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Report of: *Laraine Manley*
Report to: *Cabinet*
Date of Decision: *30th November 2016*
Subject: *Library Review 2016 – Future support arrangements for Volunteer run libraries*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	

Which Cabinet Member Portfolio does this relate to? Libraries and Community Services

Which Scrutiny and Policy Development Committee does this relate to? Safer and Stronger Communities

Has an Equality Impact Assessment (EIA) been undertaken? Yes No

If YES, what EIA reference number has it been given? 942

Does the report contain confidential or exempt information? Yes No

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*“The (**report/appendix**) is not for publication because it contains exempt information under Paragraph (**insert relevant paragraph number**) of Schedule 12A of the Local Government Act 1972 (as amended).”*

PURPOSE OF THE REPORT

The existing support package for volunteer run libraries is due to end on 31st March 2017. This report looks at what support is needed after this date, to enable the volunteer run libraries to be viable and stable into the future.

In February 2014 Cabinet approved a proposal for the future of Sheffield's Library services. This led to the creation of 11 Council run hub libraries, and along with the Home library service and Central library this contributes to the Councils Statutory duty to provide a comprehensive and efficient library service (Library and Museums Act 1964). The Council wished to keep as many libraries open as possible beyond the core service, and with support from the communities of Sheffield, 5 Co-delivered libraries and 11 Associate libraries have been established, and are run by volunteers.

This report identifies the need for Associate and Co-delivered libraries to have continued support from SCC, looking at benefit and risk. Three surveys have been conducted to gain information about needs and aspirations from the Public, Library Staff and the groups running the Associate and Co-delivered libraries.

The funding for this continued support has to be identified as part of the Council's overall 2017-18 budget, so this report agrees the continuation in principle, subject to finalising funding through the budget process. The timescale for this will be the budget Council in the first week of March 2017 at the latest.

An EIA also informs the recommendations. Appendix 1 entitled 'Review of the support package' evaluates each offer described in the cabinet report of February 2014, against the feedback provided in the surveys undertaken in 2016.

RECOMMENDATIONS

The recommendations to Cabinet are:

- (1) Continue support for Associate libraries until 31st March 2020 to assist their viability and stability. A support package to the value of £262k in year 1 that maintains the level of support provided from 2014-2017. For year 2 support package will not be less than 80% of £262k, and in year 3, not less than 70% of £262k, subject to identifying the funding as part of the 2017-18 budget process.
- (2) The support package to include a grant pot, a new book fund, a small marketing fund, and the operational costs of the Associate libraries remaining on the Library Management System. A breakdown of the support package is listed in Section 1 'Proposal'.
- (3) Continued support for the Associate and Co-delivered libraries until 31st March 2020 where this can be resourced by the Library, Archives and Information Service (LAIS) with existing staff and core budget. This includes support from SCC run Hub libraries, advice and support with local and national initiatives, I.T support and training relating to the Library Management System.

- (4) Continued support for Co-delivered libraries to 31st March 2020. Co-delivered libraries receive the same offer as SCC's Hub libraries without the staffing and funded from LAIS core funding. Building running costs are paid directly by LAIS. Co-delivered libraries may be re-charged for running costs that are above the budget due to extended non-library usage of the building.
- (5) Future funding and support for Associate and Co-delivered libraries for years 4 and 5 (2020/21 and 2021/22) will be delegated for decision by Cabinet Member and Executive Director.
- (6) Provision of the Library Management System, I.T., maintenance and related software, supplied via the corporate wide contract, will be free of charge until 2019, when this will be reviewed as part of corporate IT contract negotiations.

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Liz Gough
		Legal: Steve Eccleston
		Equalities: Liz Tooke
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	Eugene Walker, Acting Executive Director, Resources
3	Cabinet Member consulted:	Jack Scott Cabinet Member for Community Services and Libraries
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Nick Partridge	Job Title: Service Manager, Libraries, Archives & Information Service
	Date: 3 rd November 2016	

Report to the Cabinet

REPORT TITLE: Library Review 2016 – Future support arrangements for Volunteer run libraries

1 PROPOSAL

1.1 Introduction

In February 2014 Cabinet approved a proposal for the future of Sheffield's Library services. This led to the creation of 11 Council run Hub libraries, and along with the Home library service and Central library this contributes to the Council's Statutory duty to provide a comprehensive and efficient library service (Library and Museums Act 1964).

The Council wished to keep as many libraries open as possible beyond the core service, and with support from the communities of Sheffield, 5 Co-delivered libraries and 11 Associate libraries have been established, and are run by volunteers.

To establish the Associate libraries a funding & support package was agreed from Council funds to the value of £262k per year for 3 years ending 31st March 2017. The support and running costs for the 5 Co-delivered libraries have been met from the Library, Archives and Information service core budget for a pilot period of 2 years, later extended to 3 years in line with Associate libraries.

This report identifies the need for Associate and Co-delivered libraries to have continued support from SCC, looking at benefit and risk.

Three surveys have recently been conducted to gain information about needs and aspirations from the Public, Library Staff and the groups running Associate and Co-delivered libraries. An EIA also informs the recommendations.

Surveys undertaken July-August 2016:

- A public survey with 2136 responses
- A front line library staff survey with completed by 47 staff
- A survey of Associate and Co-delivered libraries, 11 of 15 volunteer libraries responded.

1.2 Key Challenges

A key challenge is how to ensure there is an appropriate balance between the independence of the Volunteer run libraries and the controls required to enable them to remain on the Council's Library Management System and the support package provided.

If the Council limits or reduces its support, some volunteer run libraries may not be viable, and if too much support is given, they might be regarded as statutory agents that would limit opportunities for them to gain external funding.

Communicating the difference between Associate and Co-delivered libraries has also been a challenge. The original proposal for the future of Sheffield's library services in 2013/14 described two kinds of volunteer run libraries; 'Co-delivered' libraries and 'Independent' libraries. Following consultation and consideration of the EIA at the end of 2013 early 2014, an additional support package was introduced for the Independent libraries that would give them a similar level of support to the Co-delivered libraries, and the term Associate library was adopted instead of Independent, and hence, why there is often confusion. A full description of the model of operation, including what are Hub libraries, Associate libraries and Co-delivered libraries can be found in Appendix 2.

In brief Hub Libraries are run by the Council and based in district centres. Associate libraries are run by volunteers who can access a grant and have a lease on the library building. Co-delivered libraries are also run by volunteers and receive everything a Hub library receives except the staff, and their costs are paid directly by the Council.

1.3 Preferred Option

Appendix 1 of this report 'Review of the support package' evaluates each offer of support described in the cabinet report of 2014, against the feedback provided in the surveys. This report also considers data submitted by the volunteer run libraries in their monitoring reports to the Contracts and Partnership team who administer the grant fund. An EIA and a study on the value of volunteering were also important considerations.

There are 4 options, of which 3 have been rejected and outlined in section 5 'Other options considered'. This report seeks approval for Option 4 as this offers the most benefit for the people of Sheffield with the least risk.

Option 4 is the continued support for Associate and Co-delivered libraries from 1st April 2017 31st March 2020. Future funding and support for years 4 and 5 will be delegated for decision by Cabinet Member and Executive Director.

The cost of this option from Council funds is £262k for year 1, for year 2 at least 80% of £262k, and for year 3 at least 70% of £262k subject to identifying the funding as part of the 2017-18 budget process. The costs of the Co-delivered libraries will be maintained from the core budget of the Library, Archive and Information Service. A breakdown of costs forms Appendix 8.

1.4 Benefits and risks of the preferred option

The benefits of this option are:

- Create a period of financial stability and growth to attract and give confidence to volunteers and Trustees.
- Extend the period of support whilst the Associate libraries develop their experience and capacity in managing a leased building.
- Build the viability of the volunteer run libraries, enabling them to remain open.
- Ensure the relationship between SCC and the volunteer run libraries is clearly defined

- Ensure the standards and controls relating to the operation of the Council's Library Management System by volunteer libraries are maintained.

The risks of this option are:

- The Council continues to face significant financial challenges due to continued austerity measures.
- If there is a budget reduction in future years for the LAIS, it may not be affordable for the service to continue to pay for all of the Co-delivered libraries from its core budget.

1.5 Specific requests of the proposal

In delivering the preferred option, we seek approval for the following:

Continued support for Associate libraries until 31st March 2020 to increase their viability and stability. A support package to the value of £262k in year 1 that maintains the level of support provided from 2014-2017 and a guaranteed minimum grant for years 2 and years 3 depending on Council budgetary decisions at that time. The guaranteed minimum package of support for year 2 will be 80% of £262k in year 2, and year 3 at 70% of £262k subject to identifying the funding as part of the 2017-18 budget process.

It is recommended the funding is sourced from Council funds and will cover the following support and associated resources:

1.5.1 A grant pot of funding:

Allocated from Council funds, in year 1 (1st April 2017 to 31st March 2018) of £166,800 where the grant is not competitive but must be applied for. For years 2 & 3 there will be no pre-set allocation and funds will be awarded following successful application. The minimum grant pot for year 2 is £133,440, and year 3 is £116,760.

1.5.2 Provision of new books:

New books to the value of £27,842 in year 1. In year 1 each library will receive a baseline allocation of £1,000 and the remainder will form a top up allocation that will reflect the quality of current book stock, levels of demand and size of the library. In year 2 the book fund will have a guaranteed minimum of £8,000 and in year 3 a guaranteed minimum of £1,893. The Co-delivered libraries will continue to receive book stock funded from the Library service core budget.

1.5.3 Marketing budget:

£5,000 budget for year 1 and year 2, and a guaranteed minimum of £500 in year 3, to develop marketing materials and promotion of Volunteer Libraries in Sheffield.

1.5.4 Remaining on the Library Management System:

This will cover the additional operational costs, to the Library, Archives & Information service, of the Associate libraries remaining on the Library Management System. As a support package this would cost £62,358 in year 1, £63,160 in year 2 and £64,247

in year 3, and would include:

- Staff and associated line management support to administer the purchase and processing of new books for Associate libraries and enable donated books to go onto the Library Management System where requested.
- Van deliveries for reserved books and other materials.
- Training commissioned internally and externally for all volunteer run libraries on data protection and other compliance training, management of voluntary organisations and good governance.
- Materials for participation in city wide initiatives.
- I.T. upgrades and associated software charges.

1.6 Continued support from the Library, Archives & Information Service

It is recommended that support for Associate and Co-delivered libraries by the Library, Archives and Information Service (LAIS) is continued. With existing library service resources and additional resources described in 1.5 above, the following logistical support and connectivity can be delivered for Associate & Co-delivered libraries and people of Sheffield.

1.6.1 Library Management System

Through the provision of the Library Management System to the Associate and Co-delivered libraries, library users can access the SCC library catalogue of books and material in any library using a single library card. The proposal includes the purchasing of new book stock for volunteer run libraries. These new books will be hosted by the relevant volunteer run library and will appear on the city wide library catalogue. This means the new book stock will be available to any Sheffield library user.

1.6.2 Signposting for events, activities and services

Good communication links between SCC and volunteer run libraries to promote events, share information on services provided, and where appropriate run joint promotion on reader development initiatives. To facilitate this, the library service will send a regular update to the volunteer run libraries and attend their network meeting. The library van delivery system will circulate posters and service information between libraries.

1.6.3 Website

The library service will continue to include information on the volunteer run libraries on the Council webpages, with links to the Volunteer libraries in Sheffield webpage and other appropriate webpage links.

1.6.4 Library publications

The library service will provide information to the volunteer run libraries on upcoming publications and promotions, including any relevant deadlines for information to be submitted.

1.6.5 Library branding

SCC libraries and volunteer libraries all deliver a library service, and more. Without actually visiting a library it can be difficult to distinguish between a Council run library and a volunteer run library. In brief Hub Libraries are run by the Council and based in district centres. Associate libraries are run by volunteers who can access a grant and have a lease on the library building. Co-delivered libraries are also run by volunteers and receive everything a Hub library receives except the staff, and their costs are paid directly by the Council. By introducing clear branding of the different types of libraries, we do not advocate one type of library over another, but the range of choice for the library user. New branding has recently been introduced to SCC libraries and a sample of this can be found in Appendix 3. The volunteer run libraries, under this proposal, will have a marketing budget to support them with branding and promotion.

1.6.6 Training and support

Volunteers will continue to be offered training on the Library Management System from LAIS. There will also be a range of training, linked to the grant, to facilitate a quality standard across the Associate libraries. This will link to a standard assessment across all Sheffield libraries, including Hub and Co-delivered libraries. Training sessions and standards will include data protection and safeguarding processes. Hub libraries may be offered as a free venue for volunteer library groups engaging in training organised by the Library service.

1.6.7 Operational queries and assistance

Volunteers will receive training on the Library Management System by the Volunteer Co-ordinator, or cascade trainers. As volunteers may only volunteer a few hours a week, or intermittently, this means they may need help with operational queries and assistance from time to time. The Volunteer Co-ordinator and the E-Services Officer will continue to deal with the majority of queries, with SCC Hub library staff helping out in their absence or for general advice.

1.6.8 Agreements

SCC library service and other relevant departments will work with the volunteer run libraries if they need additional support, advice or training to enable them to comply with the following agreements as relevant:

- Grant agreement
- Lease

- Memorandum of understanding
- Data processor agreement

The Memorandum of Understanding principally sets out the agreement for the library service to supply the Library Management System, and the standards and processes expected by the volunteer run libraries. This document aims to foster good working arrangements and clear communication, and sets out the process should a dispute occur.

The Contracts and Partnership team will act as a first point of contact for the Associate library groups in regards to monitoring and payment of grant. They will also carry out support visits to clarify queries and expectations regarding monitoring. The Associate libraries can apply for a grant for 2017/18, 2018/19, and 2019/20. The Associate libraries will be informed of the grant criteria with at least 2 month notice ahead of the application deadline.

The Contracts and Partnership team will also issue monitoring returns for the Co-delivered libraries to complete. This will enable the library service to monitor the impact of the library, the needs of the library and the needs of library users.

Library service officers will continue to attend the Volunteer Libraries in Sheffield network group and will be available to discuss any issues, concerns or information needs. Library staff will visit all of the volunteer run libraries, as well as SCC Hub libraries to assess standards of delivery and good practice.

The operation of the Library Management System requires the volunteer libraries to comply with the terms of the Data Processor Agreement and ensure their volunteers sign the Acceptable Use Statement and undertake relevant training regarding information security. Failure to comply with this agreement may result in the withdrawal of the Library Management System and associated support.

The library service reserves the right to undertake the following measures relating to Co-delivered libraries if issues cannot be resolved, and as a last resort:

- Temporarily close a Co-delivered library whilst issues are resolved
- Terminate the invitation to run a Co-delivered library with the existing library group and invite registrations of interest from other groups or organisations to run the library.

SCC reserves the right to undertake the following measures for Associate libraries if issues cannot be resolved, and as a last resort:

- Withdrawal of the Library Management System and associated support.
- An unresolved issue that is also a breach of the lease agreement may result in the termination of the lease. This proposal does not affect or supersede the lease agreements.

2 HOW DOES THIS DECISION CONTRIBUTE

2.1 Overview

This section looks at what this decision will mean for the people who live, work, learn in or visit the City. This includes the value of volunteering both social and economic. How the proposal relates to the city wide offer delivered by the Library, Archives & Information Service, the connections with Associate & Co-delivered libraries and what this means for local people. This section also looks at how the proposal relates and supports the ambitions in the Council's Corporate Plan 2015-18.

2.2 Benefits of volunteering relating to better health and wellbeing

Evidence demonstrates that there are many potential benefits to be gained from volunteering in terms of health and wellbeing.

Kristin Bash, Public Health Specialty Registrar, has undertaken a limited literature review and identified evidence of volunteering in terms of health and wellbeing. This work was supplemented by interviews with volunteers at volunteer libraries, and three case-studies were developed through semi-structured interviews. The toolkit known as 'Five Ways to Wellbeing' was used as a framework to discuss themes that emerged within these interviews. See Appendix 4 'Benefits of Volunteering to Health and Wellbeing: A limited evidence review and discussion of Three Case Studies' for the full results and sources.

Systematic review findings support that volunteering is associated with a positive effect on life satisfaction and wellbeing, and a reduced risk of depression, and overall mortality. These findings are supported by the themes within three case studies of Sheffield library volunteers, which demonstrate that volunteers find meaning in their volunteer experience, enjoy giving back to the community and that it has increased their feelings of self-worth, and confidence.

2.2.1 Evidence in the literature – Physical Health and Wellbeing:

- Volunteering has a positive effect on a range of health factors including cardiovascular disease, hypertension, mental well-being, self-rated health and life satisfaction.
- An association has been documented between volunteering and a reduction in mortalityⁱ, reduced pain, and muscular strength.
- A survey by the British Household Panel Survey found higher well-being in those who volunteer 'frequently' compared with those who have never volunteered. They also found 'potentially beneficial connections between volunteering and mental well-being during the middle stages of the life course, while these same benefits were not seen in young adults.

2.2.2 Perception of benefits:

- Perception of benefit appears to vary between age groups.
- A study suggests that lower-income, lower-educated, and single older volunteers perceived more benefit from their volunteer experience.

- Better well-being was reported by volunteers who volunteered for longer periods of time, and those who felt better trained.

2.2.3 Volunteer Case Studies:

Semi-structured interviews were held with three library volunteers, who each volunteered to be case studies. Interview questions were designed to reveal each volunteer's personal experiences and views on how volunteering influenced their own sense of health and wellbeing. These interviews were transcribed and checked by each volunteer to ensure capture of factual content and intended meaning.

