)	15 (52%)	3 (10%)

- 58 library and stronger community staff were sent the survey, 28 responded, 2 were recruited after the transition so did not respond to question 1. One member of staff gave 2 ratings to cover 2 libraries for question 3. See table 9 for details.
- The staff who rated the transition as a poor experience cited reasons that included staff shortages; the magnitude of the change, the loss of friends and colleagues , poor management, workload stress
- Staff who rated the transition as good cited reasons that include training, supportive managers, staff and volunteers, more community involvement, good relationships with volunteers, service maintained
- The reasons given for a poor experience over the last 12 months include poor staff morale, staff shortages, lack of support, high staff turnover
- Staff who rated the last 12 months as good cited reasons that include good learning experience, job satisfaction from rewarding outcomes, raised community spirit
- The reasons given by the 62% of staff who rated the libraries successful or very successful include positive attitudes, motivated volunteers, everyone working as a team, increased partnerships and sense of community ownership, more activities and events, being part of the community



**4.8 Councillor survey summary** see appendix 3 for the full comments made

<b>Table 10 – Councillor Survey</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

- 37 councillors were sent the survey, 7 responded. See table 10 for details.
- Comments included acknowledgement of some transitional problems and communication issues as well as praise for the library staff, management and community groups.

**4.9 Community Management Groups** see appendix 3 for the full comments made

<b>Table 11 - Community Management Groups</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
Please rate your overall experience with the transition period		7 (41%)	6 (35%)	4 (24%)
Please rate your overall experience of the last 12 months		2 (12%)	11 (64%)	4 (24%)
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate the current status of the library within the community		2 (12%)	10 (59%)	5 (29%)

- The 27 community/hybrid community management groups were sent the survey, 17 responded covering 18 libraries. See table 11 for details.
- The groups who rated the transition as a fair experience cited reasons that included lack of support from some areas of NYCC, poor training experience for volunteers, lack of training on key systems, practical building issues
- The groups who rated the transition as good or very good cited reasons that include great support from NYCC staff, working as a team,
- The reasons given for a good or very good experience over the last 12 months include working with other community groups, positive experiences for volunteers, objectives achieved
- The reasons given by the 88% of groups who rated the libraries successful or very successful include increased visitors and business, seamless transition for customers, high status in the community, greater appreciation in the community, increase in activities and events, good customer satisfaction

**4.10 Customers survey summary** see appendix 3 for the full comments made

<b>Table 12 Customer Survey</b>	<b>YES</b>	<b>NO</b>	<b>Total 422</b>		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	<b>Very Negative</b>	<b>Negative</b>	<b>Neither Negative or Positive</b>	<b>Positive</b>	<b>Very Positive</b>
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

- The survey was made available online and hard copies were sent to all 33 libraries. 344 responses have been submitted from 24 libraries.
- 78% of customers who were aware of any difference in services within their library rated the changes positive or very positive.

## 5. LESSONS LEARNED

- 5.1** Having the full staff restructure and library reconfiguration implemented on the same day was very challenging for staff in terms of workload pressure and emotional resilience. This contributed to the high staff turnover experienced in the initial transition period and beyond. Despite this the majority of feedback from the community management groups and volunteers has been supportive and complimentary regarding staff professionalism and work ethics.
- 5.2** Additional strain on HR and ESS resources were imposed by implementing a full service restructure at the start/end of the financial year, with the resulting additional workload around new contracts, new line management, pensions and redundancy payments having to be undertaken at the same time as normal year end routines.
- 5.3** With the Stronger Communities team the programme took into account feedback from the original nine community libraries established in 2012 to have a dedicated team that could resolve issues and liaise with other council departments on their behalf. There was also a community libraries tool-kit to support the management groups in setting up and running a community library.
- 5.4** The programme lacked dedicated resources from property, finance, IT and legal as part of the project team. Delays in resolving issues in these areas could have been prevented or reduced with direct access to timely expert advice for the community groups.
- 5.5** Overall the recruitment of volunteers has been very successful and the benefits are clear from both sides. However, some aspects of the recruitment process could have been done better:
- For some libraries recruitment started too early which meant some volunteers waited several week/months before any follow up actions and for some this was a less than positive experience of the volunteering process.
  - For some initial training was done too early and learning was not retained.
  - A fear of not having 'enough' meant all applicants regardless of skill set or availability were accepted in some of the libraries which has resulted in an imbalance of volunteers between those who want to provide basic help for a few hours a week/month and those who are flexible and willing to train and enhance their skills.

- The training packages initially provided were not tailored or entirely relevant for the role, these have been revised to be more robust and be undertaken 'on the job'.
- The login process for the mandatory online training on the learning zone was too complicated and has been changed to allow direct access. This has meant the library service cannot verify if the training has been done through the learning zone.

## **6. CONCLUSION**

- 6.1** It is important to acknowledge the role of the library staff throughout the reconfiguration process who were also subject to a staffing restructure and were aware they would not all have a position with the service after the implementation. Despite the uncertainty staff remained professional, supportive and courteous and have received universal praise from the management committees.
- 6.2** There has been demonstrable project success;
- The project has delivered its savings targets of £1.4m.
  - All 33 libraries continue to be operational.
  - 22 libraries have transitioned to community management with some but not a significant fall in business.
  - There has been no Central Government challenge
- 6.3** At the 6-month point, the volunteers' main priority was to keep the library doors open, get the basics right and keep continuity for the community. Current feedback indicates an increase in confidence and skills and an appetite to expand activities and develop the community offer.
- 6.4** Customer feedback indicates that communities are showing continued support for their library under the new management with 80% of respondents rating the change as positive or very positive.
- 6.5** There have been a number of practical and project issues regarding volunteer training, ICT, lease agreements and property. Work is ongoing to resolve any remaining issues.
- 6.6** The recruitment of volunteers has been successful because communities want to retain their library service and are willing to volunteer for the benefit of the community. This loyalty to their community should continue to be respected by NYCC in the ongoing partnership arrangements.

## **7. RECOMMENDATIONS**

- 7.1** NYCC should continue to provide Stronger Communities and Library staff resources to provide support and encourage the expansion of services and community activities. Involvement can be reduced as confidence and competence continues to increase.
- 7.2** Regular communication between community-run libraries should be facilitated to allow networking, sharing of knowledge and ideas between the groups. This platform or forum should also allow the volunteer groups to help each other with addressing common issues.
- 7.3** There is a great deal of competition for volunteers across a wide range of charities and organisations. It is crucial that the libraries retain as many trained and skilled volunteers as possible by providing the supportive and welcoming workplace environment the feedback from volunteers indicates they value.
- 7.4** The login process for the mandatory online training on the learning zone was too complicated and has been changed to allow direct access. This has meant the library

service can no longer verify if the training has been done through the learning zone and an alternative way to monitor this is now required.

## **8. APPENDICES**

- Appendix 1a to 1h – Library performance data
- Appendix 2 – Volunteer Journey Map report
- Appendix 3 – Surveys

## APPENDIX 1a - Opening Hours

COMMUNITY LIB	2016/17	2017/18	2018/19	% difference between 16/17 & 17/18	% difference between 17/18 & 18/19
Bedale	20	20	24	0	20
Bentham	15.5	15.5	15.5	0	0
Boroughbridge	22	21	22	-5	5
Catterick	25	25	25	0	0
Colburn	20	20	20	0	0
Crosshills	18	18	18	0	0
Easingwold	25	25	25	0	0
Eastfield	38	37	37	-3	0
Helmsley	16.5	16.5	16.5	0	0
Ingleton	43	43	43	0	0
Kirkbymoorside	30.5	33.5	33.5	10	0
Leyburn	40	19	19	-53	0
Norton	10	22	22	120	0
Pateley Bridge	16	38	38	138	0
Richmond	35	35	35	0	0
Scalby	39	34	34	-13	0
Settle	20	20	20	0	0
Sherburn	30	29	29	-3	0
Starbeck	42	18	18	-57	0
Stokesley	30	19	26.5	-37	39
Tadcaster	23	22	22	-4	0
Thirsk	30	30	30	0	0
<b>Total</b>	<b>589</b>	<b>561</b>	<b>573</b>	<b>-5</b>	<b>2</b>
<b>HYBRID</b>					
Filey	30	30	30	0	0
Knaresborough	40	40	40	0	0
Pickering	34	35	35	3	0
Ripon	40	40	40	0	0
Whitby	35	35	35	0	0
<b>Total</b>	<b>179</b>	<b>180</b>	<b>180</b>	<b>1</b>	<b>0</b>
<b>CORE</b>					
Harrogate	55	55	55	0	0
Malton	46	35	35	-24	0
Northallerton	40	40	40	0	0
Scarborough	51	51	51	0	0
Selby	40	40	40	0	0
Skipton	40	40	40	0	0
<b>Total</b>	<b>272</b>	<b>261</b>	<b>261</b>	<b>-4</b>	<b>0</b>
<b>2012 COMMUNITY LIBRARIES</b>					
Barlby	13	13	13	0	0
Bilton & Woodfield	32	32	32	0	0
Derwent valley	26	26	26	0	0
Embsay & Eastby	11.5	9.5	9.5	-17	0
Gargrave	12	11	11	-8	0
Grassington	36	44	44	22	0
Great Ayton DC	32.5	32.5	32.5	0	0
Hawes	36	46	46	28	0
Mashamshire	31	29	29	-6	0
<b>Total</b>	<b>230</b>	<b>243</b>	<b>243</b>	<b>6</b>	<b>0</b>

## APPENDIX 1b - Active users

Community Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar 18	%	%	%	%
						difference between 13/14 & 14/15	difference between 14/15 & 15/16	difference between 15/16 & 16/17	difference between 16/17 & 17/18
Bedale	1696	1510	1555	1328	1144	-11	3	-17	-14
Bentham	575	491	538	463	455	-15	10	-16	-2
Boroughbridge	1486	1104	1220	1075	1157	-26	11	-13	8
Catterick	3441	2373	2829	2467	2585	-31	19	-15	5
Colburn	1744	1243	1586	1369	1564	-29	28	-16	14
Crosshills	1605	1367	1442	1303	1178	-15	5	-11	-10
Easingwold	2424	2068	2286	1932	1687	-15	11	-18	-13
Eastfield	3439	2596	3184	2540	2507	-25	23	-25	-1
Helmsley	1377	1027	1045	915	728	-25	2	-14	-20
Ingleton	817	622	698	621	589	-24	12	-12	-5
Kirkbymoorside	1796	1291	1657	1316	1125	-28	28	-26	-15
Leyburn	1366	1152	1291	1100	942	-16	12	-17	-14
Norton	1420	1064	1108	887	833	-25	4	-25	-6
Pateley Bridge	650	588	760	839	757	-10	29	9	-10
Richmond	4165	2667	2998	2601	2764	-36	12	-15	6
Scalby	4156	3410	3767	3205	2707	-18	10	-18	-16
Settle	1385	1235	1632	1407	1311	-11	32	-16	-7
Sherburn	3263	2708	2980	2604	2098	-17	10	-14	-19
Starbeck	1874	1521	1678	1566	1408	-19	10	-7	-10
Stokesley	3134	2139	2455	2165	2098	-32	15	-13	-3
Tadcaster	1445	1354	1425	1106	1060	-6	5	-29	-4
Thirsk	3179	2250	2901	2564	2504	-29	29	-13	-2
<b>Total</b>	<b>46437</b>	<b>35780</b>	<b>41035</b>	<b>35373</b>	<b>33201</b>	<b>-23</b>	<b>15</b>	<b>-16</b>	<b>-6</b>
<b>Average</b>	<b>2111</b>	<b>1626</b>	<b>1865</b>	<b>1608</b>	<b>1509</b>	<b>-21</b>	<b>15</b>	<b>-16</b>	<b>-6</b>
Hybrid Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	%	%	%	%
						difference between 13/14 & 14/15	difference between 14/15 & 15/16	difference between 15/16 & 16/17	difference between 16/17 & 17/18
Filey	4397	3143	3591	3214	3291	-29	14	-10	2
Knarborough	7121	5365	5908	5196	4576	-25	10	-12	-12
Pickering	5442	3981	4400	3707	3374	-27	11	-16	-9
Ripon	8059	5724	6708	5762	5556	-29	17	-14	-4
Whitby	5414	3714	4239	3628	4041	-31	14	-14	11
<b>Total</b>	<b>30433</b>	<b>21927</b>	<b>24846</b>	<b>21507</b>	<b>20838</b>	<b>-28</b>	<b>13</b>	<b>-13</b>	<b>-3</b>
<b>Average</b>	<b>6087</b>	<b>4385</b>	<b>4969</b>	<b>4301</b>	<b>4168</b>	<b>-28</b>	<b>13</b>	<b>-13</b>	<b>-2</b>
Core Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	%	%	%	%
						difference between 13/14 & 14/15	difference between 14/15 & 15/16	difference between 15/16 & 16/17	difference between 16/17 & 17/18
Harrogate	18962	13621	15552	13980	14485	-28	14	-10	4
Malton	5431	4138	4532	3813	3634	-24	10	-16	-5
Northallerton	7112	4895	5547	4906	757	-31	13	-12	-85
Scarborough	17248	11379	14495	12480	14073	-34	27	-14	13
Selby	7363	5076	6600	5657	6128	-31	30	-14	8
Skipton	6737	4951	5927	5275	5459	-27	20	-11	3
<b>Total</b>	<b>62853</b>	<b>44060</b>	<b>52653</b>	<b>46111</b>	<b>44536</b>	<b>-30</b>	<b>20</b>	<b>-12</b>	<b>-3</b>
<b>Average</b>	<b>10476</b>	<b>7343</b>	<b>8776</b>	<b>7685</b>	<b>7423</b>	<b>-26</b>	<b>15</b>	<b>-14</b>	<b>-10</b>
2012 Community Libraries	2013/14	2014/15	2015/16	2016/17	2017/Mar ch 18	%	%	%	%
						difference between 13/14 & 14/15	difference between 14/15 & 15/16	difference between 15/16 & 16/17	difference between 16/17 & 17/18

Barlby	401	453	395	299	<u>449</u>	13	-13	-24	50
Bilton & Woodfield	1382	1279	1180	927	<u>1106</u>	-7	-8	-21	19
Derwent Valley	688	592	561	577	<u>550</u>	-14	-5	3	-5
Embsay & Eastby	271	266	168	185	<u>205</u>	-2	-37	10	11
Gargrave	258	268	249	261	<u>220</u>	4	-7	5	-16
Grassington	540	459	444	366	<u>422</u>	-15	-3	-18	15
Great Ayton DC	1027	1013	898	752	<u>1062</u>	-1	-11	-16	41
Hawes	866	550	727	690	<u>733</u>	-36	32	-5	6
Mashamshire	205	156	117	114	<u>140</u>	-24	-25	-3	23
<b>Total</b>	<b>5638</b>	<b>5036</b>	<b>4739</b>	<b>4171</b>	<b><u>4887</u></b>	<b>-11</b>	<b>-6</b>	<b>-12</b>	<b>17</b>
<b>Average</b>	<b>626</b>	<b>560</b>	<b>527</b>	<b>463</b>	<b>543</b>	<b>-20</b>	<b>-14</b>	<b>-20</b>	<b>33</b>