Summary of key themes from these interviews:

- Connect - Having a link with the wider community and the related sense of belonging were reported to give volunteers a sense of wellness and appreciation.
- Keep Learning – Enjoy learning new skills required to run the libraries, including skills required to teach others. Able to overcome insecurities and fear about whether they would be able to learn new skills. The experience of volunteering has made them more confident in their own ability to learn in general.
- Give – Desire to 'give something back' to the local community is a main reason given by volunteers. Giving back to the community made them feel good about themselves. It was a way to find purpose in a day where there was no other planned activity. Pleasure in helping people who came into the library.

2.3 Contribution of volunteering to a Strong Economy

The Cabinet Office and DWP estimate the value of volunteering to be around £100bn to the UK.

Leading charities advocate an approach that measures the value of volunteering in regards to its impact. Many people volunteer because they want to 'make a difference' and there are a number of measuring tools that are available to help voluntary organisations do this.

The Associate and Co-delivered libraries remain open because of the involvement and hard work of volunteers. Figures generated by the volunteer run libraries in April 2016, suggested the value of volunteering since their launch in September 2014 to April 2016 to be in the region of £1,103,256 based on an average value of £11 per hour of volunteer time. There are approximately 800 active volunteers that give around 7.4 hours of their time per month.

Fundraising achieved by the volunteer run libraries was in the region of £130,000 in 2015/16, which is an average of £8,600 per library. However most of this income is restricted and cannot be used to pay for running costs. The generation of this income funds additional library events and community activity that again perpetuates and extends the economic value for time given and donations.

All of the volunteer run libraries take donations of books to add to their lending collection or for sale. The total number of donations has not been calculated but is estimated at 500 books per library (from Sept 2014 to Sept 2016), at a value of £5 each as lending stock

with an economic value of £37,500, and around £5,000 as stock for sale.

The value of volunteering and donations can be used by the volunteer run libraries for match funding for external grant applications.

2.4 Libraries, City Wide Offer to Thriving Neighbourhoods and Communities

Libraries have an important part to play in the communities they serve. Libraries offer a safe and welcoming environment that people access not only for enjoyment and leisure, but to build their knowledge, support businesses, combat social isolation, inspire and develop children and young people and offer free resources enabling access for all.

This section highlights the benefits enjoyed by people in Sheffield, and how this is delivered by library services.

2.4.1 Our libraries support communities to be stronger and more resilient.

- A programme of events and activities on a wide range of topics.
- Signposting to services
- Assist with a wide range of queries.
- A venue for community activity

2.4.2 Our libraries enable people to live healthier and happier lives

- A programme of health related events and activities
- Books on prescription
- Opportunities to volunteer
- Room hire that enables community learning activity to take place
- A safe and welcoming place to visit
- Opportunities for people to meet ,combating social isolation
- Provision of hearing aid batteries (in some libraries)
- Home Library Service for people who cannot visit a library

2.4.3 Our libraries provide access to online services and digital literacy

- Free computer and internet access
- Free Wi-Fi
- 24/7 online services such as driving test theory
- Find my past (Ancestry tracing system)
- Support to develop digital skills

2.4.4 Our Libraries provide cultural and creative enrichment

- Archives and local studies information
- Find my past
- Wide range of events and activity taking place in libraries
- Author events
- Library theatre

2.4.5 Our libraries enhance reading and literacy

- Lending stock of circa 500,000 books
- Circa 208,000 reference books
- Around 50,000 audio visual and electronic materials, including CD's, DVD's talking books, eBooks and magazines
- Newspapers
- Reading groups
- Children and Young people's library service
- Children's events and activities in libraries such as babytime, storytime, chatterbooks

2.4.6 Our libraries help people to reach their full potential

- Reading challenges and awards
- Access to a wide range of knowledge and information
- Children and Young Peoples library service
- Homework clubs/zones

2.4.7 Our libraries increase prosperity

- BIPC (Business and Intellectual Property Centre)
- Volunteering
- My work search
- Access to knowledge and information online and in person

2.5 Links to the Corporate Plan

The grid below highlights the services and activity delivered by the libraries and how they contribute to the Corporate plan and other key strategies.

Plans and Strategies	Links to library service provision
Corporate plan 2015-18 An in-touch organisation	Access to knowledge and empowering individuals to help themselves. <ul style="list-style-type: none"> • Lending stock of circa 500,000 books • Circa 208,000 reference books • BIPC (Business and Intellectual Property Centre) • 24/7 online services such as driving test theory • Free internet use • Newspapers • Room hire that enables a wide range of community activity
<i>Corporate plan 2015-18</i> Strong economy	Helping businesses grow, helping people to develop and get jobs, and contribute to the Cities cultural offer, making it an exciting destination with a programme of events and

	<p>activities.</p> <ul style="list-style-type: none"> • BIPC (Business and Intellectual Property Centre) • Access to free internet and Wi-Fi. • Job search • Newspapers • Book stock and access to knowledge • An exciting programme of events and activities
<i>Corporate plan 2015-18</i>	Contributing to thriving neighbourhoods by:
Thriving neighbourhoods and communities	<ul style="list-style-type: none"> • Opportunities for people to get involved in running an Associate or Co-delivered library. • Libraries offer a safe and welcoming environment that brings people together. • Room hire enabling community activity to develop and take place.
<i>Corporate plan 2015-18</i>	Libraries contribute to better health and wellbeing by:
Better health and wellbeing	<ul style="list-style-type: none"> • Delivering health related events and activities such as Mindfulness and Sporting Memories. • Library service as Weston Park Hospital • Home library service for people unable to access a library service. • Books on prescription to help people manage their condition. • Volunteering opportunities principally at Associate and Co-delivered libraries that has a positive health impact. • Social cafes • Room hire that facilities a range of community events and activities.
<i>Corporate plan 2015-18</i>	Libraries help to tackle inequalities by:
Tackling inequalities	<ul style="list-style-type: none"> • Offering a safe and welcoming space, open to anyone free of charge. • Free use of computers and internet, and free Wi-Fi • Free e-books and 24/7 services such as driving test theory. • Access to circa 500,000 books for loan • My work search facility • Room hire that facilities a wide range of community activity.
The state of Sheffield	Libraries provide a best start for children and young people:
Best start strategy	<ul style="list-style-type: none"> • Schools library service • Bookstart • Childrens library service • Little library van, accessible to all communities including refugees and recent immigrants

	<ul style="list-style-type: none"> • The spread of libraries across the city when taking volunteer run libraries into account, means that children across the city can access library services • Childrens centre services operating from Highfield and attend Ecclesall. • Homework clubs
Sheffield City Strategy 2010-2020 Inclusive	<p>Libraries promote inclusion and involvement in the communities they serve:</p> <ul style="list-style-type: none"> • Libraries are welcoming and accessible. Often used for a wide range of life queries not relating to book borrowing. • Libraries offer a safe and welcoming environment that brings people together. • Access information on the community, participate in events. • Opportunities for people to get involved in running an Associate or Co-delivered library. • Room hire enabling community activity to develop and take place. • Free internet and Wi-Fi • Free to enter and free to use
Sheffield City Strategy 2010-2020 Vibrant	<p>Libraries contribute to the city's cultural offer:</p> <ul style="list-style-type: none"> • An exciting programme of events including author visits/talks, craft workshops, heritage tours. • Library theatre performances • Archives and local history including the Picture Sheffield service.
State of Sheffield Report 2016 Tackling social isolation	<p>Libraries have a strong offer in tackling social isolation as they offer a safe and welcoming environment for older and vulnerable people.</p> <ul style="list-style-type: none"> • Sporting memories • Volunteering opportunities – being active in the community • Coffee mornings • Social Cafes • Room hire enabling community activity to take place

3 SUMMARY OF CONSULTATION

When making decisions about our services we need to ensure we seek the views of the people of Sheffield and our stakeholders, especially those who may be directly affected. There have been two previous city wide consultations undertaken in relation to the future of Sheffield's library service in 2012, with 6,037 responses and again in 2013/14 with 7,435 responses.

To inform the recommendations in this report, a number of surveys were undertaken to evaluate the support package for volunteer run libraries, and the usage of library services.

These surveys were:

- A public survey with 2,136 responses
- A front line library staff survey with completed by 47 staff
- A survey of Associate and Co-delivered libraries 11 of 15 volunteer libraries responding

3.1 Summary of 2016 Public survey results

There were 2,136 surveys completed by library members, and by 107 people who are not library members. Surveys could be undertaken on the Council's survey site 'Citizen Space', with a link to this on the Library service webpage, or by completing a paper survey at any SCC library, Associate or Co-delivered libraries. It was expected there would be a lower response rate to the surveys undertaken in 2012 and 2013/14 as these surveys related to changes to the whole way Sheffield library services were delivered, whereas the 2016 surveys are about maintaining and developing current service provision and support arrangements for volunteer run libraries.

The results analysis of the public survey forms can be found in Appendix 6.

3.1.1 Key points from quantitative analysis:

- The results show that most people use the library that is closest to where they live. If they do use another library this is most likely to be Central library.
- Other popular considerations about which library to use included 'choice of books' where 38% respondents indicated this, and 'open at a convenient time' where 34% of respondents indicated this.
- The majority of respondents at 39 % thought that services, overall had not changed significantly in the past 2 years. 23% of respondents thought services had improved, with just 3% thought services were not as good. The most noted service improvements were in 'Customer service' and 'Variety of activities', .
- The most popular benefit of using a library was 'Helps me to find information and gain knowledge' with 51% of respondents saying this helps a lot. This was closely followed by 'Offers me a place to feel safe and welcome' at 44% of respondents who feel libraries help a lot.
- The most popular time to visit a library was between 10am and 12 noon, followed by 2pm to 4pm. After 8pm was least popular.
- Weekdays are more popular than Saturday but not significantly. The option for Sunday opening is not popular.
- The most frequently used service is 'borrowing books' at 66% of respondents,

followed by 'computer use' at 17% of respondents.

- The biggest response to what services respondents don't use currently but may use in the future is the use of 'Find My Past family history website' at 24.% of respondents, followed by 'Volunteer in the library' at 24% and use of the 'E-library' at 22% of respondents.
- The majority of respondents to the survey were female (64.4%), White: English/Welsh/Scottish/British/Northern Irish (81.01%), though age range was more varied with the majority of those surveyed being between 35 – 75. 13.42% of the respondents said they were disabled. It is important to note that whilst the majority of the respondents were not people from minority ethnic backgrounds the 19% of respondents who were is in line with 2011 census figures.

3.1.2 Key points from qualitative analysis

- Generally survey respondents preferred the Hub and central lending libraries for more "traditional" library activities such as book borrowing and information and the volunteer run libraries are valued as a community hub where there a wide range of activities are available.

Sample comments from 2016 library survey: *"Has become a real hub of the community. A real asset to Greenhill and local area. A better community place than I ever thought possible," "The library is a lifeline for members of our local community who would otherwise feel socially excluded."*

- Survey respondents see all the libraries as an important resource with a large proportion of users valuing interactions with staff or volunteers.
- Volunteer libraries have vastly increased volunteer opportunities throughout Sheffield, particularly in the outlying communities

Sample comment from 2016 library survey: *"Volunteering - has helped me get to know people in a new area and made me feel part of things."*

- The survey showed that volunteers are generally viewed positively by library users, there were over 100 positive comments as opposed to fewer than 10 negative comments.
- There were over 100 comments referring to the opening hours not being as good.
- The most popular comments from survey respondents related to: good customer service (by staff); that libraries are welcoming and pleasant environments (this was particularly noticeable for the volunteer libraries), and the "Poor quality of books" (this was similar between hubs and volunteer libraries).
- At least 40 survey respondents commented that the donated books in volunteer libraries for loan or to buy are an improvement to the services offered.

- The most popular service that people suggested that libraries offer was Refreshments/coffee shop/café. Other popular responses included more children's activities, a general eating/talking area and more interest/hobby groups.
- The majority of comments regarding accessibility for people with a disability suggest the libraries are accessible. However a number of comments suggest that disabled access to the main entrance should be improved and this is particularly relevant to the Central Library. There were a number of comments to say that toilet facilities should be made more accessible.
- In any other comments, the most popular comment was praise for the service, staff and volunteers. Also popular were comments highlighting the need to keep libraries open and the importance of libraries to the community, especially for older and younger people.

3.2 SCC library staff survey summary

The survey of library staff has resulted in an action plan for development that will contribute to the LAIS service plan. The results have also contributed to the Wider City Offer in section 2.

Some key issues/suggestions raised were:

- Staff who responded to the survey highlight that Saturday afternoon is not busy in most of the Hub libraries. We will explore how Saturday openings can attract more users.
- Hub library staff will consider using volunteers where volunteers can enhance the library offer. If there is a specific need identified by library staff, they will be involved in developing a role description that will be posted as a volunteering opportunity on the Library service webpage and other communications.
- Library staff highlight the need to promote Library services more and share good practice amongst themselves. A portfolio of good news stories is being developed and pictures from events and activities are being posted via Instagram.

3.3 Volunteer library survey summary of results

The survey of volunteer run libraries evaluates the support provided by SCC and what they need to be viable and stable libraries in the future. See Appendix 7 for the full survey results.

The key issues are:

3.3.1 Provision of a grant for Associate libraries

- All of the Volunteer libraries that responded to the survey raise funding from book sales, and for some this is a big contributor to their fundraising.
- Most of the Volunteer libraries have accessed the Ward Pot from the Council this year, but are concerned about the availability of such funds in future years.
- The majority of the volunteer libraries who responded have been successful in gaining external grant funding, however this is in the main at a low level. The groups find it difficult to find volunteers with fundraising skills.
- The ability for the Associate libraries to raise funding is not equal. Some of the library buildings, and their locations, restrict the ability to raise income.
- The volunteer libraries also raise the following concerns regarding funding:
 - Many external funders are reluctant to fund core running costs, particularly if they regard it as a statutory provision.
 - Most external grants are restricted and may not be able to cover full running costs.
 - Some libraries are too small to offer major income earning activities such as room hire.
 - They are at risk of unexpected major failure, for example should the roof need major repair or replacement or in the event that we they need to procure a replacement for the LMS
 - They will be competing for funds against paid staff led charities with more resources.

3.3.2 Training and support:

- Training needs to be on-going as new volunteers join.
- The training that is being delivered needs to evolve as the needs of the volunteer libraries change, such as a focus on training for cascade trainers, safeguarding and data protection.
- The library groups indicate it is essential to have support from a Volunteer Co-ordinator as they do not have a consistent level of training and expertise. Therefore help and support on the day to day issues is essential to allow them to continue to work independently.
- All of the volunteer libraries that responded indicated it is essential to have on-going support with technical issues with computers and printers.

3.3.3 LMS and book stock:

- A successful library needs to have new stock whether this is donated books, new books or circulated book stock.
- Where a volunteer library has its own book collection on its own system this significantly supplements book lending from the LMS, but library users need to sign up separately to be able to use it.
- Just over half of the groups who responded want their donated books to be put on the Library Management System (LMS) where they can be accessed from any Sheffield library.
- The volunteer libraries indicate the provision of a van to drop off and collect reserved books is essential, and would be extremely difficult to co-ordinate and resource independently between multiple libraries.

4 RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

As a Public Authority we need to take into account the requirements of the Public Sector Equality Duty contained in Section 149 of the Equality Act 2010.

This is the duty to have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Act 2010 identifies the following groups as a protected Characteristic as

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

An Equality Impact Assessment (EIA) has been undertaken to assess the impact of these proposals on a range of people with what are termed 'protected characteristics' under S149 the Equality Act 2010.

A summary of the Equality Impact Assessment is as follows:

4.1.1. Older People:

Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.

Equality impacts for older people:

- Reliance on local libraries as a source of social contact to relieve isolation.
- Difficulty travelling and carrying books.
- Travelling longer distances in bad weather and negotiating the hills.
- Delivering services to people over 65 who are still working and active

4.1.2 Children and young people:

Numerous studies have shown that students who are exposed to reading from a young age are more likely to do well in all facets of formal education. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET). An estimated 23% of Sheffield's children live in relative poverty, compared to 18% across the UK, as do more than one fifth of households.

Equality impacts for children and young people

- Early years development - activities e.g. toddler groups, reading groups
- Travel with small children and pushchairs
- Support networks for parents
- Libraries fostering positive attitude to literacy and current low literacy rates in the city.

4.1.3 People who have a disability

There are 103,715 people in Sheffield who have a long term health condition or disability, this equates to 19% of the population (Source: Census 2011).

Equality implications for the delivery of library services

- 2%-3% of adult registered users have declared (voluntarily) a disability with the library service. However work is being done to improve recording levels as this is well below the level experienced/expected.
- The location of library services is more acute for this group of people, who may be less able to travel to other libraries
- It may be more difficult for disabled people to travel to libraries in general.
- Some libraries reported as being particularly inaccessible for disabled people e.g. Hillsborough, Central and Ecclesall. Parking, distance to walk and toilet facilities were registered as factors in this.

4.1.4 People from minority ethnic backgrounds

The BME population in the city increased since the 2001 Census, from around 11% of the total population to 19% in 2011. The neighbourhoods of Burngreave, Fir Vale, Tinsley, Darnall and Sharrow have particularly high concentration of BME residents. In line with national trends, recent economic migration from Europe and an increasing number of refugees have further diversified the Sheffield population, alongside increases in the Indian, Chinese and Yemeni communities. The ethnic profile of the city is likely to continue to change in the future.

Equality implications for the delivery of library services:

- Unlike the majority population (white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.
- Language support in using a library and access to books in other languages

4.1.5 People facing deprivation

There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population.

Equality implications for the delivery of library services:

- Travelling to the library could be a barrier to accessing the service.
- The availability of free books and internet access is of greater importance when income levels are low.
- Access to books, knowledge and learning in a free, safe and welcoming environment, can help people with low literacy needs improve their skills

4.1.6 Jobseekers

In September the rate of JSA claimants for Sheffield was 2.6%, the national average being 1.6%.

Equality implications for the delivery of library services:

- Free access to computers, internet and wi-fi
- Access to printing and photocopying
- Job searching and /or volunteering opportunities
- Education and learning opportunities

4.2 Financial and Commercial Implications

The Council continues to face significant financial challenges and has to make difficult decisions about services that the people of Sheffield care deeply about. Over the past 5 years the Council has made budget savings of £300 million, with a further £51 million in 2016/17, and with an increased demand for services such as adult social care and rising cost pressures.

Funds will be identified from Council funds to cover a support package to the value of £262k in year 1 (April 1st 2017, to 31st March 2018). For year 2 (April 1st 2018 to 31st March 2019) in consideration of the Councils budgetary responsibilities, there will be an allocation of not less than 80% of £262k, and in year 3 (1st April 2019 to 31st March 2020), not less than 70% of £262k subject to identifying the funding as part of the 2017-18 budget process.

The library service has supported Associate and Co-delivered libraries within its existing budget and resources as far as this has been possible. The support proposed by the Library, Archives and Information service with existing resources is outlined in section 1.6. There are four financial risks for the Library, Archives & Information Service associated with this support.

- (1) If there is a budget reduction for the Library, Archives and Information Service between 1st April 2017 and 31st March 2020, it may not be possible to deliver all the support described in section 1.6 for Associate libraries. It may be possible to continue support, principally relating to the delivery of the LMS at a fee to the Associate libraries.

- (2) The grant for the Associate libraries was based on the out turn expenditure for 2013/14 (the last financial year that they were under the control of the Library, Archives and Information service). If each of the 5 Co-delivered libraries decides to become an Associate library, the grant pot would need to increase by £96,500 per annum if the allocation is made on the same basis (made up of £58,400 current LAIS budget for all 5 Co-delivered libraries, plus the budget for cleaning in the region of £38,000, which is now sat with T&FM). Although it is anticipated that some of the Co-delivered libraries will seek Associate library status, it is unlikely this will be requested by all 5.
- (3) If SCC Library staff who support the Associate and Co-delivered libraries leave the service (for whatever reason), it may take time for the service to adjust and upskill new or different staff. This means the Associate and Co-delivered libraries (as well as the library service) could experience a number of months with limited support.
- (4) If there is a funding cut to the Library, Archives & Information service, the continued funding of Co-delivered libraries could be at risk. Although Co-delivered libraries may become Associate libraries, it may not be possible to transfer the budget for Co-delivered libraries into the Associate grant pot.

4.3 Legal Implications

S7 Libraries and Museums Act 1964 requires that

7 General duty of library authorities.

(1) It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof, . . .

(2) In fulfilling its duty under the preceding subsection, a library authority shall in particular have regard to the desirability—

(a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and

(b) of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and

(c) of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.

1. S149 Equality Act 2010 ('The Public Sector Equality Duty' *PSED*) requires that:

149 Public sector equality duty.

(1) A public authority must, in the exercise of its functions, have due regard to the need to— .

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; .
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; .
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. .

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to— .

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; .
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; .
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. .

...

(7)The relevant protected characteristics are— .

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

- a. Cabinet must be satisfied that these obligations have been understood and will be met in the delivery of the proposal. The primary tool for achieving this is via the Equality Impact Assessment (EIA) at Appendix 5.

- 2. There is no statutory obligation to consult with members of the public when considering a change to library services. However, the council has, as described in this report, had dialogue with, spoken to and consulted in a number of ways with members of the public on the library service. The way that this informs the decision is described within the body of the report.

5 ALTERNATIVE OPTIONS CONSIDERED

The support arrangements for Associate and Co-delivered libraries are due to end as of 31st March 2017. There were 4 possible options to consider, with Option 4 being recommended as the preferred option. The benefits and risks of the preferred option can be found in the Proposal in section 1. The other options considered and rejected are outlined below:

5.1 Option 1

LMS provision as agreed to 2019, but no further grant support for Associate libraries, and the cessation of Co-delivered libraries (who may become Associate libraries) as of 1st April 2017. The provision of the LMS to be resourced through current corporate contracts and

current library service staff and library budget.

5.1.1 Benefits of Option 1

- The Council will not have to find the additional funding for the support package
- Library groups can operate independently
- The Co-delivered libraries are not yet generating sufficient income to meet the income earning target required to meet all the costs of running the library. This option would mean the library service would not have to find the budget to meet this deficit thus making a saving.

5.1.2 Risks of Option 1

- The Associate libraries can stay on the LMS until 2019 but with limited support from the Library Service. This could mean standards relating to the LMS may reduce, especially as training and technical support will be minimal.
- Van rounds delivering books would either cease or be very limited. Therefore the length of time it would take for library users to receive a reserved book could significantly increase.
- Some of the library groups may be unable to meet their financial obligations leading to closure.
- The instability of funding could mean volunteers are less willing to get involved and could lead to reduced library hours or library closure.
- The Co-delivered libraries would be at greatest risk of closure as they may not have accumulated sufficient fundraising capacity to be sustainable as an Associate library.

5.2 Option 2

Continue the existing support arrangements for Co-delivered libraries, with the costs funded by the LAIS service budget for a further period. The grant provision for Associate libraries would come to an end as of 31st March 2017, with LMS provision to 2019 as Option 1.

5.2.1 Benefits of this option 2

- Enable 5 libraries that serve some of the most deprived communities in Sheffield to continue and have stability of service.
- Financial independence of the Associate libraries may help grant applications

5.2.2 Risks of this option

- Some Associate libraries may not be able to meet their financial obligations leading to them surrendering their lease and the library closing.
- The instability of funding for the Associate Libraries may discourage volunteers from running and managing the libraries.
- The reducing income generated from library fees and charges in the Co-delivered libraries may lead to budget reductions in other LAIS service areas, which may impact on the quality of service that can be delivered.

- If there is a budget reduction in future years for the LAIS, it may not be affordable for the service to continue to pay for all of the Co-delivered libraries from its core budget.

5.3 Option 3

Continue support for Associate libraries. The current Co-delivery model would cease, with Co-delivered libraries becoming Associate libraries with a grant and lease (or tenancy agreement where a lease is not possible).

5.3.1 The benefits of Option 3 are:

- Simplified model making clearer distinction between volunteer run libraries and Council run libraries.
- Co-delivered libraries will not be vulnerable to any potential library service budget reductions in the future.
- Lease/Tenancy and Grant agreements will provide a clearer framework for engaging with Co-delivered libraries and managing standards.
- Operating as Associate libraries, rather than Co-delivered should improve prospects of obtaining grant funding.
- The Co-delivered libraries would get a grant on the same basis and level as the current Associate libraries.

5.3.2 The risks of Option 3 are:

- Potential complications in offering lease or tenancy options.
- Staff time and cost in setting up tenancy or lease arrangements.
- Some of the Co-delivered libraries may find paying running cost bills directly onerous when they want to concentrate on running the library.
- The Trustees/Management committees of the organisations running the co-delivered libraries may find the additional liability more onerous.
- There would be additional cost to the Library service in making a grant available for the Co-delivered libraries.

5.4 Option 4

Option 4 is continued support for Associate and Co-delivered libraries from 1st April 2017 31st March 2020. Future funding and support for years 4 and 5 will be delegated for decision by Cabinet Member and Executive Director.

The cost of this option from Council funds is £262k for year 1, for year 2 at least 80% of £262k and for year 3 at least 70% of £262k subject to identifying the funding as part of the 2017-18 budget process. . The costs of the Co-delivered libraries will be maintained from the core budget of the Library, Archive and Information Service.

5.4.1 Benefits and risks of the preferred option:

The benefits of this option are:

- Create a period of financial stability and growth to attract and give confidence to volunteers and Trustees.
- Extend the period of support whilst the Associate libraries develop their experience and capacity in managing a leased building.
- Build the viability of the volunteer run libraries, enabling them to remain open.
- Ensure the relationship between SCC and the volunteer run libraries is clearly defined
- Ensure the standards and controls relating to the operation of the Councils Library Management System by volunteer libraries are maintained.

5.4.2 The risks of this option are:

- The Council continues to face significant financial challenges due to continued austerity measures.
- If there is a budget reduction in future years for the LAIS, it may not be affordable for the service to continue to pay for all of the Co-delivered libraries from its core budget.
- There would be an increased cost to the library service (whilst a support package is in place for Associate libraries) if Co-delivered libraries choose to become Associate libraries.

6 REASONS FOR RECOMMENDATIONS

The reasons for recommendations are as follows:

- The current arrangements for Associate and Co-delivered libraries are due to expire 31st March 2017.
- Continued support will increase the likelihood of all the volunteer run libraries remaining open and vibrant into the medium and long term as they develop and grow in depth of experience and capability.
- Continued support for Associate libraries will give added confidence to trustees and volunteers, at a point they are taking on board lease responsibilities.
- By supporting the volunteer run libraries to remain on the Library Management System, all SCC library members can access any library in Sheffield using a single, city-wide library card.
- Continued support will provide a period of financial stability and growth that will attract more volunteers and trustees, and give them additional time to build capacity and develop external funding opportunities.
- The proposal will ensure the standards and controls relating to the operation of the Council's Library Management System by volunteer libraries are maintained.

Appendix 1: Review of the support Package

Type of decision: Executive Decision (Cabinet)

Title of report: Library review 2016 – future support arrangements for volunteer run libraries

Review of the support package

This report outlines the offer contained in the Cabinet report of 19 February 2014, describes the support provided by SCC subsequent to the report, and evaluates this against the feedback from the volunteer libraries in the recent survey. This analysis results in recommended “offers” for future support.

1. Grant for Associate Libraries

1.1 Offer described in the cabinet report 2014:

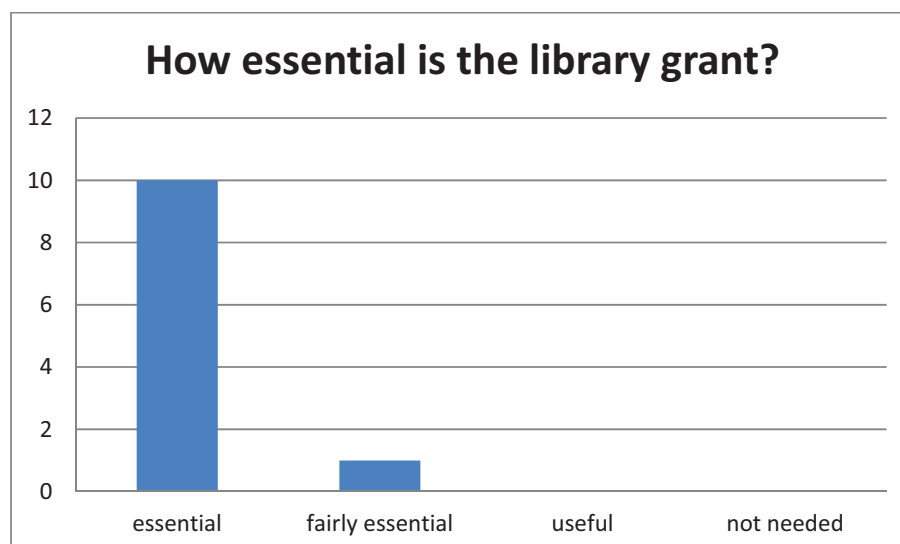
A grant pot allocation of £154,300 a year for 3 years to 31st March 2017 from Council funds linked to a viable (and approved) business plan. Each Associate library can apply for funding (up to the level of the running cost budget for that library as of 2013/14).

1.2 What has been provided?:

Each of the Associate libraries applied for and received a grant during 2014/15, 2015/16 and 2016/17. The funds are administered and monitored by the Contracts and Partnerships team in the Commissioning service (Communities).

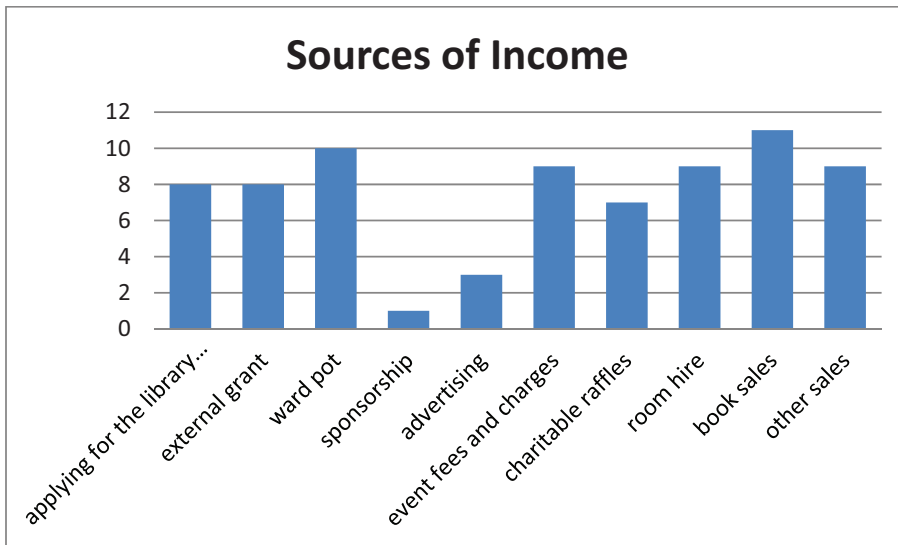
1.3 Evaluation of the grant offer

All of the Associate library groups rated the continuation of the library grant as essential.

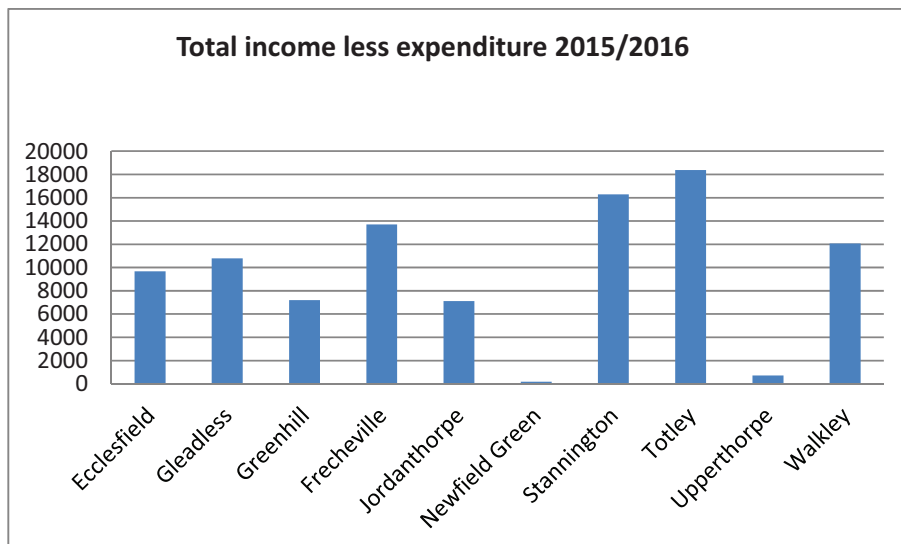


The reasons given for the continuity of the grant are:

- “It is a challenge to raise sufficient unrestricted funds (excluding SCC grants) to cover normal and regular running costs. “
- “Our utility bills are much greater than we were led to believe they would be.”
- “Heavily dependent on there being enough volunteers to fundraise.
- Concern about the availability of grants, especially any that will cover running costs.”
- “All grants are restricted and must be spent on what they were granted for.”
- “Without the council grant, our income is not stable or regular.”
- “The funds we have managed to raise are put to excellent use in terms of drawing people in to the library and providing them with a good library experience, which is very important for sustainability but the basic running costs would not be covered.”
- “The library is too small to enable major income-earning activities.”
- “We need a core ability to raise a reliable income but we are not there yet.”
- “We are at risk of unexpected major expenditure, for example should the roof need major repair or replacement or in the event that we need to procure a replacement for the LMS.”
- “Grant making trusts will be unable or unwilling to fund all libraries to the same extent. Libraries will necessarily need to submit joint bids but will still be competing with each other for available funds. This will almost certainly result in some libraries not succeeding in securing the necessary funds to remain open.”
- “Many external funders are reluctant to fund core running costs at the best of times and when these are for what they might still regard as a statutory local authority provision the hurdle is even higher.”
- “May also have to compete against paid staff led charities with more resources to “play the game”.”
- “Trustees would make every effort to generate sufficient funds but could not guarantee being able to cover the full running costs of the Library.”
- “A contribution towards basic running costs would be invaluable. We feel we can raise the additional costs.”
- “Although we have made great efforts to generate our own income we cannot envisage being independent of any grant money ”



All of the groups that responded to the survey raise funding from book sales, and for some this is a big contributor to their fundraising. Most of the groups have accessed the Ward Pot from the Council this year, but are concerned about the availability of such funds in future years. The majority of the groups who responded have been successful in gaining external grant funding, this is in the main low level. The groups find it difficult to find volunteers with fundraising skills.