## APPENDIX 1c - Visit numbers

Community Library	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
Bedale	33468	35662	31886	33300	31179	7	-11	4	-6
Bentham	24262	20430	17255	14958	15325	-16	-16	-13	2
Boroughbridge	40049	38299	37544	41922	45976	-4	-2	12	10
Catterick Garrison	35657	31356	31491	33651	29248	-12	0	7	-13
Colburn	53645	51166	45581	46812	41003	-5	-11	3	-12
Crosshills	14518	14520	14013	14891	14206	0	-3	6	-5
Easingwold	36777	38769	37024	35610	32162	5	-5	-4	-10
Eastfield	47764	40283	36242	36657	28101	-16	-10	1	-23
Helmsley	29545	29171	25368	26354	24915	-1	-13	4	-5
Ingleton	29277	32392	27298	26095	26089	11	-16	-4	-0
Kirkbymoorside	43575	36718	36928	36947	26847	-16	1	0	-27
Leyburn	53066	48561	46700	47467	35052	-8	-4	2	-26
Norton	12486	12773	14910	13359	21443	2	17	-10	61
Pateley Bridge	20806	19181	12002	9949	15358	-8	-37	-17	54
Richmond	53181	46586	48440	44611	39542	-12	4	-8	-11
Scalby	43020	41356	38331	35374	28647	-4	-7	-8	-19
Settle	35363	43260	53317	53662	26659	22	23	1	-50
Sherburn	40463	38595	36391	35923	32445	-5	-6	-1	-10
Starbeck	23078	22034	20949	23221	19692	-5	-5	11	-15
Stokesley	40445	37919	34192	34480	29916	-6	-10	1	-13
Tadcaster	27327	27996	25394	23284	19555	2	-9	-8	-16
Thirsk	33890	29428	33643	38743	35927	-13	14	15	-7
<b>Total</b>	<b>771660</b>	<b>736450</b>	<b>704894</b>	<b>707270</b>	<b>619287</b>	<b>-5</b>	<b>-4</b>	<b>0</b>	<b>-12</b>
<b>Average</b>	<b>35075</b>	<b>33475</b>	<b>32041</b>	<b>32149</b>	<b>28149</b>	<b>-4</b>	<b>-5</b>	<b>-0</b>	<b>-7</b>
<b>Hybrid</b>									
Filey	63561	61041	58527	58912	54625	-4	-4	1	-7
Knaresborough	154176	157027	140448	135600	141678	2	-11	-3	4
Pickering	105053	106503	102225	100238	88703	1	-4	-2	-12
Ripon	112219	102987	97343	91056	92364	-8	-5	-6	1
Whitby	77158	76339	70806	69438	65842	-1	-7	-2	-5
<b>Total</b>	<b>512167</b>	<b>503897</b>	<b>469348</b>	<b>455244</b>	<b>443212</b>	<b>-2</b>	<b>-7</b>	<b>-3</b>	<b>-3</b>
<b>Average</b>	<b>102433</b>	<b>100779</b>	<b>93870</b>	<b>91049</b>	<b>88642</b>	<b>-2</b>	<b>-6</b>	<b>-3</b>	<b>-4</b>
<b>Core</b>									
Harrogate	272769	257748	245382	249591	240383	-6	-5	2	-4
Malton	126213	95252	69830	65984	63899	-25	-27	-6	-3
Northallerton	76406	72885	68814	65118	61690	-5	-6	-5	-5
Scarborough	304639	283249	257043	257049	222943	-7	-9	0	-13
Selby	102281	95222	87062	73681	64073	-7	-9	-15	-13
Skipton	116366	119868	113380	114713	116799	3	-5	1	2
<b>Total</b>	<b>998674</b>	<b>924222</b>	<b>841510</b>	<b>826136</b>	<b>769787</b>	<b>-7</b>	<b>-9</b>	<b>-2</b>	<b>-7</b>
<b>Average</b>	<b>166446</b>	<b>154037</b>	<b>140252</b>	<b>137689</b>	<b>128298</b>	<b>-8</b>	<b>-10</b>	<b>-4</b>	<b>-6</b>
<b>2012 Community Lib</b>									
Barlby	13101	15350	13526	13232	13362	17	-12	-2	1
Bilton and Woodfield	15828	17778	24274	18905	23719	12	37	-22	25
Derwent Valley Bridg	16006	18548	18336	19449	19315	16	-1	6	-1
Embsay with Eastby	3730	3665	3000	2922	3257	-2	-18	-3	11
Gargrave	21652	22107	19532	18477	17599	2	-12	-5	-5
Grassington	24479	24159	23373	25604	12938	-1	-3	10	-49
Great Ayton	50892	49069	48269	47218	39950	-4	-2	-2	-15
Hawes	49023	105415	127862	126552	140133	115	21	-1	11
Mashamshire	4181	3755	3396	3422	3648	-10	-10	1	7
<b>Total</b>	<b>198890</b>	<b>259845</b>	<b>281567</b>	<b>275781</b>	<b>273921</b>	<b>31</b>	<b>8</b>	<b>-2</b>	<b>-1</b>
<b>Average</b>	<b>22099</b>	<b>28872</b>	<b>31285</b>	<b>30642</b>	<b>30436</b>	<b>16</b>	<b>0</b>	<b>-2</b>	<b>-2</b>



APPENDIX 1d - Loan activity

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
<b>COMMUNITY LIB</b>									
Bedale	39921	43595	39711	40092	34002	9	-9	1	-15
Bentham	14316	14688	11796	11723	11218	3	-20	-1	-4
Boroughbridge	22172	22085	21716	20678	23110	-0	-2	-5	12
Catterick	29984	28964	28917	30049	28579	-3	-0	4	-5
Colburn	30832	29240	29030	25526	23944	-5	-1	-12	-6
Crosshills	35355	35909	32115	33481	28662	2	-11	4	-14
Easingwold	63123	62421	61144	61651	51633	-1	-2	1	-16
Eastfield	39991	36772	34264	29407	23828	-8	-7	-14	-19
Helmsley	19752	18423	16802	16729	12903	-7	-9	-0	-23
Ingleton	17888	18604	16050	14769	15210	4	-14	-8	3
Kirkbymoorside	25399	25464	24882	25324	25531	0	-2	2	1
Leyburn	32702	32730	25948	27731	24309	-13	-8	7	-12
Norton	17258	17798	15612	14708	16166	3	-12	-6	10
Pateley Bridge	19160	18005	17607	20144	18182	-6	-2	14	-10
Richmond	67654	58000	55149	54081	47136	-14	-5	-2	-13
Scalby	84430	84918	78375	76524	62105	1	-8	-2	-19
Settle	29090	29971	38797	37228	32425	3	29	-4	-13
Sherburn	73701	74871	67175	63469	49270	2	-10	-6	-22
Starbeck	30649	32736	29525	29518	24131	7	-10	-0	-18
Stokesley	59869	56077	50364	51584	39934	-6	-10	2	-23
Tadcaster	39187	34115	31660	30416	27112	-13	-7	-4	-11
Thirsk	59610	57682	59851	55467	53526	-3	4	-7	-3
<b>Total</b>	<b>852043</b>	<b>828638</b>	<b>786490</b>	<b>770299</b>	<b>672916</b>	<b>-3</b>	<b>-5</b>	<b>-2</b>	<b>-13</b>
<b>Average</b>	<b>38729</b>	<b>37665</b>	<b>35750</b>	<b>35014</b>	<b>30587</b>	<b>-2</b>	<b>-5</b>	<b>-2</b>	<b>-10</b>
<b>HYBRID</b>									
Filey	82932	75200	68059	64806	62316	-9	-9	-5	-4
Knaresborough	108597	104868	102454	100371	99796	-3	-2	-2	-1
Pickering	89474	87724	82187	81639	81069	-2	-6	-1	-1
Ripon	134435	124514	116670	112770	107597	-7	-6	-3	-5
Whitby	89029	87193	83353	78259	73081	-2	-4	-6	-7
<b>Total</b>	<b>504467</b>	<b>479499</b>	<b>452723</b>	<b>437845</b>	<b>423859</b>	<b>-5</b>	<b>-6</b>	<b>-3</b>	<b>-3</b>
<b>Average</b>	<b>100893</b>	<b>95900</b>	<b>90545</b>	<b>87569</b>	<b>84772</b>	<b>-5</b>	<b>-6</b>	<b>-3</b>	<b>-3</b>
<b>CORE</b>									
Harrogate	345325	325399	301217	300318	289963	-6	-7	-0	-3
Malton	88159	78603	74491	72467	73424	-11	-5	-3	1
Northallerton	117403	117019	111005	108332	105585	-0	-5	-2	-3
Scarborough	198730	184572	166078	160354	146604	-7	-10	-3	-9
Selby	120962	118408	112708	109671	100217	-2	-5	-3	-9
Skipton	118553	125770	121946	123925	114754	6	-3	2	-7
<b>Total</b>	<b>989132</b>	<b>949771</b>	<b>887445</b>	<b>875067</b>	<b>830547</b>	<b>-4</b>	<b>-7</b>	<b>-1</b>	<b>-5</b>
<b>Average</b>	<b>164855</b>	<b>158295</b>	<b>147908</b>	<b>145845</b>	<b>138425</b>	<b>-3</b>	<b>-6</b>	<b>-2</b>	<b>-5</b>
<b>2012 COMMUNITY LIB</b>									
Barlby	6883	7437	6820	6275	6634	8	-8	-8	6
Bilton & Woodfield	34605	31124	27289	21902	25811	-10	-12	-20	18
DVB	20115	23074	21506	23212	20848	15	-7	8	-10
Embsay & Eastby	6739	6399	5198	4683	5143	-5	-19	-10	10
Gargrave	8132	7677	7126	7037	7643	-6	-7	-1	9
Grassington	7377	8744	7790	7749	11565	19	-11	-1	49
Great Ayton DC	28603	26160	24634	22325	22298	-9	-6	-9	-0
Hawes	10860	10375	10144	9945	8902	-4	-2	-2	-10
Mashamshire	5075	5122	5058	4720	4672	1	-1	-7	-1
<b>Total</b>	<b>128389</b>	<b>126112</b>	<b>115565</b>	<b>107848</b>	<b>113516</b>	<b>-2</b>	<b>-8</b>	<b>-7</b>	<b>5</b>
<b>Average</b>	<b>14265</b>	<b>14012</b>	<b>12841</b>	<b>11983</b>	<b>12613</b>	<b>1</b>	<b>-8</b>	<b>-5</b>	<b>8</b>

APPENDIX 1e - PC sessions

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
<b>COMMUNITY LIB</b>									
Bedale	1536	2139	1867	1727	1347	39	-13	-7	-22
Bentham	1152	1011	971	646	645	-12	-4	-33	-0
Boroughbridge	2228	2238	1817	2045	1501	0	-19	13	-27
Catterick	5514	4796	4131	3957	3995	-13	-14	-4	1
Colburn	4810	4838	4527	4641	3796	1	-6	3	-18
Crosshills	2081	2019	2143	2185	1921	-3	6	2	-12
Easingwold	2827	3481	2868	2815	2087	23	-18	-2	-26
Eastfield	8693	8330	8724	7118	5334	-4	5	-18	-25
Helmsley	1598	1464	1165	1245	1145	-8	-20	7	-8
Ingleton	2617	2495	1946	1824	1840	-5	-22	-6	1
Kirkbymoorside	4085	3463	2994	2588	3097	-15	-14	-14	20
Leyburn	2719	3119	3050	2977	1843	15	-2	-2	-38
Norton	1970	2376	2183	2096	2846	21	-8	-4	36
Pateley Bridge	738	709	901	1545	1729	-4	27	71	12
Richmond	10327	9316	8419	7746	6232	-10	-10	-8	-20
Scalby	7847	7820	6628	6042	4527	-0	-15	-9	-25
Settle	2255	2224	2753	2481	2117	-1	24	-10	-15
Sherburn	6051	5346	4305	4037	3477	-12	-19	-6	-14
Starbeck	2922	3111	2759	1305	2043	6	-11	-53	57
Stokesley	7773	7687	6546	4911	3365	-1	-15	-25	-31
Tadcaster	2520	2542	2323	1770	1979	1	-9	-24	12
Thirsk	4931	5403	5005	4568	4229	10	-7	-9	-7
<b>Total</b>	<b>87194</b>	<b>85927</b>	<b>78025</b>	<b>70269</b>	<b>61095</b>	<b>-1</b>	<b>-9</b>	<b>-10</b>	<b>-13</b>
<b>HYBRID</b>									
Filey	10088	10149	8868	8308	7738	1	-13	-6	-7
Knaresborough	14204	13788	11130	10769	9290	-3	-19	-3	-14
Pickering	13234	12413	11900	10322	8992	-6	-4	-13	-13
Ripon	19249	17727	16210	14907	14082	-8	-9	-8	-6
Whitby	15146	13912	13324	13135	12258	-8	-4	-1	-7
<b>Total</b>	<b>71921</b>	<b>67989</b>	<b>61432</b>	<b>57441</b>	<b>52360</b>	<b>-5</b>	<b>-10</b>	<b>-6</b>	<b>-9</b>
<b>CORE</b>									
Harrogate	50092	49608	45057	44956	42519	-1	-9	-0	-5
Malton	16187	12349	9845	9001	8479	-24	-20	-9	-6
Northallerton	14783	14967	13520	12695	12096	1	-10	-6	-5
Scarborough	76331	81054	72504	67084	62919	6	-11	-7	-6
Selby	24395	22958	17397	15193	13456	-6	-24	-13	-11
Skipton	13577	13735	12824	11984	10531	1	-7	-7	-12
<b>Total</b>	<b>195365</b>	<b>194671</b>	<b>171147</b>	<b>160913</b>	<b>150000</b>	<b>-0</b>	<b>-12</b>	<b>-6</b>	<b>-7</b>
<b>2012 COMMUNITY LIB</b>									
Barlby				406	591				46
Bilton & Woodfield				1695	1769				4
DVB				864	916				6
Embsay & Eastby									
Gargrave				452	389				-14
Grassington				585	558				-5
Great Ayton DC				3624	3015				-17
Hawes	1416	1479	1803	1749	1391	4	22	-3	-20
Mashamshire									
<b>Total</b>	<b>1416</b>	<b>1479</b>	<b>1803</b>	<b>9375</b>	<b>8629</b>	<b>4</b>	<b>22</b>	<b>420</b>	<b>-8</b>