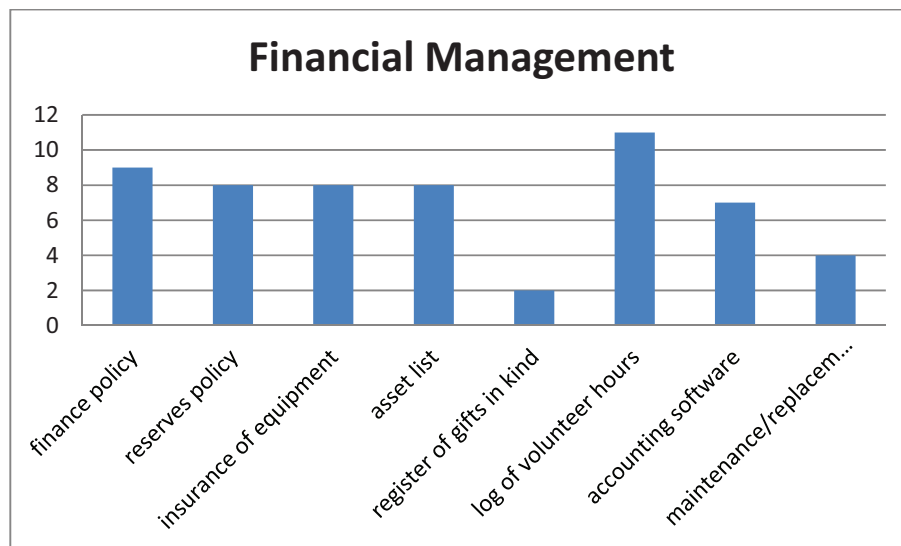
It could be assumed that if the Associate library groups could generate income equivalent to the library grant, they would be sustainable and no longer in need of grant aid from the Council. A small sample analysis showed unrestricted income to be just under 50% of the total income generated. Therefore the ability to generate income, does not necessarily equate to their ability to cover the running costs of the library. The Associate libraries highlight:

- “All grants are restricted and must be spent on what they were granted for.”

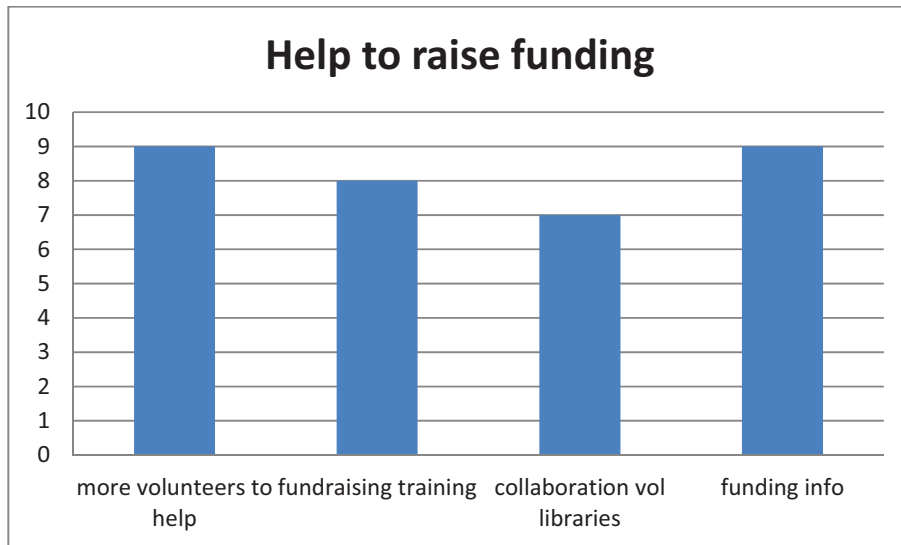
- “Without the Council grant, our income is not stable or regular.”
- “The funds we have managed to raise are put to excellent use in terms of drawing people in to the library and providing them with a good library experience, which is very important for sustainability but the basic running costs would not be covered.”

The ability for the Associate libraries to raise funding is not equal. Some of the library buildings, and their locations, restrict the ability to raise income. Newfield Green, Uppertorpe and Stannington raise the following issues:

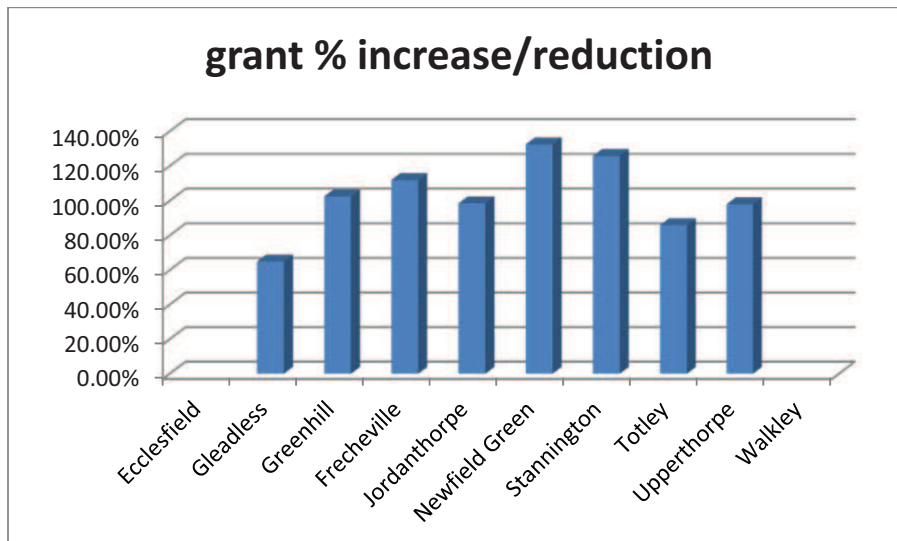
- “Newfield Green library is next door (indeed, joined to) the Terry Wright Hall – a free venue in the Gleadless Valley community. This means that as a library we are unable to offer community space for hire, since, naturally all organisations will simply go next door and take the offer of free space. This makes income generation for the library even more difficult”.
- “The library service is contained within the wider management costs to support volunteers, raise funding and develop the library service offer is currently borne from Zest’s wider service offer/delivery model but is under threat.”
- “The building is very small and we need to extend it as it restricts our ability to hold events, or host clubs etc to generate income.”



All of the groups who responded have a range of financial management tools, to enable them to be financially accountable and have the capacity to apply for grants.



All the groups that responded would like support with fundraising to some degree.



When asked about their future grant requirements, 2 of the Associate libraries did not provide an amount. Of the remaining 8 libraries, 4 said they needed less grant aid, and 4 said they needed more grant to allow for inflation.

1.4 Recommendation on future offer of support:

- Continuation of the grant (from Council funds), the funding amount to be determined each year depending on the Councils budgetary responsibilities, subject to identifying the funding as part of the 2017-18 budget process.
- The funding for Uppertorpe library is not funded by the support package but is paid by Leisure & Culture (Place) as part of its grant aid for the ZEST centre. Recommend this arrangement continues.

2. Volunteer library network meetings

2.1 Offer described in the cabinet report 2014:

'Develop a network of Associate libraries.'

2.2 What has been provided?:

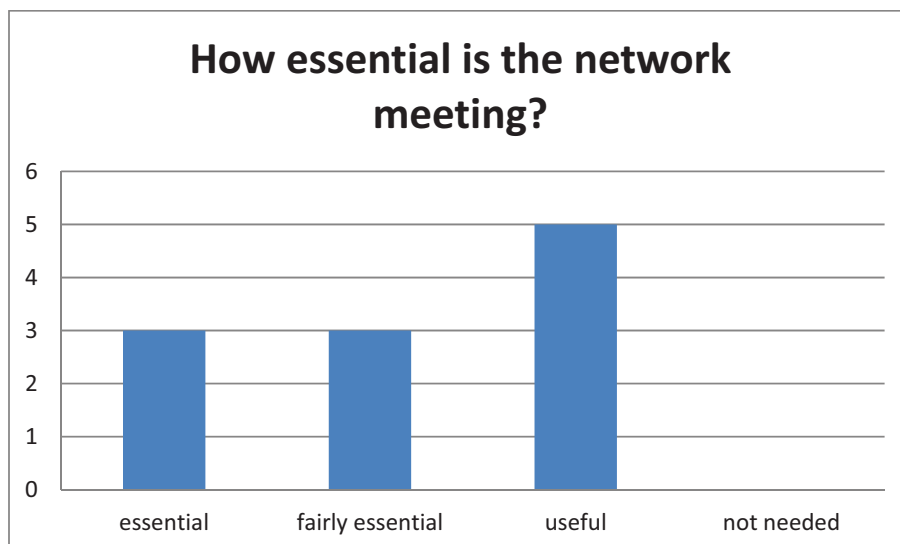
Representatives from the Associate library groups have met together every 2 weeks since 2nd May 2014 to April 2016, and now meet monthly. These meetings have been facilitated by SCC at the request of the library groups. The meeting is also open to Co-delivery library groups who have attended less frequently. This meeting enables the groups to ask questions and share information. There have been approximately 60 meetings to date.

2.3 Evaluation of the network meetings:

Most of the Associate and Co-delivered libraries have agreed to call themselves, when referred to as a group, 'Volunteer Libraries in Sheffield' (VLIS). Therefore the network meeting would be the VLIS Network meeting.

The volunteer library groups made the following comments about the benefit of the network meeting:

- "The associate library meetings are useful in sharing ideas and or problems with other groups in the same position".
- "These do not have to be provided by the council".
- Vital for keeping up morale (and therefore active volunteers)
- "Needed to share good practice but need to be available in such a way that it does not mean a heavy time commitment. "
- "Support to link with other statutory and voluntary services".
- "Liaison with SCC and library staff is valued, plus sharing experience with other volunteer libraries".



The library groups have met recently (Sept 2016) to discuss a new format and way forward for the network meeting.

2.4 Recommendation on future offer of support:

Free room hire at Central library to hold network meetings if required and attendance by appropriate Library service officers when requested.

3. Training for volunteer library management committees

3.1 The offer described in the cabinet report 2014:

This describes development support, not specifically training, around the following topics:

- Group to development & achieve appropriate legal status.
- Tailored transitional plans for each co-delivered and independent library with support and training including H&S, safeguarding, equalities etc.
- Support to recruit, manage, retain and support volunteers. Including marketing and promotion.

3.2 What has been provided?:

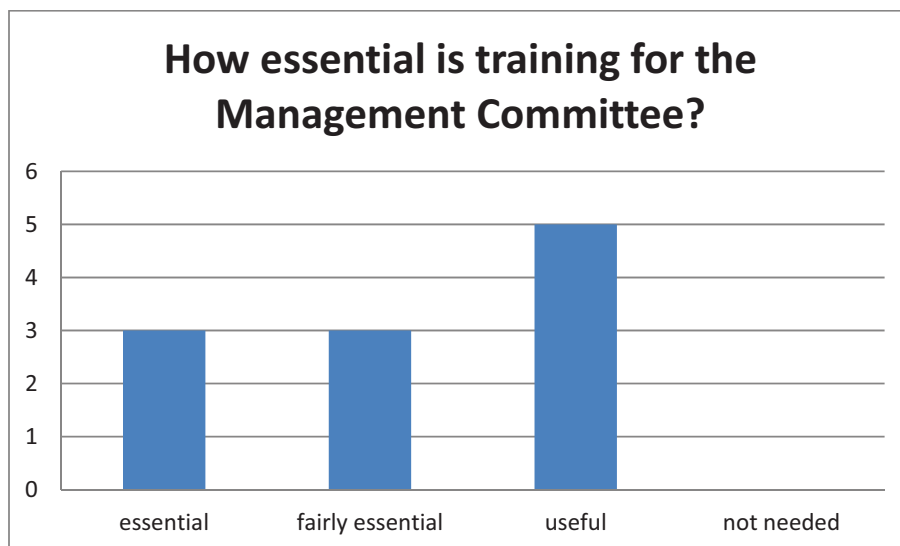
Training has been commissioned by the Library service in consultation with the volunteer library groups and funded by the support package. There has been a programme delivered in 2014/15, 2015/16 and 2016/17 covering the following topics:

- Management and governance
- Business and strategic planning
- Building management
- Financial management and fundraising

3.3 Evaluation of training for Management Committees:

The feedback from the volunteer library groups focused on what training they would like in the future:

- “Specific library fundraising advice would be useful including which grant award bodies are likely to fund”.
- “Not sure this needs to be different from a general programme for any kind of community organisation/charity”.



3.4 Recommendation on future offer of support:

- Training fund to commission training for management committee members/volunteers in relation to good management, governance and compliance. Fund at £2000 (within the support package held by LAIS). Focus on embedding knowledge in the organisation that is reflected in policies and procedures.

4. Information Security training

4.1 Offer described in the Cabinet report 2014:

'Associate libraries may remain on the library catalogue system. This will involve training and additional security arrangements'. There is no specific reference to information security training for Co-delivered libraries.

4.2 What has been provided?:

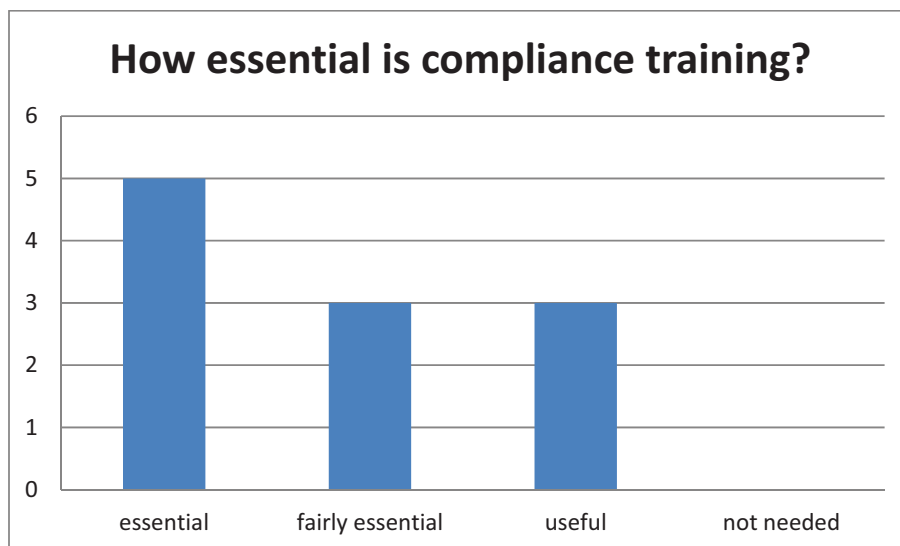
Data protection was covered in the training programme for management committee members. Training has been provided by the SCC Information Security team and this is being developed and rolled out:

- Trained 24 volunteers with representatives from all the volunteer libraries with the intention that the information would be cascaded to other volunteers.
- Currently developing ongoing training for information security, due to launch at the end of summer/autumn 2016.

4.3 Evaluation of Information Security Training:

Most of the volunteer library groups thought this to be essential. The following comment was made:

- "Make part of the LMS training"



4.4 Recommendation on future offer of support:

- Included in recommendation 3.4.

5. Support from a volunteer co-ordinator.

5.1 Offer described in the Cabinet report 2014:

An allocation of £47,700 has been made to support the development of groups to enable them to run a library. This includes support from a volunteer co-ordinator. Volunteer co-ordinator and training programme to build capacity and ensure compliance with relevant legislation and equalities duties.

5.2 What has been provided?:

The Volunteer Co-ordinator is the principal point of contact for frontline volunteers and management committee members. The support provided includes:

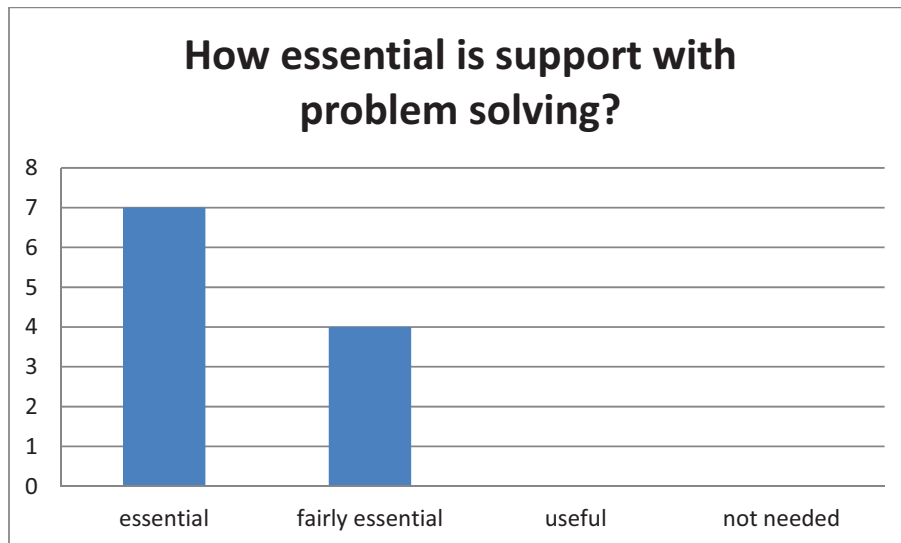
- Advising and assisting library groups in relation to running a community library
- Assisting with customer service issues.
- Technical IT assistance and fault reporting.
- Advice and guidance on library procedures.
- Refresher training on library systems/ procedures.
- Advising Trustees on management, governance and policy.
- Training volunteers in the use of library and other Council systems.
- Developing training programmes where a need has been identified.
- Writing 'How to' LMS guides for the volunteers to use.
- Keeping the volunteer libraries up to date with national and local libraries initiatives.
- Facilitating and chairing meetings and training sessions.

- Assisting with volunteer recruitment and providing advice and guidance where needed.
- Acting as a liaison for the volunteer libraries with other Council departments.
- Co-ordinating data compliance training and agreements.
- Providing the volunteer libraries with statistics and data.
- Providing advice and support on funding opportunities.
- General assistance with problem solving.

5.3 Evaluation of support by the volunteer co-ordinator:

Feedback from the volunteer library groups is:

- Library volunteers do not have a consistent level of training and expertise. Therefore help and support on the day to day issues is essential to allow them to continue to work independently.
- We still need the support Darrell Porter gives to us. Even after 5 years we will still need advice from a trained librarian
- We are not professional librarians so occasionally need help.
- Now have sufficient experience to manage most issues.
- Liaison with the SCC Library Service is more important.
- We have been happy with the support provided by SCC especially the direct support from Darrell, Lynne and Jackie.



This role also delivers support identified in sections 6.2, 6.3, 6.4, 6.4.5, 6.6.