APPENDIX 1f - ICT supported sessions

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
<b>COMMUNITY LIB</b>									
Bedale	88	87	79	89	36	-1	-10	13	-60
Bentham	42	32	82	62	21	-24	156	-24	-66
Boroughbridge	39	45	69.5	137	174	16	54	97	27
Catterick	92	83	69	88	79	-10	-17	28	-10
Colburn	155	38	31	25	47	-76	-20	-18	88
Crosshills	100	196	143	186	81	97	-27	30	-56
Easingwold	106	66	139	109	10	-38	111	-22	-91
Eastfield	238	328	259	265	153	38	-21	2	-42
Helmsley	68	86	102	137	26	26	19	34	-81
Ingleton	45	30	312	599	109	-34	958	92	-82
Kirkbymoorside	48	53	110	70	48	10	108	-36	-32
Leyburn	89	70	45	79	225	-21	-36	78	185
Norton	121	104	442	364	53	-14	325	-18	-86
Pateley Bridge	15	27	5	248	44	80	-81	4860	-82
Richmond	245	21	93	37	261	-92	351	-60	605
Scalby	435	453	440	550	34	4	-3	25	-94
Settle	39	44	257	158	107	13	490	-38	-32
Sherburn	203	546	463	522	895	169	-15	13	71
Starbeck	47	98	34	11	13	110	-66	-69	24
Stokesley	151	201	184	36	82	33	-8	-80	128
Tadcaster	62	135	65	51	92	118	-52	-22	80
Thirsk	130	92	273	219	67	-29	197	-20	-69
<b>Total</b>	<b>2556</b>	<b>2831</b>	<b>3693</b>	<b>4042</b>	<b>2656</b>	<b>11</b>	<b>30</b>	<b>9</b>	<b>-34</b>
<b>HYBRID</b>									
Filey	381	418	458	277	467	10	10	-39	69
Knaresborough	283	547	379	334	201	94	-31	-12	-40
Pickering	447	503	291	141	346	13	-42	-51	145
Ripon	359	471	897	197	89	31	90	-78	-55
Whitby	325	458	631	690	381	41	38	9	-45
<b>Total</b>	<b>1794</b>	<b>2397</b>	<b>2655</b>	<b>1639</b>	<b>1484</b>	<b>34</b>	<b>11</b>	<b>-38</b>	<b>-9</b>
<b>CORE</b>									
Harrogate	718	740	1700	643	501	3	130	-62	-22
Malton	592	632	426	410	558	7	-33	-4	36
Northallerton	383	410	12	0	331	7	-97	-100	0
Scarborough	1176	1597	1923	2747	1931	36	20	43	-30
Selby	318	299	308	386	431	-6	3	26	12
Skipton	472	418	430	549	570	-12	3	28	4
<b>Total</b>	<b>3659</b>	<b>4095</b>	<b>4798</b>	<b>4735</b>	<b>4322</b>	<b>12</b>	<b>17</b>	<b>-1</b>	<b>-9</b>
<b>2012 COMMUNITY LIB</b>									
Barlby					9				
Bilton & Woodfield					39				
DVB					8				
Embsay & Eastby					4				
Gargrave					23				
Grassington					5				
Great Ayton DC					0				
Hawes	147				0	-100			
Mashamshire					130				
<b>Total</b>	<b>147</b>				<b>218</b>				

## APPENDIX 1g - Summer Reading activity

	2013/14	2014/15	2015/16	2016/17	2017/2018	% difference between 13/14 & 14/15	% difference between 14/15 & 15/16	% difference between 15/16 & 16/17	% difference between 16/17 & 17/18
<b>COMMUNITY LIB</b>									
Bedale	188	194	178	177	130	3	-8	-1	-27
Bentham	107	92	82	53	54	-14	-11	-35	2
Boroughbridge	143	141	139	136	153	-1	-1	-2	13
Catterick	171	171	203	255	235	0	19	26	-8
Colburn	122	99	120	104	91	-19	21	-13	-13
Crosshills	174	173	170	176	109	-1	-2	4	-38
Easingwold	335	344	322	345	283	3	-6	7	-18
Eastfield	259	278	272	252	209	7	-2	-7	-17
Helmsley	93	97	91	95	77	4	-6	4	-19
Ingleton	95	79	95	86	85	-17	20	-9	-1
Kirkbymoorside	133	116	127	120	119	-13	9	-6	-1
Leyburn	63	62	65	58	52	-2	5	-11	-10
Norton	137	132	130	108	124	-4	-2	-17	15
Pateley Bridge	66	106	91	114	117	61	-14	25	3
Richmond	193	141	224	199	226	-27	59	-11	14
Scalby	321	310	307	308	309	-3	-1	0	0
Settle	142	146	189	164	121	3	29	-13	-26
Sherburn	449	452	458	438	377	1	1	-4	-14
Starbeck	123	146	156	156	153	19	7	0	-2
Stokesley	217	221	196	227	178	2	-11	16	-22
Tadcaster	171	170	194	168	139	-1	14	-13	-17
Thirsk	289	259	278	280	277	-10	7	1	-1
<b>Total</b>	<b>3991</b>	<b>3929</b>	<b>4087</b>	<b>4019</b>	<b>3618</b>	<b>-2</b>	<b>4</b>	<b>-2</b>	<b>-10</b>
<b>Average</b>									
<b>HYBRID</b>									
Filey	218	204	224	183	192	-6	10	-18	5
Knarborough	451	434	398	397	400	-4	-8	-0	1
Pickering	406	420	391	369	381	3	-7	-6	3
Ripon	535	524	503	522	442	-2	-4	4	-15
Whitby	380	394	347	330	303	4	-12	-5	-8
<b>Total</b>	<b>1990</b>	<b>1976</b>	<b>1863</b>	<b>1801</b>	<b>1718</b>	<b>-1</b>	<b>-6</b>	<b>-3</b>	<b>-5</b>
<b>Average</b>									
<b>CORE</b>									
Harrogate	945	949	925	952	952	0	-3	3	0
Malton	450	419	357	379	322	-7	-15	6	-15
Northallerton	445	434	444	440	449	-2	2	-1	2
Scarborough	709	624	712	704	646	-12	14	-1	-8
Selby	625	600	648	649	600	-4	8	0	-8
Skipton	607	563	600	622	523	-7	7	4	-16
<b>Total</b>	<b>3781</b>	<b>3589</b>	<b>3686</b>	<b>3746</b>	<b>3492</b>	<b>-5</b>	<b>3</b>	<b>2</b>	<b>-7</b>
<b>Average</b>									
<b>2012 COMMUNITY</b>									
Barlby	93	105	80	91	84	13	-24	14	-8
Bilton & Woodfield	285	236	231	214	226	-17	-2	-7	6
DVB	90	93	61	98	77	3	-34	61	-21
Embsay & Eastby	32	34	36	21	24	6	6	-42	14
Gargrave	50	78	80	66	90	56	3	-18	36
Grassington	35	56	27	32	22	60	-52	19	-31
Great Ayton DC	114	113	128	98	93	-1	13	-23	-5
Hawes	59	62	74	69	66	5	19	-7	-4
Mashamshire	20	30	17	22	48	50	-43	29	118
<b>Total</b>	<b>778</b>	<b>807</b>	<b>734</b>	<b>711</b>	<b>730</b>	<b>4</b>	<b>-9</b>	<b>-3</b>	<b>3</b>
<b>Average</b>									

## APPENDIX 1h - Community activities

<b>COMMUNITY LIB</b>	<b>Community activities</b>
Bedale	Developing their arts and cultural offer and integrated with other services in Bedale Hall Community Centre.
Bentham	Part of the wider Pioneer Project ambition to create a community hub.
Boroughbridge	Co-located with Community Care Association. They are offering assisted digital and expanding their offer to children, young people and local schools.
Catterick	ALSS co-located, targeting family learning.
Colburn	Targeting children and young people activity with link to Colburn hub and café
Crosshills	Looking to collaborate with other voluntary and community sector organisations. Visioning event planned.
Easingwold	Targeting children and young people activity - Community Care Association no longer plan to co-locate.
Eastfield	Targeting health and wellbeing and working with the medical centre. Focus on physical activity and digital.
Helmsley	Tourist information point. Part of Helmsley in Business. Ambition to target health and wellbeing.
Ingleton	Part of the community centre and the community hub.
Kirkbymoorside	Local enterprise hub supporting local businesses.
Leyburn	Targeting children and young people. Supporting face to face tourism facilities.
Norton	Health and wellbeing hub with Sight Support as a tenant. Community garden.
Pateley Bridge	Established community hub, ambition to provide wider support for volunteering and community transport.
Richmond	Targeting culture and heritage, co-located with tourist information centre.
Scalby	Increased community activities.
Settle	Currently consolidating and building capacity.
Sherburn	Clear vision on becoming a whole community hub in partnership with the old school. Targeting youth activities.
Starbeck	Currently consolidating with wider activities around health and wellbeing, social isolation and digital.
Stokesley	Business and enterprise hub. Expanding its offer for young people. Potential to relocate with building society with interests in becoming a resource for local businesses eg: touch down spaces.
Tadcaster	Networked into the Selby Better Together hubs.
Thirsk	Health and wellbeing hub, liaising with Community Care Association and The Clock around prevention, also in discussions with the Childrens Centre.