5.4 Recommendation on future offer of support:

- Continued support from a Volunteer Co-ordinator. This post is within the LAIS establishment and is a permanent post.

6. Support from Library Information Officers

6.1 Offer described in the Cabinet report 2014:

Community librarians will work with these libraries (Co-delivered) to improve literacy in the community. Advice and guidance on running the library will be provided by community development librarians for up to 15 hours per week

6.2 What has been provided?:

This support was designed for Co-delivered libraries for them to have access to advice or guidance on any aspect of running a library and help them to overcome problems. This has not worked successfully. The support from Library Information Officers depends on the Co-delivered library groups asking for support, however these requests have been rare. In the main the biggest support requirements focus around I.T. and skills training and this is met by the Volunteer Co-ordinator and the E-Services Officer. The offer is up to 15 hours of advice and guidance per week, not 15 hours per week. It was anticipated that some weeks Co-delivered libraries would need a lot of support and other weeks none at all. The support which has been given focuses around the following:

- A point of contact
- Assisting with building repairs reporting and IT faults reporting
- Stock management support and guidance

The Library Information Officers also provide occasional assistance to Associate libraries when the volunteer coordinator is not available.

6.3 Evaluation of support from Library Information Officers:

The feedback from Co-delivered groups is restricted as 3 of the 5 Co-delivered groups did not respond to the survey. There was no feedback on this support in the survey, although 2 of the Co-delivery library groups have mentioned numerous times that they feel they are not getting their 15 hours of support.

6.4 Recommendation on future offer of support:

- Co-delivered libraries will have a named contact who will be the first point of contact for most queries and will offer guidance in procedural requirements such as building repairs, reporting I.T. faults, stock management, administration and general queries.

7. Support from Hub libraries/cluster support

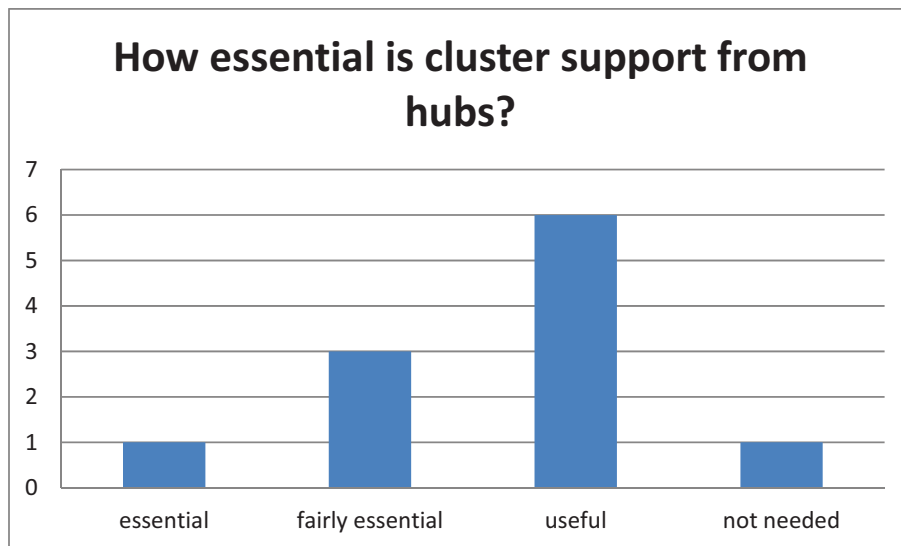
7.1 The offer described in the Cabinet report 2014:

'The Council will seek a city wide approach to connect the hubs with community libraries (both co-delivered and independent) under a joint strategy', 'Cluster support arrangements to be put in place linked to nearest hub library'.

7.2 What has been provided?:

The library clusters were not in place until the conclusion of the MER following the Cabinet report. The clusters, of which there are 3, came into being on the same day as most of the Associate Libraries launched on 29th September 2014. Since then the SCC staff run hub libraries have been adapting and developing to enable cluster working to operate effectively. The support given by hub libraries to Volunteer run libraries has so far been ad hoc. Volunteers sometimes telephone or visit hub libraries for advice, but this is not common.

7.3 Evaluation of cluster support:



7.4 Recommendation on future offer of support:

- Hub/cluster support: Signposting for events, activities and services, help with operational queries in absence of the Volunteer Co-ordinator, share information regarding national and local initiatives, hub libraries may be offered as a free venue for volunteer library groups engaging in training organised by the Library service

8. National & Local Initiatives

8.1 Offer of support described in the Cabinet report 2014:

Volunteer libraries will be able to link into local and national initiatives such as 6 book challenge.

8.2 What has been provided:

The Volunteer run libraries have been encouraged to take part in National library initiatives, i.e.:

- Summer reading Challenge. Have been closely involved with training and support from the Libraries young people team. Materials for the initiative were purchased for the groups in 2015 and again in 2016.
- 1225 children participated in the SRC in 2015 through volunteer libraries alone out of 4918 in total throughout Sheffield Libraries.
- 632 children completed the challenge through volunteer libraries out of 2643 in total for all libraries, this is approximately 52% completion rate with the Sheffield average being 54% for 2015.
- Six Book Challenge/ Reading ahead. Volunteer libraries have been invited to information sharing sessions run in Central Library, they have been provided with materials and support to offer the Six Book Challenge (2015/2016).
- Children's University/Passports to Learning. Volunteer libraries have been provided with materials to offer Passports to Learning and are Children's University venues. The libraries have been provided with help and support where required. Special children's activity sessions linked to the Children's University have been offered to the volunteer libraries free of charge.
- Bookstart. All volunteer libraries are part of the bookstart scheme; we provide bookstart bags that the libraries can offer out to new parents. Volunteer groups are also invited to participate in any Bookstart events we run. We also provide help and support with this scheme.
- Chatterbooks. We will be providing training to run Chatterbooks groups to the volunteer libraries, we will also purchase Chatterbooks materials for the volunteer libraries from the grant (so far they have not run any Chatterbooks sessions).
- World book night. Volunteer libraries have been able to act as suppliers for book givers as part of World Book Night.
- Books on Prescription. Volunteer libraries are part of the books on prescription scheme, though they are not purchased new books as part of this (Associates) they can order the books in.

Local Initiatives

The Volunteer run libraries have been encouraged to take part in local initiatives, i.e.:

- Adult summer reading challenge. Volunteer libraries were included in the adult summer reading challenge which was run for the first time over summer 2015.

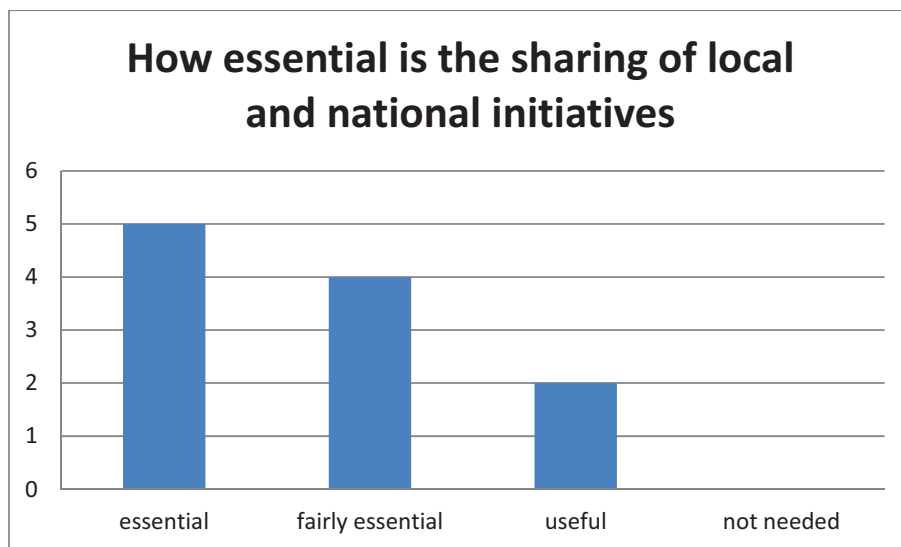
- Off the Shelf Festival. The volunteer Libraries are encouraged to participate in the OTS festival and are given support to do this.
- Sheffield Children’s Book award. Run by the school library service members from the volunteer libraries will be invited to participate in this prestigious nationally recognised award ceremony.

8.3 Evaluation of local and national initiatives:

Feedback from the volunteer libraries in the recent survey included the following:

- “Useful to extend our offer to users especially reading initiatives which can be used alongside groups and support services we run in the library for example our children's reading group and women's reading group.”
- “Nationwide promotions on initiative such as the summer reading challenge for children are very successful and promote the use of libraries increasing the number of users.”

The volunteer libraries value participation in local and national initiatives as indicated in the chart below.



8.4 Recommendation on future offer of support:

- Marketing fund of £5,000 in year 1, and funds in year 2 and 3 will take into consideration the Councils budgetary responsibilities. The fund will aim to raise awareness of volunteer run libraries and the services they offer, including participation in national and local initiatives and to produce materials/promotional activity.
- Hub/cluster support: Signposting for events, activities and services, help with operational queries in absence of the Volunteer Co-ordinator, share information regarding national and local initiatives, hub libraries may be offered as a free

venue for volunteer library groups engaging in training organised by the Library service.

- Continue to enable participation in city wide initiatives such as the Summer Reading Challenge and access resources. The cost of this will be met (up to £2400 per Associate library) through the support package held by the Library, Archives & Information Service.

9. Support from the Contracts and Partnership team

9.1 The offer described in the Cabinet report 2014:

This is not described in the cabinet report.

9.2 What has been provided:

The grants to the Associate libraries are administered by the Contracts and Partnership team in the Commissioning Service, Communities portfolio (this is not part of the Libraries Archive and Information Service). The grant funding is from Council funds as specified by the Cabinet in 2014, not the library service budget.

The involvement of the library service in the administration and monitoring of the grants is at 'arm's length', with the payment of grants having the sign off by the Head of Libraries and Community Services as the Business Unit Manager. The Contracts and Partnership team consult with the library service on setting the grant criteria. This arrangement enables the Associate Libraries to benefit from an experienced grant funding team that has the resources and structure to deliver this service efficiently.

The Contracts and Partnership team undertake the following:

- Act as the first point for any queries with regards to monitoring and payments of grant.
- Carry out support visits to individual Associate Libraries to clarify monitoring expectations
- Process payments of grant upon satisfactory receipt of monitoring information
- Verify the quarterly monitoring forms submitted and any issues / concerns will be identified in the performance report circulated to Community Services.
- Risk band each Associate Libraries and a monitoring visit will be carried out on the basis of the risk rating (red, amber, green).
- Liaise with the volunteer coordinator to ensure that grant conditions are being met and the volunteer libraries are receiving adequate support as expressed on their monitoring forms.
- Report to volunteer coordinator any areas where the volunteer libraries seem to be at risk or struggling.

9.3 Evaluation of support from the Contracts and Partnership team

The service provided by the Contracts and Partnership team was not included in the survey.

The resources and expertise provided by the Contracts and Partnerships team is vital for the effective and efficient administration of the grant aid to the Associate library groups.

9.4 Recommendation on future offer of support:

- Grant administration and monitoring by the Contracts & Partnership service to continue.

10. Support from Transport and Facilities Management (T&FM)

10.1 The offer described in the Cabinet report 2014:

Each building will be negotiated individually with Property & Facilities Management. Peppercorn rent subject to conditions. The Council will explore where any further capital support may be available as part of the Council's capital programme.

10.2 What has been provided:

All library buildings, now and prior to the Cabinet report in 2014, are the responsibility of Transport and Facilities Management. Therefore T&FM are responsible for lease negotiations with the Associate library groups.

The lease negotiations have taken longer than envisaged. In the interim, the library buildings have continued to be maintained by Facilities Management and this included:

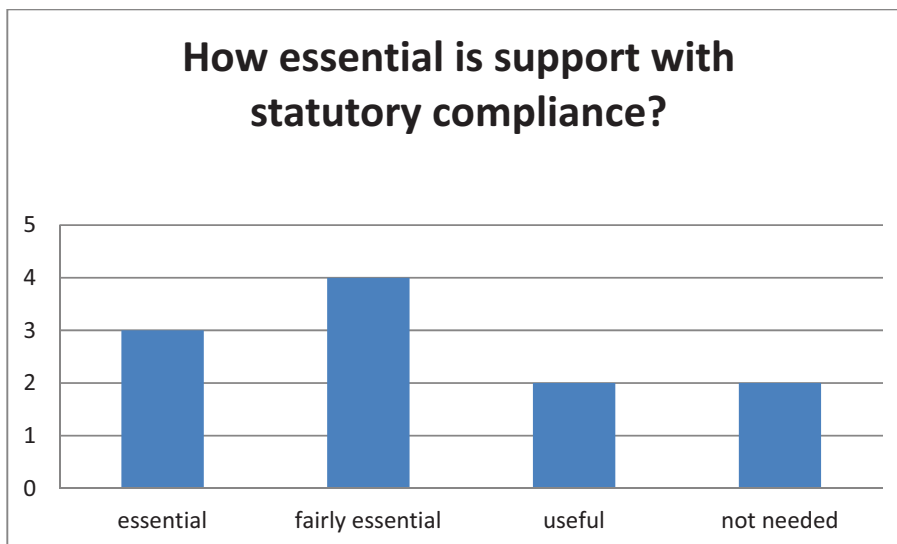
- Compliance checks for fire, asbestos and legionella
- Maintain and repair buildings in line with priorities
- Provide training in fire, asbestos and legionella regulations.
- Completed and committed to any essential repairs required to meet compliance standards that were outstanding to April 2015.
- Helpdesk reporting

Facilities Management produced a comprehensive building pack for each library including details of statutory compliance.

10.3 Evaluation of support from T&FM:

Comments from the volunteer libraries were very limited, and included the following:

- We recognise that this is a vital specialist area that we cannot afford to get wrong



There was a mixed response regarding statutory compliance and support needed.

10.4 Recommendation on future offer of support:

- Associate library groups can continue to access statutory compliance testing via the Council, but will be charged to cover costs. The volunteer library groups may obtain statutory compliance testing from other sources.

11. **Provision of Library Management System (LMS) to volunteer run libraries**

11.1 The offer described in the Cabinet report 2014:

- Associate libraries may remain on the library catalogue system. This will involve training and additional security arrangements. The book stock will not be transferred to the independent library as the stock may be requested by any library user in the city. Income generation from SCC materials i.e fees and charges will remain with SCC. Independent libraries may retain (where these are already installed) a Radio Frequency Identification Device (self service machine) until the current lease period expires.
- Associate libraries may retain the People's Network service, (subject to additional security arrangements).
- Alternatively independent libraries may prefer to have their own cataloguing system.

11.2 What has been provided:

- Use of the Library Management System (LMS) software and I.T. Sirsi Dynix provide the Symphony library management system who contract with Capita who are currently the system administrators.

- Provision of computers and repair/maintenance, and computer accounts by Capita.
- Training in how to use the LMS – by the Volunteer Co-ordinator
- I.T. support for dealing with errors and faults – by the E-Services Officer
- Provision of the Peoples Network (internet) - Capita
- Provision of computers and printers – Capita
- Provision of RFID machines (where they are installed)
- G4S security for cash collections – Library service funded
- Alarms and security shutters – Library service funded

The Business Support Unit is the operations team of the Library, Archives and Information Service and provide the following support for the Associate & Co-delivered libraries:

- Ordering and supplying consumables
- Supplying stationary for the Co-delivered libraries.
- Inputting cash sheets into OEO.
- Inputting library books found to be not on the system.
- Checking and correcting new borrower records.
- Occasional reporting of IT faults.
- Delivery and collection of books to the volunteer led libraries via a regular van round.

At the request of the library groups in 2015 the library service engaged with colleagues in BCIS to determine whether they could remain on the SCC library management systems. BCIS concluded that there would be no real cashable savings to SCC from the Associate Libraries disconnecting from our systems under the current contract. It is not known, at this point, what the costs will be after the current contracts end or whether the Associate Libraries will want to introduce their own systems and therefore

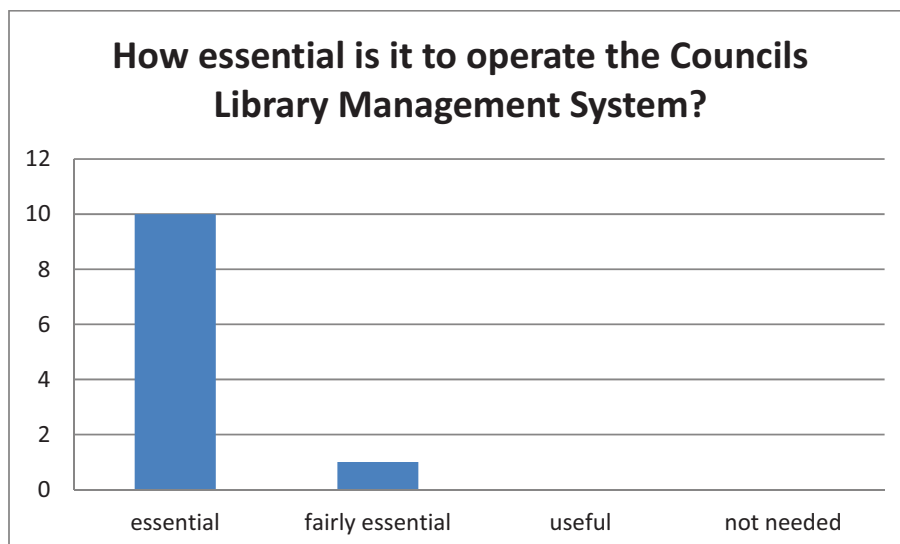
A decision by the Executive Director (for Communities) in 2015 has enabled the Associate library groups to remain on the LMS until 2019.

11.3 Evaluation of the Library Management system

The benefits of the LMS described by the volunteer libraries in the recent survey are:

- It would be better if statutory and voluntary libraries work on one system
- Essential for the continuance of a city wide network and equal access to library stock and services

The chart below shows results from the library group survey in which all of the respondents found the operation of the Councils LMS essential.



The Associate library groups have explored the procurement or development of their own LMS and after looking at the pros and cons they concluded that they would prefer to remain on the Council's system if possible, as it is a significant benefit for customers to be able to access the Council's full catalogue of books and materials. However, the key issue for the groups is whether they could realistically cover a significant charge from SCC for its ICT services.

11.4 Recommendation on future offer of support:

- Continue to offer the LMS and associated support to the volunteer libraries

12. Van deliveries

12.1 Offer described in the Cabinet report 2014

- There is no specific reference to van deliveries, although it does state "Book depository service giving library users access to SCC catalogue stock at their independent library".

12.2 What has been provided:

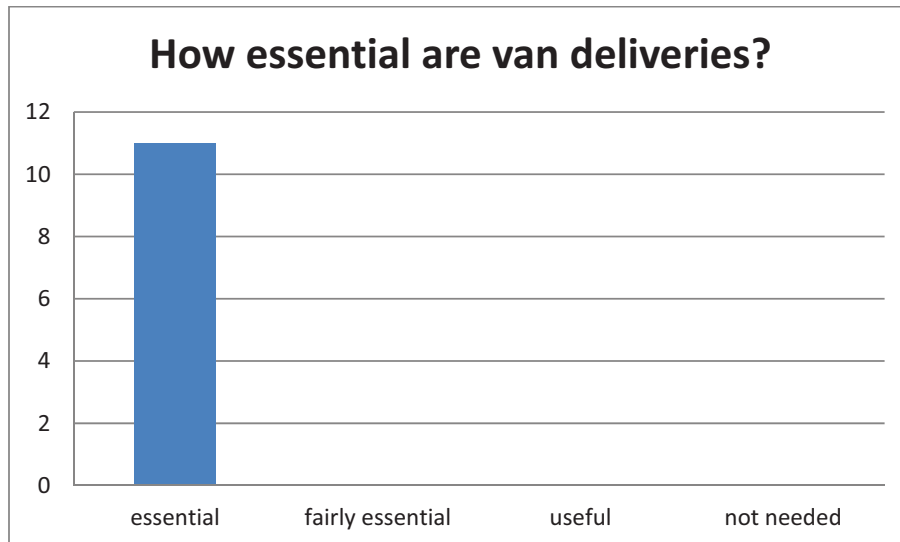
The Associate libraries receive a van delivery/pick up once per week, and Co-delivered libraries twice per week. Deliveries and collections are principally books that have been reserved, enabling users of volunteer run libraries access to the city wide book stock.

12.3 Evaluation of the van delivery service

Comments from the volunteer libraries regarding the van deliveries include:

- “It is essential that this service continues after March 2017 and while ever we remain on the LMS”
- “For an effective city-wide system this is vital”
- “A volunteer run (delivery) service would not be possible due to the high level of coordination needed.”

The volunteer libraries highlight the importance of the van delivery system to transfer books and other materials between libraries, with each library group rating this service offer as essential.



12.4 Recommendation on future offer of support:

- Continue to offer the LMS and associated support to the volunteer libraries
- Continue to offer the van deliveries to the volunteer libraries.

13. LMS training

13.1 Offer described in the Cabinet report 2014:

‘Associate libraries may remain on the library catalogue system. This will involve training and additional security arrangements’. For the Co-delivered libraries there was no specific reference to the Library Management System ‘The Council will work with these libraries to provide a training and support programme for volunteers’.

13.2 What has been provided:

All volunteers who wish to use the Library management system (LMS) attend a one day intensive training session that gives them the basic knowledge to be able to use the LMS.

Ongoing training is provided for volunteers on the procedures of using the LMS; these are currently delivered in an on-demand basis by the Volunteer Coordinator.

70 training sessions totalling 322.5 hours have been delivered by the Volunteer Coordinator and The E Services and LMS Officer.

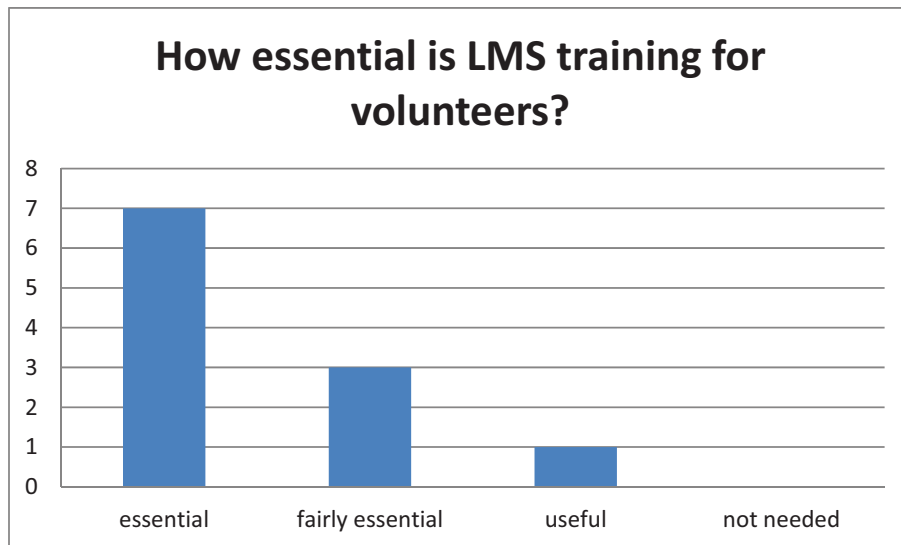
To date 509 volunteers have attended the LMS training sessions.

Continuous ad-hoc LMS training is provided at the volunteer libraries by the volunteer coordinator.

13.3 Evaluation of LMS training:

The following feedback has been provided by the volunteer library groups:

- Initially this was difficult, as the training provided by SCC was very intense and for many people who were not 100% IT confident it proved difficult. Currently we have 2 volunteers providing training. This is working well although if these volunteers leave, we will face difficulties again.
- Challenging at times, having enough skilled volunteers to train new volunteers and also keep the library running. Eg. Summer hols, lots of new interest but not many trained volunteers available due to their own holidays
- Induction and LMS training well organised but more needs to be done in areas such as customer service and safeguarding.



13.4 Recommendation on future offer of support:

- Training for volunteers on the Library Management System, including advanced level training for cascade trainers.

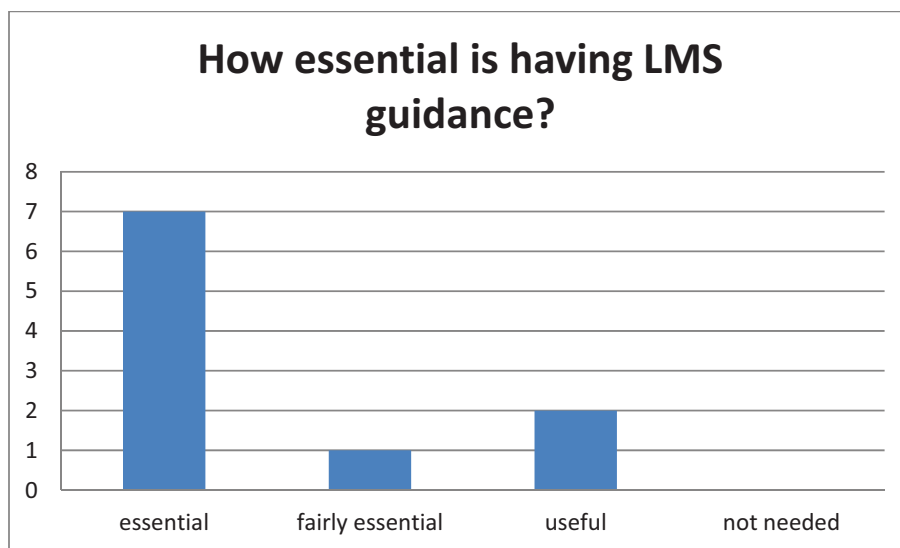
14. LMS guidance & documents provided

14.1 Offer described in the Cabinet report 2014:

Workshops will be set up for volunteer library groups and a guidance pack will be produced.

14.2 What has been provided?:

- 'How to' documents Sept 2014 and ongoing
- Regular email for volunteers with information and guidance.
- ICT/LMS guide how to operate the library management system Sept 2014



14.3 Evaluation of LMS guidance:

The following feedback was received from the volunteer library groups:

- “Useful for training and ongoing support.”

14.4 Recommendation on future offer of support:

- LMS guidance – information notes and updates will be sent out as they are developed.

15. Support from the E-Services Officer

15.1 Offer described in the Cabinet report 2014:

This support is not described in the Cabinet report of 2014.

15.2 What has been provided:

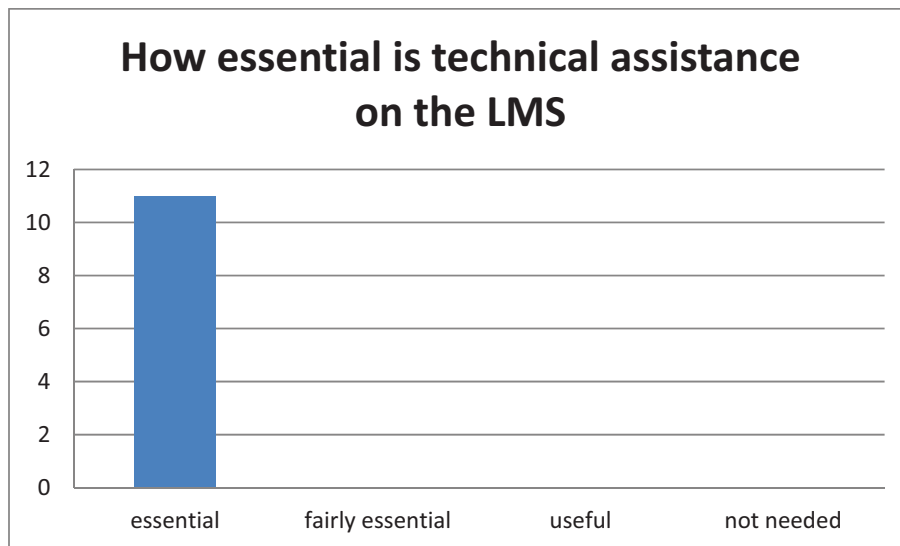
The E-Services Officer is the first point of contact for all the Volunteer run libraries for reporting I.T. faults. Volunteers cannot report I.T. faults directly.

The E-Services Officer also assists with LMS based queries and problems and provides ad-hoc reports from the LMS on request. During the handover the E-Services Officer delivered most of the training for volunteers in how to use the Library Management System.

15.3 Evaluation of support from the E-Services Officer:

Feedback from the volunteer libraries consisted of the following comments:

- “Essential - we have on-going technical issues with computers and printers. Having Jacqui at the end of the phone to fix and arrange for them to be fixed is vital.”
- “Please allocate Jacqui some additional time for vol run libraries' assistance”
- “Support from Jacqui Chase has been vital during our start-up period and some continued support and access to Capita would be welcome”.



15.4 Recommendation on future offer of support:

- I.T. support relating to the operation of the Library Management System will continue.

16. **RFID (self service) machines**

16.1 Offer described in the Cabinet report of 2014

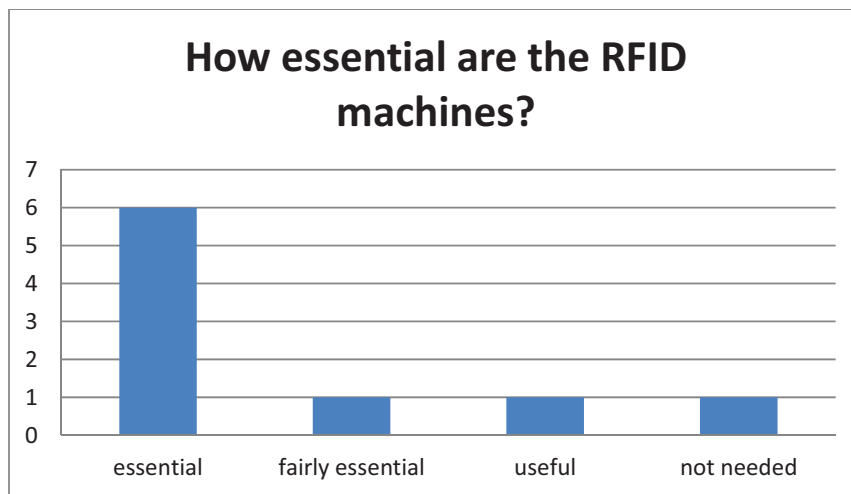
- Associate libraries may retain (where these are already installed) a Radio Frequency Identification Device (self service machine) until the current lease

period expires. Co-delivered libraries may retain RFID's where they are installed.

16.2 What has been provided:

11 of the 15 volunteer run libraries have RFID self service machines. When surveyed, of the 11 volunteer groups who responded 6 considered them essential, and 1 considered the RFID machines to be not needed.

In busier libraries the RFID machines help to take pressure off the staff or volunteers by allowing library users to serve themselves. This can have a significant impact on the number of volunteers needed to maintain a library and also impacts the ability for volunteer library's to deliver their own systems as the RFID machines take the pressure off the counter PCs from where the volunteers run their own systems.



17. **G4s Cash collection service**

17.1 Offer described in the Cabinet report 2014

This offer is not described in the Cabinet report of 2014

17.2 What has been provided:

All volunteer libraries have a G4s cash collection service which collects any money from the volunteer libraries that is to be paid into the council (such as book fines).

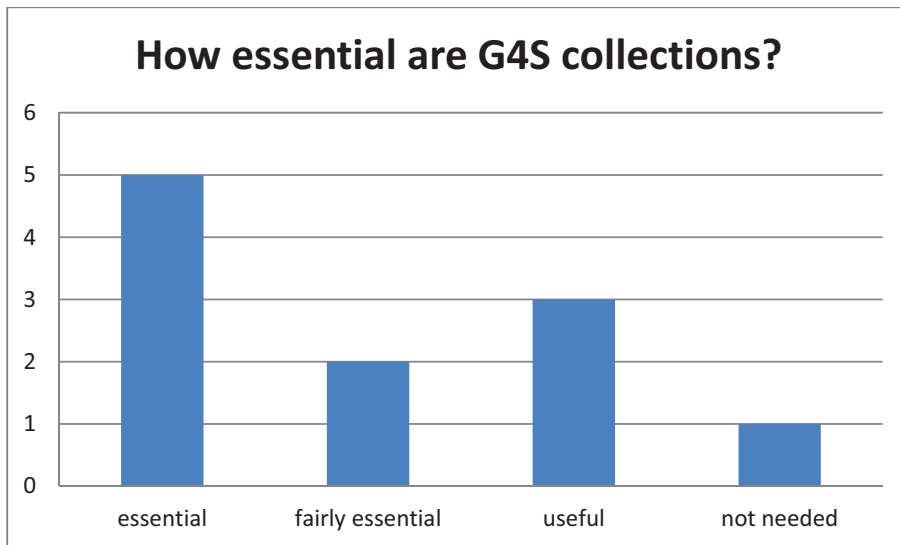
17.3 Evaluation of G4S collections

Feedback from the survey of volunteer libraries included:

- “As the sums for SCC are so small a security service to collect is not essential.”

- “If we are part of the library service then money will be generated. We would not be happy to be responsible for transferring this money.”

Half the respondents feel that the G4s collections are essential. G4S collections ensure funding due to SCC is collected. G4s collections also protect volunteers as it is a potential risk to be transporting cash personally.



17.4 Recommendation on future offer of support:

Continue to provide security collections of cash that is SCC funding as part of the LMS offer.

18. Book stock

18.1 Offer described in the Cabinet report 2014:

For Co-delivered libraries the offer is - Book and material stock, and circulation. Associate libraries may remain on the library catalogue system, the book stock will not be transferred to the independent library as the stock may be requested by any library user in the city. Alternatively Associate libraries may prefer to have their own cataloguing system. There is no offer to supply new book stock or materials to Associate libraries.

18.2 What has been provided:

The Co-delivered libraries have received new book stock and materials, in line with the offer to receive the same resource as Council run hub libraries (without the staffing).

Book stock has not been provided as part of the core offer for Associate libraries as it was originally envisaged that the library groups would eventually set up and operate their own Library Management System (LMS), and obtain new book stock from grants and donations. The savings made to the Library service budget in 2014/15, also meant that new book stock for Associate libraries was not affordable.

The Library service has however purchased £1000 of new book stock for each of the Associate libraries, funded by an under spend in the support package from Council funds.

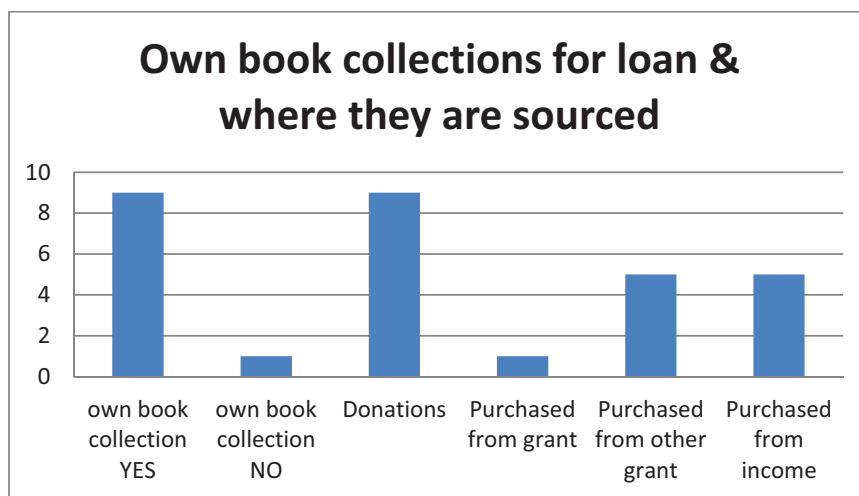
18.3 Evaluation of book stock provision:

Feedback from the volunteer libraries in the recent survey includes:

- “Aging book stock especially in the adults library is at risk of making the collection redundant as all books have been read by some users. In addition our communities are ever changing and we need new books in community languages to meet their needs.”
- We recognise the reality that we are unlikely to get new books from SCC. It would be useful to continue discussing this though.
- “Essential for the continuance of a city wide network and equal access to library stock and services “

For a library to remain sustainable it must have a supply of current and relevant books whether these are new books, donated books, or circulated stock.