# Library Service – Customer Journey Map report

## Library Volunteer Engagement

**Giles Carr - Business Change Officer - January 2018**

January 2018

Version 0.3

# Contents

Background	3
Participation	3
Constraints	3
Executive Summary	4
Findings	5
Conclusion	8

## Background

An innovative programme was implemented to transform the Library Service across the county. Building on the 2012 model, this programme transitioned a total of 36 Council run libraries to varying levels of community responsibility and came into effect by April 2017.

This transformation ran in conjunction with a staffing restructure and aimed to achieve budgetary savings whilst maintaining provision of services to communities.

Initial assessments are positive and the programme delivered demonstrable success:

- Financially, the project appears on-track to achieve its savings targets (£1.4m).
- Handover to community groups happened as planned on 1st April 2017.
- Library services continue to be available following transition to community management (no significant fall in business).
- There has been no Central Government challenge / intervention despite the high number of libraries involved (unlike other Local Authorities transitioning fewer / closing libraries).

## Participation

Library Managers were consulted in three differing settings, a NYCC Library, a Community Library and a Hybrid Library to establish a base position – an understanding of the process from NYCC's point of view, on how Volunteers are attracted and inducted into the Library Service.

This was followed by three workshops, one in each Library type, to canvass the views of the in situ Volunteers to try and surface what the experience of becoming a volunteer was like for them from their point of view.

Workshops were conducted with about 20 participants, representing a total of some 250 Volunteers spread across the three library Locations. These were Harrogate Library, Knaresborough Hybrid library and Sherburn in Elmet Community Library.

## Constraints

It should be noted that time, and practical issues meant that only three library sites were consulted and a relatively small number of Volunteers were directly consulted, however, it is believed that this represents a reasonable cross section of views and locations.



## Executive Summary

Volunteers have a positive experience in becoming a Volunteer, enjoy being a Volunteer and value the opportunity to maintain what they view as a highly valuable community asset.

The profile of Volunteers is fairly constant. They tend to be retired professionals, degree educated and a high proportion are from an IT or teaching background. A small number are looking at volunteering as a way into employment and a few are younger people and are involved in reading sessions after school. All live locally to the Library they volunteer at.

The way in which each Library attracts and then processes a Volunteer through the recruitment process is broadly similar and, with some notable exceptions, (shown below) work well and meet the needs of the Volunteer. The Library Service has a process in place in line with other council departments, some of the community groups utilised this, others developed their own.

The Volunteer journey is not always smooth. All the Volunteers raised questions around:

- Having to volunteer in the first place. They view the Library Service as one that should be provided by the County Council and object to the need to provide a volunteer service.
- The mandatory training online E Learning has been a uniformly poor experience for the Volunteers, many have simply given up and have not completed the training.

Some of the Volunteers raised questions around:

- The amount of effort required to complete a Volunteer application form.
- The amount of detail that a referee was expected to provide.
- Some poor communication about how, when and in what order, training modules could be consumed.
- The varying level of personal development and engagement when in role.

However, for each concern, the Volunteers have articulated how an individual difficulty could be addressed and it should be noted their view of being a Volunteer is **overwhelmingly positive**.

A Customer Journey Map has been produced, which is a visual representation of both the journey a potential Volunteer goes through to from become aware of Volunteer opportunities to actually being in post and how they feel along the way.

## Findings

### **Step 1 - All Volunteers felt to some extent, and in some cases very strongly, that the County Council should be delivering Library Services and not relying on the good will of Volunteers.**

Volunteers all, to a varying degree, reported feelings of resentment and anger at the potential loss of a valuable community service. However, they all recognised that in becoming a Volunteer it was an opportunity to retain this service and help their local community.

#### Recommendation

- That communication on why Library's have to adopt a Volunteer model be generally improved with a focus on the positive aspect of becoming a Volunteer

### **Steps 2 & 3 – All Volunteers who attended the Library to enquire about Volunteering met with either Staff or Steering Groups**

This first face to face contact proved to be a critical point. It is an excellence opportunity for Library Staff and Steering Group members to shape the expectation, duties and commitment needed for the role. It also presents a 'first look' opportunity for volunteers too. However, the experience at this point was varied. Some reported that Steering Groups were excellent and provided comprehensive information on which decisions could be made, and others felt that Volunteer roles were never described in detail.

#### Recommendation

- Make use of best practice to design a uniform method of 'first contact' and the information provided to potential volunteers.

### **Step 4 – Completing an application form.**

Volunteers reported that due to the format of the application form they were given (appeared to be a NYCC standard form) that a great deal of formal effort went into completing the application, similar to applying for a full time NYCC job. Once in role, it was evident that this was wasted time and effort.

#### Recommendation

- Follow the Knaresborough Steering Group approach of Registration of Interest Form (ROI) which was described as fit for purpose and concise.

### **Step 6 References**

Several Volunteers, in a process in common to the application form, felt that too much detail was required from potential referees and that they were asked to invest far too much time and effort in completing the form they were supplied with. Another common point, was that all the Volunteers stated that there was no official welcome, or 'you have passed' stage. The transition from enquiry to a potential Volunteer happens by presumption.

Although Volunteers were delighted to be sent a list of training dates, confirmation of being in role would be welcome.

### Recommendations

- A much shorter and simplified form would suffice.
- Some formal notification that a person is officially a Volunteer.

### **Steps 7-11 Training**

How the Volunteers felt about the training fell into two distinct areas. The training by NYCC was very well received. Volunteers found the course content to be interesting, informative and in most cases easy to access. They felt a little nervous and excited about the amount of content they felt they had to learn, and in some cases the time between completing the training and being in post was a little too far apart, nevertheless, this was a pleasant experience that they felt would equip them with the knowledge and confidence to at least start in post.

The Online Mandatory E learning was, across the board, a less positive experience. All the Volunteers reported feeling frustrated, irritated and generally vexed by the technical difficulties in accessing the Online Learning. Further, many felt that the content was far too complicated, in depth and was clearly designed for NYCC full time employees rather than a Volunteer. Several reported that they had simply abandoned trying to complete the modules.

### Recommendations

- Wherever possible, training takes place at the Library a Volunteer is to work at.
- Where possible, ensure that the time gap between finishing training and starting Volunteering is as short as possible.
- The access and content of the Mandatory Learning is reviewed.