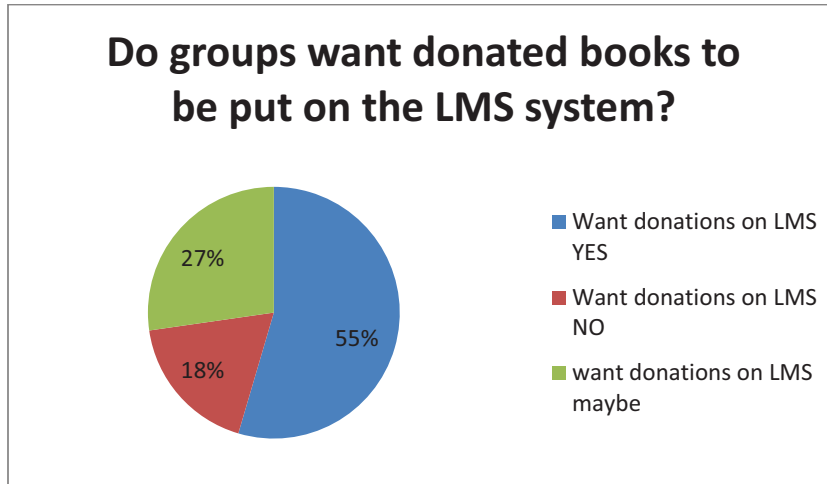
Most of the Associate libraries have set up their own book stock system largely made up of donated books, but in some cases purchased from grants and other sources of income such as book sales.



Where a volunteer library has its own book collection on its own system it significantly supplements book lending from the LMS, but library users need to sign up separately to be able to use this.

By having their own lending system, the volunteer libraries get new books locally, but as these books cannot be transferred or reserved city wide, they cannot contribute to a larger city wide lending system.

Just over half of the groups who responded want their donated books to be put on the Library Management System (LMS) where they can be accessed from any Sheffield library. The groups who indicated they might want their donated books on the LMS said the income from sale of donated books was important for their income generation, but if they have a continued library grant, they may prefer to put some of these books onto the system rather than sell them.



Some library groups were keen to retain donated or purchased books in their local library rather than be available to request across the service. They are concerned that if they added their books to the LMS, the books would spend much of their time on reservation in other areas of the city.

18.4 Recommendation on future offer of support:

- Donations that meet criteria can be put onto the LMS system, the 'home' library being the library that made the donation, but the book can be reserved by any Sheffield library user.
- Provide new books for volunteer libraries, that can be supplemented with donated books, and own book purchases.
- Volunteer libraries can continue to run their own lending systems alongside the Councils Library Management System, or by itself.

19. Agreements

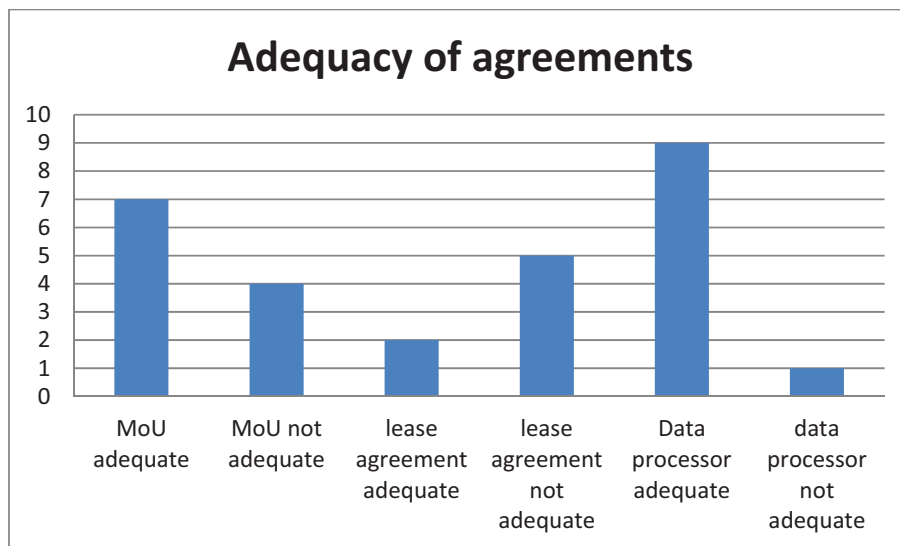
19.1 Offer described in the Cabinet report 2014:

There are no specific references to agreements in the cabinet report of 2014, although it does refer to “The Council will work with the Associate libraries to identify and implement an appropriate system to monitor the success of the libraries and the impact gained from the Council’s investment”.

19.2 What has been provided?

- Memorandum of Understanding
- Data Processor Agreements
- ICT Acceptable Usage Statement

19.3 Evaluation of agreements



Those that found the MoU not adequate stated that it needed to be updated to reflect the new position on remaining on the LMS, and any costs post March 2017.

Those that found the lease agreement not adequate stated that the leases have not yet been signed, the time and effort that has gone into lease negotiations, issues still to be resolved.

All but one of the groups that responded, found the data processor agreement adequate. The group finding the agreement not adequate did not make any comments relating to this.

19.4 Recommendation on future offer of support

- Update Memorandum of Understanding
- Introduce standards assessment relating to the operation of the LMS for Associate and Co-delivered libraries.

The library delivery model: Hub libraries, Associate Libraries, Co-delivered Libraries

1. Background

The changes to the library service were decided following a comprehensive review that began in 2011 until 2014. The review reflected the challenges to the library service and its ability to be efficient, comprehensive, modern and sustainable within the reducing budgets and financial challenges faced by Sheffield City Council.

Prior to the cabinet report in 2014, there had been a number of cuts to the Library Service's (s) budget as a result of national austerity. This meant the option to trim back or reduce costs through efficiency had already been maximised. Therefore further budget savings could only be made by re-organising and re-designing the service. In total 13 different models of operation were considered.

The Council re-defined 11 of its libraries as hub libraries, and along with the Home library service and Central library this contributes to the Council's Statutory duty to provide a comprehensive and efficient library service (library and museums act 1964).

The staffing levels in SCC run community libraries reduced dramatically in 2014 (via voluntary early severance, and voluntary early retirement) reflecting the reduction of Council run libraries from 27 to 12, plus the closure of the Mobile library service.

For each library that was vulnerable to closure there was a community group or organisation willing to run it. This led to the creation of 5 Co-delivered libraries and 11 Associate libraries. (Note Tinsley was defined as an Associate library but the Council continued to run the library until March 2016 whilst a rental agreement was still in place). These libraries do not form part of the Council's comprehensive and efficient duty but do provide library and other services and events for their community.

The value of the funding & support package for the Associate Libraries is £262K pa each year for 3 years ending March 2017, to be found from Council funds. The support and running costs for the 5 Co-delivered libraries are met from the Libraries, Archives and Information service core budget, for a pilot period of 2 years later extended to 3 years in line with Associate libraries.

2. What are Hub libraries?

The 11 Council run Hub libraries, along with Central library and the Home Library Service deliver the Council's statutory duty to provide a comprehensive and efficient library service in accordance with the Libraries & Museums Act 1964.

All of the current hub libraries are based in district centres. This means they are at the heart of a community, enabling local people to visit shops and services and access the library within close proximity.

All Hub libraries are run by trained library staff employed by Sheffield City Council.

3. What are co-delivered libraries?

In keeping with the Council's desire to keep open as many libraries as possible, the Co-delivered library model, was created. After securing the hub libraries, LAIS had sufficient core budget (2014-2016) to pay the library running costs for up to 5 libraries, but not the staffing. Therefore, if there was a community group or organisation willing to run the library with volunteers, the Council would provide all the services afforded to the hub libraries, but not the staffing, and pay the building running costs directly.

In line with the Council's commitment to the principals of the Fairness Commission, the top 5 libraries showing the highest demographic need were selected to become Co-delivered libraries

(alphabetical order)

Broomhill
Burngreave
Park
Southey
Woodhouse

Note Newfield Green was originally identified as a Co-delivered library but opted to become an Associate Library, this opened up the opportunity for Broomhill library to become a Co-delivered library.

The groups and organisations that came forward to run the Co-delivered libraries, were required to submit a business plan for approval before they could take over the running of the library. This included governance arrangements, managing volunteers and policies and procedures.

4 of the 5 Co-delivered libraries are now being run by community organisations that were well established in the community prior to taking over the library. Therefore they were familiar with community need, established in terms of governance, and had significant experience of fundraising and managing grants.

The Co-delivery groups do not have a tenancy or lease arrangement as the library building is still the responsibility of the Council. The library groups/organisations do not receive a grant as the running costs are paid directly by the Council. The library groups do however, have the opportunity to fundraise from the library in line with their business plan.

A range of training and support has been provided to the Co-delivered libraries by the Council.

4. What are Associate libraries?

Over the autumn and winter in 2013/14 the Council consulted on a proposal for the future of Sheffield's Library Services. This described up to 11 'Independent' libraries with a limited level of support, responsible for their own property costs (repairs, maintenance and utilities) in addition to staffing the libraries with volunteers. In comparison the offer to Co-delivered libraries was significantly higher. The two different types of library were therefore distinct at this point.

However, the Council revised the proposal for the future of Sheffield's library services following consideration of the consultation results, feedback from communities and library groups, the Equality Impact Assessment, and insights provided by the priority tool. Therefore a new proposal was created to provide a package of support for up to 11 Associate libraries, plus access to a grant up to the value of the running costs of the library building in the last year of Council control in an effort to meet the Council's ambition to keep all libraries in Sheffield open.

One of the key changes in the model from 'Independent' to 'Associate' was the offer for the libraries to remain on the Council's Library Management System (LM). This enables all SCC library members to use all the libraries in the City, whether they are Council run, Co-delivered or Associate libraries. The Associate libraries also have access to the city wide book stock. The offer to Associate libraries to date includes the following:-

- Training and support.
- Peppercorn rent offer of 5 year and 25 year term. The 25 year term can be triggered by submitting a 10 year business plan.
- Access to a prioritised capital pot for substantial emergency repairs.
- Statutory compliance testing (prior to lease completion)
- A grant pot allocation of £154,300 a year for 3 years to 31st March 2017. Each Associate library can apply for funding (up to the level of the running cost budget for that library as of 2013/14), for funding needs identified in their final full business plan.
- Access to the LMS and library catalogue system.
- Link into local and national initiatives such as Summer Reading Challenge.
- People's Network I.T. and access
- Provision of computers and i.t maintenance for operating the LMS and associated reports.

The following are the Associate Libraries listed in alphabetical order:

Ecclesfield
Frecheville
Gleadless
Greenhill
Jordanthorpe
Newfield Green
Stannington
Tinsley
Totley
Upperthorpe
Walkley

Appendix 3

Library, Archives & Information Service, Branding



LiBRARIES SHEFFIELD

Appendix 4

Benefits of Volunteering to Health and Wellbeing: A limited evidence review and discussion of Three Case Studies

*Kristin Bash, Public Health Specialty Registrar
21 September 2016*

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Overview and introduction

The United Nations defines volunteering as ‘an act of free will that results in benefits to others (e.g., individuals, groups, the environment) outside of, or in addition to support given to close family members’.ⁱ

There is a growing body of evidence to suggest that the act of volunteering itself has benefits for the health and wellbeing of the volunteer.

Methods

A limited literature review was conducted and results described in terms of health and wellbeing benefits found in the evidence

Three case-studies were developed through semi-structured interviews with library volunteers. The toolkit know as Five Ways to Wellbeing was used as a framework to discuss themes that emerged within these interviews .

Evidence in the literature – Physical Health and Wellbeing

A limited literature search was conducted to locate articles regarding volunteering and its effects on volunteers.

Evidence from individual studies demonstrates volunteering has a positive effect on a range of health factors including cardiovascular disease, hypertension, mental well-being, self-rated health and life satisfaction^{ii,iii,iv,vvi}. Individual studies have also documented an association between volunteering and a reduction in mortality^{vii}, reduced pain^{viii}, and muscular strength^{ix}.

A large review was conducted using the British Household Panel Survey (BHPS)^x in order to explore the association between volunteering, mental well-being and age. This study used over 66,000 observations (person years), and found higher well-being in those who volunteer ‘frequently’ compared with those who have never volunteered. They also found ‘potentially beneficial connections between volunteering and mental well-being during the middle stages of the life course,’ while these same benefits were not seen in young adults.

Perception of benefits also appears to vary between age groups, as found in a quantitative study of 401 older adults serving in 13 separate volunteer programmes and their self-reported sense of wellbeing^{xi}. Looking at characteristics of the volunteers themselves, the study suggests that ‘lower-income, lower-educated, and single older volunteers perceived more benefit from their volunteer experience.’ These results were slightly altered once the characteristics of the volunteer experience itself were included: among other factors, better well-being was reported by volunteers who volunteered for longer periods of time, and those who felt better trained.

Overall, in this same study, almost 30% of volunteers reported their lives were improved due to volunteer experience.

Systematic Reviews

In a systematic review commissioned in 2008 by Volunteering in England with support from the Department of Health, 87 articles related to volunteering and health outcomes were reviewed by researchers. Overall this review found evidence to show volunteering has a positive impact on various aspects of health of the volunteer:

Volunteering was shown to decrease mortality and to improve self-rated health, mental health, life satisfaction, the ability to carry out activities of daily living without functional impairment, social support and interaction, healthy behaviours, and the ability to cope with one’s own illness.^{xii}

A second systematic review conducted in 2013^{xiii} reviewed forty papers. While some of the findings were mixed, (e.g., there was no consistent finding of improved physical functional ability or self-rated health), there were some clear associations. A meta-analysis of five cohort studies identified a statistically significant 22% reduction in mortality among volunteers compared with non-volunteers. The review also found volunteering has a positive and significant effect on depression, life satisfaction and wellbeing.

Discussion of case studies

Volunteer Case Studies

Semi-structured interviews were held with three library volunteers, who each volunteered to be case studies. Interview questions were designed to reveal each volunteer’s personal experiences and views on how volunteering influenced their own sense of health and wellbeing. These interviews

were transcribed and checked by each volunteer to ensure capture of factual content and intended meaning.

Five Ways to Wellbeing

Wellbeing is a term that is challenging to define, but that typically incorporates aspects of both the physical and mental health of an individual. Using evidence gathered as part of the national government's Foresight Project, the New Economics Foundation (NEF) developed the Five Ways to Wellbeing^{xiv}. This is a set of evidence-based actions which can promote an individual's wellbeing: Connect, Be Active, Take Notice, Keep Learning and Give

Sheffield City Council has adopted Five Ways to Wellbeing^{xv} as a way to start discussions amongst staff and get people thinking about their own wellbeing and promote it in their own lives and the lives of the public.

Three aspects of this framework emerged as clear themes within the case study interviews: Connect, Keep Learning, and Give. These themes emerged in all three case studies and demonstrate a clear connection between the experience of volunteering and the volunteer's health and wellbeing.

Connect – In the case studies made of Sheffield library volunteers, a clear theme emerged of feeling a strong sense of connection to the wider local community. Volunteers reported feeling connected to other library volunteers and in some cases friendships were made. Volunteers reported connecting with library users and developing a sense of familiarity and friendly bonding. Volunteers also reported feeling a wider sense of connection with the community as a whole. In all three case studies, having a link with the wider neighbourhood and the related sense of belonging were reported to give volunteers a sense of wellness and appreciation.

Keep Learning – Volunteers reported in interview that they enjoyed learning new skills required to run the libraries, including skills required to teach others. This has provided a sense of purpose and confidence. Perhaps on a more important level, volunteers reported they were able to overcome insecurities and fear about whether they would be able to learn new skills. Giving themselves the experience of volunteering has made them more confident in their own ability to learn in general.

On a practical level, one volunteer who was looking for full-time employment, felt that the experience at the library had given him new job skills and he would be able to use the library as a positive reference on job applications.

Give – Evidence shows that the desire to 'give something back' to the local community is a main reason given by volunteers.^{xvi, xvii} This was the most consistent response across volunteers interviewed: giving back to the community made them feel good about themselves. It was a way to find purpose in a day where there was no other planned activity (case studies were out of work due to retirement, job-seeking or disability). This responsibility and planned activity – simply put - made volunteers feel good.

In addition to this however, was the reported pleasure each obtained from knowing they were each helping people who came into the library, either through demonstrating skills on the computer, helping with weekly reading groups or just interacting with library regulars and recommending new reading material. The act of giving back to their community is clearly an aspect of volunteering that is highly valued and that adds to the personal sense of wellbeing for library volunteers.

Summary and Conclusion

Evidence demonstrates that there are many potential benefits to be gained from volunteering in terms of health and wellbeing. Systematic review findings support that volunteering is associated with a positive effect on life satisfaction and wellbeing, and a reduced risk of depression, and overall mortality. These findings are supported by the themes within three case studies of Sheffield library volunteers, which demonstrate that volunteers find meaning in their volunteer experience, enjoy giving back to the community and that it has increased their feelings of self-worth and confidence.