### **Steps 12-13 Recruiting and placing Volunteers in Role.**

Volunteers are highly motivated and wish to make a positive contribution to the Library they volunteer at. The main driver for volunteering is a very strong desire to maintain what they view as a crucial community resource. A secondary, and also powerful driver is that many volunteers also want social interaction, to be stimulated and to learn or do an interesting thing in their free time. Many of the Volunteers reported, that although relatively new in role, they could see themselves staying in position for a long time, or until their life circumstances change. They see themselves as providing an important service to the community and enjoy doing so. They feel very fulfilled by volunteering and enjoy working in the Library, have flexibility surrounding what they do, what level of responsibility they wish to take up and the amount of time they can contribute.

However, this picture does vary from Library to Library. All of the Volunteers stated that when in post, they want support and engagement from Library Staff. Some of the Volunteers thought that their Personal Development Plans were unstructured and that in their view, paid staff did not have the time to mentor Volunteers. Some Volunteers

mentioned that particularly when new in post, they feel anxious about making a positive contribution and if they are not interacted with to any great extent on a daily basis, they quickly feel isolated and not part of the team.

Consideration should be given to formalising a Personal Development Plan for Volunteers when they are in role. Currently, this process seems to be an ad hoc one and is dependent on the focus and resource available to the Steering Group or Managers in a location and vary fairly substantially. Volunteers are a valuable resource, and if not managed correctly, Libraries will be at risk of suffering high turn over of positions.

### Recommendations

- Formalise and standardise a Personal Development Plan structure to ensure continuing support and development for Volunteers.

## **Conclusion**

In order to deliver the required number of volunteers by the April 17 deadline, a huge number of people had to be attracted, trained and in position to provide a Library service to North Yorkshire citizens. This, in the main, has been very efficiently achieved. Further, the Volunteers who have been attracted have enjoyed the process of becoming a volunteer, are well informed and adequately trained in doing so. They enjoy being in post and have met their varied personal, social and community goals in becoming a Volunteer. Most think that they get so much from volunteering that they are likely to stay for the long term, likely to be measured in years.

The involvement of volunteers in the Library Service is both vital and desirable. Although, as stated earlier, many of the Volunteers have reservations of why they should have to volunteer in the first place, they find volunteering rewarding, fulfilling and interesting on a personal basis, they also find a great deal of personal satisfaction in providing a valued community service in their locality that would otherwise either be compromised or disappear completely.

NYCC must nurture this valuable community asset and must give consideration to developing supporting the volunteers when they are in post in the long term. NYCC should look at how Volunteers are to consume NYCC online mandatory training modules with a consideration on both making the modules easier to access and the content more appropriate to a Volunteer.

## Library Service Reconfiguration 12 Month Post Implementation Review survey results

### Staff Results

58 library and stronger community staff were sent the survey, 27 responded. 2 staff did not answer Q1 and Q2 as they are new recruits and 1 staff member rated 2 libraries differently on Q3.

Staff Survey	Poor	Fair	Good	Very Good
Please rate your overall experience with the transition period	6 (23%)	11 (42%)	9 (35%)	
Please rate your overall experience of the last 12 months	5 (18%)	9 (32%)	14 (50%)	
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate the current status of the library within the community		11 (38%)	15 (52%)	3 (10%)

Comments were shared between pragmatism, apprehension and excitement as the move to the new model of service delivery progressed and became reality. The challenge of maintaining services throughout the process of consultation, decisions, and implementation were highlighted as was working with colleagues who were leaving the service. As the end of the first year was reached comments continue to acknowledge the challenge of working to a different model and the skills required alongside recognition that all libraries are still open and the difference that volunteers have made in bringing closer links to communities.

### Question 1 – Transition period

“Challenging but the significant changes in the service delivery model required was unlikely to be anything but.”

“Even though we’d spent two years leading up to the change, when it happened felt intense.”

### Question 2 – Last 12 months

“Although hard, we have now have a great team of staff and volunteers”

“It has been a steep learning curve but the library is running well and we have had a lot of successes, which has been very cheering!”

“Ongoing training can be daunting especially for those only committing to a few hours a week and continuity of service can be affected Things change rapidly and some find it hard to keep up.”

### Question 3 - Current status

“Great innovative and positive thinking team and some amazing volunteers.”

“There is still plenty of work for staff to do and I look forward to the next year as the volunteers have grown in confidence and we are beginning to offer more activities and events to serve the community.”

“More volunteers are coming forward which is a good sign that the library can be sustained”

“I am finding that the public and community groups appreciate that the library is still open and find the service as a whole very good.”

## Councillor Results

37 councillors were sent the survey, 7 responded.

<b>Councillor Survey</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
Please rate your overall perception of the transition period		2 (29%)	3 (43%)	2 (29%)
Please rate your overall perception of performance over the last 12 months		1 (14%)	3 (43%)	3 (43%)
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate your perception of the current status of the community library service.		1 (14%)	3 (43%)	3 (43%)

Comments were again around the challenges of finding and establishing management groups to oversee the community managed model. Acknowledgement was given to the support provided by the Library and Stronger Communities teams. There was recognition of the work being undertaken by the groups/volunteers and some pride exhibited in achievements. At the end of the first year comments reflect an ongoing concern about sustainability of volunteer recruitment.

### Question 1 - Transition period

"Wasn't free of problems but got there in the end"

"Difficult to engage and co-opt people to set up the CIO, Needed a significant hard push to co-opt volunteers. Good support from Stronger Communities helped to make it happen."

"Issues were dealt with sympathetically, and professionally and solutions were found"

### Question 2 - Last 12 months

"Not without transitional problems"

"Our Summer Reading Challenge numbers were well up on previous years. The £4000 to spend on our library, invested mainly in the Children's Area was welcome, as was the way we were left in control of how we spent it."

"Having a library manager on the Town Council books and managing the volunteers, helped make the library operate."

### Question 3 - Current status

"I worry that the initial enthusiasm of volunteers may be on the decline and where will the next generation come from"

"Significantly increased the operating hours from 1st April 2018 has shown the success of XXXX"

### Management Group Results

The 27 community/hybrid community management groups were sent the survey, 16 responded covering 18 libraries

<b>Table 11 - Community Management Groups</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>
Please rate your overall experience with the transition period		7 (41%)	6 (35%)	4 (24%)
Please rate your overall experience of the last 12 months		2 (12%)	11 (64%)	4 (24%)
	<b>Not Successful</b>	<b>Partially Successful</b>	<b>Successful</b>	<b>Very Successful</b>
Please rate the current status of the library within the community		2 (12%)	10 (59%)	5 (29%)

Comments again reflect the challenge of the move to community management and increased dependence on volunteers. Recognition was given to the professionalism of library staff during the run up to implementation. The support from Library and Stronger Communities teams is acknowledged, as are the issues of adapting council procedures/policies to a volunteer model – specifically around training and IT protocols. There were a number of comments on the amount of time/workload for management groups and some concerns around future recruitment both for committee members and volunteers. At the end of the first year a considerable (and justified) pride is shown in what has been achieved. A number of comments related to the future development of the service both county-wide and locally.

#### Question 1 - Transition period

“Challenging but all worked as a team to achieve our goals”

“The training provided for the volunteers was felt to be very onerous but following feedback this has been changed and the new idea of shadowing existing staff/volunteers works exceptionally well as they learn hands on before going in to the theory training so it makes more sense”

“Supportive input from Stronger Communities, and Libraries staff, particularly staff whose own jobs were at risk were all very professional and supportive. We were offered support with developing a Business Plan, undertaking a Skills Audit and developing our Vision.”

“Thanks to the efforts of the existing library staff most volunteers had already been recruited, undergone partial, or full, training and been welcomed as volunteers at the library by the staff before the official handover.”

#### Question 2 - Last 12 months

“Staff have continued to be helpful, friendly and supportive. We have trained all volunteers and have managed to staff the library successfully. We have done well on fund raising. However, IT infrastructure has been unreliable and the Soprano software could be more fool-proof.”

“It has been learning time for all the volunteers, we have all had to learn new skills and put new procedures in place. It had reminded us the we cannot just sit still we must always have an open mind and be prepared to learn and take on new challenges”

“The volunteers have welded as a team and shown great commitment. The library users have been very patient, understanding and supportive as we have tried to maintain and build on the standards set by the librarians.”

"The workload for trustees has been far greater than expected, and is not sustainable going forward. Funding is being sought for administrative support."

"The Supervisor has got to know volunteers and has a good insight into the skills and preferences of many of the volunteers. Our volunteers have been brilliant, people have taken on additional tasks and have covered all shifts, including in inclement weather. A smaller group have worked tirelessly behind the scenes on fundraising, admin, coordination etc and a group have done the cleaning every week."

"The response of the Community, particularly the number of keen volunteers coming forward, has been excellent. The team spirit among the volunteers has grown and a number have put themselves forward for other tasks, such as the "Events" group."

"The small band of volunteers we have got have been amazing. Now NYCC staff with who we have direct face to face contact have settled into their roles has helped to settle things in a positive way."

### **Question 3 - Current status**

"We need to market our services more - increase number of books loaned and members"

"We feel the library is operating successfully and the relationships between ourselves and NYCC support staff are excellent."

"There is a real buzz about the library around our local area as it is felt to be a real community asset with all it provides."

"We believe that the library has a very positive image in the community at present. That is not to say that the Steering Group is wholly delighted at the changes that have taken place. The unanimous preference of the Group would have been for the library to continue to have been staffed by a team of permanent library staff."

"The Summer Reading Challenge was a great success, with volunteers helping to achieve completion figures well above the national average."

"We have 30 volunteers but need 6 more to be able to comfortably cover all the sessions. We have not been able to let the meeting rooms out as often as we hoped."

"Footfall at the library has held up well and in most cases customers appear to appreciate the efforts of volunteers to maintain a library..... Development of the hub has been slow, but in the next year it is hoped that this will be resolved and the library will become an even important location for the community."

"Feedback from customer's remains supportive and efforts of Volunteers, Trustees and supporting 'Friends' seem to be appreciated. Still need to engage with other customers and wider community."

"Attracting sufficient volunteers to comfortably cover library operations will always be a challenge. Recruiting and retaining trustees is also difficult."

"Due to enormous effort put in by dedicated volunteers and staff"

"We are developing a plan aimed at increasing public awareness of and use of the library and this is our number one priority"

"The trustees are very positive about the changes to Libraries in terms of the work, attitude and commitment of the volunteers who now run the Library. We do have an excellent support worker, unfortunately entitled supervisor. The volunteers work hard to encourage our community to use the Library. We are extremely pleased with comments and the views of both visitors and community. Unfortunately, NYCC needs to work on the speed of their response to the needs of the community Libraries, the appropriateness of their training and their ability to listen to what the libraries are saying."



## Customer Results

The survey was made available online and hard copies were sent to all 33 libraries. 344 responses have been submitted from 24 libraries.

<b>Table 12 Customer Survey</b>	<b>YES</b>	<b>NO</b>	<b>Total 422</b>		
Are you aware of any difference or changes in the services provided in your local library since April 2017?	330 (78%)	92 (22%)			
If you said yes please rate your overall perception of the difference or changes you are aware of.	<b>Very Negative</b>	<b>Negative</b>	<b>Neither Negative or Positive</b>	<b>Positive</b>	<b>Very Positive</b>
	5 (1%)	25 (8%)	42 (13%)	88 (27%)	170 (51%)

Comments from Customers show that they were aware of the change moving to volunteer/community managed libraries however the majority see this as a positive change primarily as their local library remains open. The majority of respondents did not appear to differentiate between staff and volunteers referred to staff/volunteers in their comments with no differentiation. 89% (306) of submitted comments stated that the service was good/excellent with 16% (56) specifically stating they were grateful to the volunteers for 'saving' their library. 8% (29) stated that the change was an improvement with a more community centred facility and more activities. 11% (38) were grateful to the volunteers, however they were still angry that this change had been necessary. 7% (26) expressed dissatisfaction either for reduction in opening hours or a particular aspect of 'poor' service which was not directly attributable to the changes.

"Very relieved to still have a local library"

"I feel that the team at XXXX give excellent service but wish to voice my objection that library services are not thought important enough to be provided for by NYCC."

"Better opening hours and slightly better availability of books. Too busy sometime with scrabble/jigsaw players taking up space and unable to sit and read papers."

"The volunteers are doing an excellent job, but it is a shame that so many library staff were made redundant"

"All staff are very helpful."

"The introduction of voluntary staff has had minimal effect on the efficient operation of the library. Without their efforts the facility would no doubt cease to operate."

"It appears to be business as usual"

"The warmth and welcome of the volunteers is outstanding. The library is starting to feel like a real community centre. The fact that so many people are prepared to give time and effort to maintain and develop the service is excellent."

"I hadn't realised it was run by volunteers until the lady in the library mentioned it. A fantastic service and as a mum with a young child a lovely place to come and choose new books."

"Library seems to be busier (used more). Volunteer staff are generally pleasant and helpful. There had been no deterioration in service, neatness, filing or returned books, perhaps a slight improvement."

"The Library was due to close. However, it has been taken over by a well led volunteer group and has been saved. It's been able to respond to public demand and increase its opening hours."

"For my usage of the library the service is of the same high quality."

"I was sceptical before the changes were implemented that there would not be enough volunteers and that the library's services would reduce but I've been pleasantly surprised. I have two young children and there is lots on offer for them, including story and singing times, competitions, craft sessions, etc. It's great and thank you! The volunteers are keen and mostly friendly and welcoming."

"As a volunteer I have learnt many new skills and appreciated the complexity of the job that the professional staff do and the breadth of their knowledge. Every week I learn two or three new aspects of the job from them. As a customer I am even more aware of the importance of the library as a vital hub in ....."

"I would have preferred to continue with fully trained professional library staff . There is no reason why our librarians should have lost their jobs....I feel libraries have been targeted disproportionately."

"Having volunteers involved in so many aspects of running the library seems to have improved the feeling of community. Has also possibly made people more aware of what they would have lost if the library had been closed and that there are possibly other activities that could take place there."

"A change to volunteers appears to have worked but proper staff still very much needed."

"The library has become a friendly hub for meeting people - particular the knit and natter group. It's also good to be able to chat over a coffee whilst crafting for charities instead of at home alone."

"Volunteers usually very helpful and if they can't help they can explain how you get to where you want to be."

"I came over to the library 3 weeks ago and was greeted by 3 lovely staff 'volunteers' they were very inspirational to me as I have recently been diagnosed with Vesicular Dementia"

"There seem to be far more diverse services on offer than previously in this invaluable community service."

"The library is run very well but the reduced hours since becoming community managed have given a negative perception of the change."

"Really happy we still have a library - kids love it. Thank you."

"The volunteers do a fantastic job, but I still think it should be a paid job."

"Well informed 'volunteer' staff. Helpful, friendly, informative. Sometimes had longer 'wait' than previously for books from 'other' library sources, due no doubts to lack of funding for 'transport' and not the 'fault' of volunteer staff!"

"Run by extremely enthusiastic friendly helpful and ever smiling volunteers who are willing to go the extra mile to provide excellent service to users! Deeply appreciated!"

"Increase in volunteers who are doing an excellent job with support from established salaried staff. Here's hoping that this doesn't lead to more cuts of salaried staff of whom are still needed."

"Haven't noticed any changes which I hope is good if there has been."