ⁱ Jenkinson, et al., **Is volunteering a public health intervention? A systematic review and meta-analysis of the health and survival of volunteers.** BMC Public Health 2013, 13:773

ⁱⁱ Binder M, Freytag A. Volunteering, subjective well-being and public policy. Journal of Economic Psychology, 2013, 34:97-119

ⁱⁱⁱ Schreier HM, Schonert-Reichl KA, Chen E. **Effect of volunteering on risk factors for cardiovascular disease in adolescents: a randomised control trial.** JAMA Pediatrics 2013; 167:327-32.

^{iv} Burr JA, Tavares J, Mutchler JE. **Volunteering and hypertension risk in later life.** Journal of Aging Health, 2011; 23:24-51.

^v Glass TA, De Leon CF, Bassuk SS, et al. **Social engagement and depressive symptoms in late life: longitudinal findings.** Journal of Aging Health, 2006; 18:604-28.

^{vi} Musick MA, Wilson J. **Volunteering and depression: the role of psychological and social resources in different age groups.** Social Science Medicine 2003; 56:259-69.

^{vii} Lum TY and Lightfoot E. **The effects of volunteering on the physical and mental health of older people.** Research on Aging, 2005;27:31-55.

^{viii} Arnstein P, Vidal M, Wells-Federman C, Morgan B, and Caudill M. **From chronic pain patient to peer: Benefits and risks of volunteering.** Pain Management Nursing, 2002; 3:94-103.

^{ix} Fried, et al., A social model for health promotion for an aging population: Initial evidence on the Experience Corps Model, Journal of Urban Health, 2004;81:64-78.

^x Jenkinson, et al., 2013

^{xi} Morrow-Howell N, et al., 2013

^{xii} Casiday, et al., **Volunteering and Health: What Impact Does It Really Have?** Volunteering England, July 2008

^{xiii} Jenkinson, et al., 2013

^{xiv} Fivewaystowellbeing.org Page retrieved 02 Sept 2016

^{xv} Sheffield City Council, **Sheffield City Council Our Plan 2015 – 2018**, accessed online 02 Sept 2016 at <https://www.sheffield.gov.uk/.../government.../Corporate%20Plan%20Summary.pdf>

^{xvi} Konrah S, Fuhrel-Forbis A, Brown S. **Motives for volunteering are associated with mortality risk in older adults.** Health Psychology 2012, 31:87-96.

^{xvii} Morrow-Howell N, **Hong S, Tang F, Who Benefits From Volunteering? Variations in Perceived Benefits.** The Gerontologist, vol 49, no 1, 90-102.

**Library Review 2016 –
Future support arrangements for volunteer run libraries**

Proposal covers financial years: 2017/18, 2018/19, 2019/20

EIA lead: Liz Tooke

Lead corporate plan priority: Thriving Neighbourhoods and Communities

Portfolio: Communities

Service: Community Services

Team: Libraries

Which local partnership area will be impacted: ALL

EIA date: 29/06/2016

Type of decision: Executive Decision (Cabinet)

Lead Cabinet Member: Cllr Jack Scott

Cross portfolio: No

1. Overall summary of possible impact

Overall the proposal would be positive if it is agreed, with a negative impact if current support and funding arrangements for Associate and Co-delivered libraries are not continued.

The aim of the proposal is to keep as many libraries open as possible, this will have an impact for all library users in the following way:-

- Library users will have less distance to travel to access library services
- Local people have the opportunity to volunteer for the volunteer run libraries, having positive health and wellbeing impact.
- The library buildings, remaining open, offer an opportunity for community events and activity.

The proposal will also have a particularly positive impact on older people, younger people, disabled people, women and BME communities. The proposal will help mitigate the following impacts:

- Older people and disabled people would experience a greater negative impact due to having to travel further for a library than other age ranges/people who are not disabled. Libraries also help to maintain/improve health and wellbeing.
- Older people have greater reliance on local libraries as a source of social contact to relived isolation.

- It can be difficult for parents/guardians with young families to travel around the city with small children and pushchairs, therefore a local library is particularly beneficial to this group of library users.
- Many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the closure of library service could have a bigger impact on this group.

The opportunity for local libraries to celebrate diversity through events, activities and access to knowledge and information would be diminished.

BME communities and women are over-represented as library users as compared to citywide demographics.

The proposal is that the funding level for the Associate libraries will remain at the same level as 2016/17 for year 1 (2017/18). The Co-delivered libraries are funded directly from the Libraries, Archives and Information service core budget and are not subject to a grant.

If the grant funding for Associate libraries is reduced in years 2 and 3, the likelihood of a library closing is much lower than not having grant funding from the Council, but a slightly higher risk compared to the funding level being maintained, if funding is reduced in year 2 or 3 this could result in a competitive bidding process between the Associate libraries and this could have a negative impact on the co-operation built between the libraries. Therefore the grant criteria will aim to:

- Keep as many libraries open as possible
- Foster co-operation
- Recognise that circumstances in each library is different – some may need more help than others
- Recognise and support efforts made to fundraise and be viable

This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3.

2. Aim of the proposal

The current support and funding arrangements for Associate and Co-delivered libraries is due to end as of 31st March 2017. The aim of the proposal is to keep as many libraries open as possible and therefore it is proposed to continue funding and support for the volunteer run libraries for a further three years. For year 1 Associate libraries will receive an enhanced package of support that maintains the grant level (as 15/16) and also includes the supply of new book stock. For year 2 the funding level may be maintained depending on budgetary decisions at that time, but will not be less than 80% of year 1 funding level. For year 3 the funding level may be maintained depending on budgetary decisions at that time, but will not be less than 70% of year 1 funding level.

Co-delivered libraries are funded from the Library, Archive and Information Service core budget and are not subject to a grant. The proposal is that Co-delivered libraries continue to receive the same offer as SCC's Hub libraries without the staffing and funded from LAIS core funding.

Overall the proposal would be positive if it is agreed (with a negative impact if current support and funding arrangements for Associate and Co-delivered libraries are not continued). The proposal will also have a particularly positive impact on older people, younger people, and disabled people, women, and BME Communities. This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3

3. Details of impact

3.1 Financial inclusion

This proposal has an impact on poverty or financial inclusion.

Customer impact: Positive

Level: low/none

Summary of impact:

Our libraries increase prosperity:

- BIPC (Business and Intellectual Property Centre)
- Volunteering
- My work search
- Access to knowledge and information online and in person

Action plan being drawn up: No

3.2 Health

The proposal has significant impact on health and well-being (including effects on the wider determinants of health)

Impact on customers: Yes

Impact: Positive

Level: Medium/High

Summary of impact:

Libraries contribute to better health and wellbeing by:

- Delivering health related events and activities such as Mindfulness and Sporting Memories.
- Library service at Weston Park Hospital

- Home library service for people unable to access a library service
- Books on prescription to help people manage their condition
- Volunteering opportunities principally at Associate and Co-delivered libraries
- Social cafes
- Room hire that facilitates a range of community events and activities.

Action plan being drawn up: No

Comprehensive health impact assessment being completed: No

Public Health Leads have not signed off the health impacts of this EIA.

3.3 Age

Impact on customers: yes

Impact: Positive

Impact level: None/low

Details of impact:

Positive impact if proposal is agreed (negative impact if current support and funding arrangements for Associate and Co-delivered libraries are not continued)

There are 149,438 registered adult users for Sheffield's library services, 22,717 children.

The support proposed will help to keep all the libraries in Sheffield and this will have the following impacts relating to age:

3.3.1 Older people:

- Maintains source of social contact - Older people have greater reliance on local libraries as a source of social contact to relieve isolation.
- If all the libraries remain open, this means less travelling time as older people have greater difficulty travelling and carrying books, particularly if the weather is bad and negotiating hills.
- Library services are still available for older people over 65 who are still working and active

Increasingly there are more people aged over 65 in the population. In 2010 Sheffield had the highest proportion of its population aged 65 years or over (15.5%) compared to the other English Core Cities

The city region workforce is getting older. There are 21,700 people in employment aged 65 years or older and 230,600 aged 50 to 64, together accounting for 30% of the city region workforce. (Source the state of Sheffield report 2016).

Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.

Social isolation, how libraries contribute:

- - Reading groups
- - Coffee mornings
- - Volunteering
- - Library events and activities
- - Social Cafes
- - Offering a welcome and safe place to meet

3.3.2 Adults:

There are 120,934 Sheffield library members between the age of 18 and 65 (who have provided their date of birth). Of this number 70,901 are female, and 50,033 are male.

This proposal will reduce the likelihood of a library closure. However in the event of a library closure, some adult library users may need to travel further to access a library service. The city has a good bus network and tram service. Library users can access books and magazines in their own homes by accessing the e-library.

3.3.3 Teenagers and young people:

This proposal will reduce the likelihood of a library closure. If, in the event of a library closure, teenagers and young people may need to travel further to access a library service. The city has a good bus network and tram service. Teenagers and young people may wish/prefer to use the library services at their school, college or university. The library service provides a 'schools library service' to most schools in Sheffield (this is a service paid for by the Schools). Teenagers and young people can also access books and magazines in their own home by accessing the e-library.

3.3.4 Children & Families:

This proposal will reduce the likelihood of library closure. This means that children and families are more likely to access the following services and activity, closer to where they live:

- Access to childrens books, which supports childrens development and fosters positive attitude to literacy.
- Access to childrens activities such as storytime, babytime, chatterbooks, homework clubs.
- Access to social and support networks for young parents/guardians.

It is can be difficult for parents/guardians with young families to travel around the city with small children and pushchairs, therefore a local library is particularly beneficial to this group of library users.

Summary of evidence:

In a recent library survey (summer 2016), 597 people said that libraries help them a lot in meeting people and making friends (26.62%, with a further 515 (22.96%) saying libraries help sometimes. 73% of surveyed users mostly use their nearest

library and 52% of library users don't visit other libraries. Circa 40 people commented on improvements to activities for older people in Associate libraries over the last 2 years; and around 40 people commented on improvements to activities for children.

The primary school population of Sheffield is growing, with an increase of more than 3000 pupils over the last 5 years (Source State of Sheffield Report 2016). This reflects the combination of the increasing birth rates in Sheffield and inward migration to the city.

Reading for young children helps them view books as a fun activity, not a chore. Numerous studies have shown that students who are exposed to reading from a young age are more likely to do well in all facets of formal education.

The educational profile of the city's population has seen the proportion of residents with no qualifications falling from 16.6% in 2008 to 10.0% in 2011, bringing Sheffield in line with the national average.

Getting around the city is changing with more people using Supertram and walking and cycling although bus travel is declining and motor vehicles are still used by most people to travel.

Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET). An estimated 23% of Sheffield's children live in relative poverty^[1], compared to 18% across the UK, as do more than one fifth of households.

It is a grant requirement for Associate Libraries that they complete a Diversity Action plan (these cover how they ensure services are accessible for diverse groups). During 2015/16 there was a specific piece of work between SCC and Associate Libraries looking at the Diversity action plans, examples of good practice for Qtr 1:

- Newfield Green – weekly crafting sessions with children; work with Activity Sheffield to deliver a range of activities for young people.
- Jordanthorpe Library – Launched a toy library in partnership with Chancet Wood childrens centre.
- Stannington – Bi-monthly Sheffield 50 plus meetings; baby-time and school visits.
- Totley – kids can do group
- Greenhill – Drink wise/Age Well
- Frecheville – Princes Trust (young people)

Action and mitigation:

If the grant funding for Associate libraries is reduced in years 2 and 3, the likelihood of a library closing is much lower than not having grant funding from the Council, but a slightly higher risk compared to the funding level being maintained. If funding is reduced in year 2 or 3, this could result in a competitive bidding process between the Associate libraries and this could have a negative impact on the co-operation built between libraries.

This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3. Age would be specifically considered as part of the review.

3.4 Disability

Impact on customers: Yes

Impact: Positive

Impact level: none/low

Detail of impact:

Positive impact if proposal is agreed, negative impact if current support and funding for Associate and Co-delivered libraries are not continued.

2%-3% of adult registered users have declared (voluntarily) a disability. However work is being done to improve recording levels as this is well below the level experienced/expected (for example, a previous survey suggested 20% of users are disabled).

The support proposed will help to keep all the libraries in Sheffield to remain open, maintaining access by disabled people. People with a disability may also be eligible for the Home Library Service.

Equality implications for the delivery of library services:

- The location of library services is more acute for this group of people, who may be less able to travel to other libraries. By helping to keep all the libraries open, people with a disability will not have to travel further.
- In the library survey of 2013/14 some libraries were reported as being particularly inaccessible for disabled people e.g. Hillsborough, Central and Ecclesall. In the library survey of summer 2016, toilets were still an issue, as well as parking availability near libraries. Disabled access to Central library was also a concern. Stocksbridge library now has a lift, toilet provision has been improved and further improvements are likely to take place where this is possible. It is not possible to improve disabled access at the main entrance to Central Library on Surrey Street, but there are plans to improve the look and feel of the accessible entrance on Arundel gate.
- The Home library service for people who are unable to visit a library has a programme of promotion and improvements have been made to promotional material emphasising this is a free service.

Summary of evidence:

In the recent library survey (summer 2016), 595 people (26.53%) said that libraries help them a lot to maintain their health and wellbeing, with a further 584 (26.04%) saying that libraries help sometimes. 73% of surveyed users mostly use their nearest library and 52% of library users don't visit other libraries.

The majority of survey respondents indicated that the library is accessible for them, whether this is a volunteer run library or a Hub library. In regards to services that

could be improved, toilet facilities are a popular comment, and this is similar for both types of library. For volunteer run libraries disabled parking and automatic doors were the most popular improvements requested. For Hub libraries the most popular improvement requested are to the main entrance (principally Central Library), and general improvement to the buildings making them more disabled friendly.

There are 103,715 people in Sheffield who have a long term health condition or disability, this equates to 19% of the population (Source: Census 2011).

Nearly a third of the people with a long term health problem or disability live in areas that are amongst the 10% most deprived in the Country. This compares with 23% in Sheffield as a whole (Source: Communities & Local Government).

In 2013 there were 22,500 people in Sheffield who were blue badge holders, and 33,340 people claim disability living allowance.

Mental and emotional health - indicators demonstrate increasing mental and emotional health needs in young people and women in the city. Referrals to Child and Adolescent Mental Health Services have increased by over 30% between 2012/13 and 2013/14. This matches trends identified nationally and is strongly linked with deprivation and health inequality. (The State of Sheffield Report 2016)

It is a grant requirement for Associate Libraries that they complete a Diversity action plan (these cover how they ensure services are accessible for diverse groups). During 2015/16 there was a specific piece of work between SCC and Associate Libraries looking at the Diversity action plans, see examples of good practice below (Qtr 1):

- Gleadless – McMillan Cancer coffee mornings continues on Wed mornings
- Greenhill – NHS issuing batteries for the Deaf; Drink Wise/Age Well
- Ecclesfield – Learning programme for Ecclesfield Unit Clients which involves twice weekly visits to use the talking books and research health and personal care topics at each session. Ecclesfield Library will be receiving training to become a “Sheffield Safe Places”.

Evidence demonstrates there are many potential benefits to be gained from volunteering in terms of health and wellbeing.

Action plan and mitigation:

If the proposal goes ahead, all libraries will continue to address accessibility concerns and improve disability equality monitoring.

If the grant funding for Associate libraries is reduced in years 2 and 3, the likelihood of a library closing is much lower than not having grant funding from the Council, but a slightly higher risk compared to the funding level being maintained.

This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3. Disability would be specifically considered as part of the review.

3.5 Pregnancy/maternity

Impact on customers: yes
Impact: Positive
Level: none/low

Details of impact:

It can be difficult for parents/guardians with young families to travel around the city with small children and pushchairs, therefore a local library is particularly beneficial to this group of library users.

3.6 Race

Impact on customers: Yes
Impact: Positive
Impact level: None/Low

Details of impact:

Positive impact if proposal is agreed, negative impact if current support and funding arrangements for Associate and Co-delivered libraries are not continued.

Library members can voluntarily indicate their ethnicity when registering, however the categorisation is not the same as the equalities monitoring in the recent public survey. Of the library users that have indicated an ethnicity, 71% are white British, and 29% other ethnic background.

The support proposed will help to keep all the libraries in Sheffield open, including libraries that have a high proportion of BME users.

- Many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.
- Language support in using a library and access to books in other languages

Supporting evidence:

In the recent library survey (summer2016) 436 people (19.44%) said that libraries help them a lot in understanding different people and culture, with a further 595 people (26.53%) say that libraries help sometimes.

The BME population in the city increased since the 2001 Census, from around 11% of the total population to 19% in 2011. The neighbourhoods of Burngreave, Fir Vale, Tinsley, Darnall and Sharrow have particularly high concentration of BME residents. The Pakistani community remains Sheffield's largest single non-white ethnic group as new ethnic communities have emerged and existing communities have grown through immigration for employment and for education. In line with national trends,

recent economic migration from Europe and an increasing number of refugees have further diversified the Sheffield population, alongside increases in the Indian, Chinese and Yemeni communities. The ethnic profile of the city is likely to continue to change in the future.

Action and mitigation:

This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3. Race would be specifically considered as part of the review.

3.7 Religion/belief

Impact on customers: yes
Impact: Positive
Impact level: none/low

Details of impact:

In the recent library survey (summer 2016) 436 people (19.44%) said that libraries help them a lot in understanding different people and culture, with a further 595 people (26.53%) say that libraries help sometimes.

3.8 Sex

Impact on customers: yes
Impact: Positive
Impact level: none/low

Details of impact:

58% of library users are women; 42% are men. There are 24,793 Sheffield library members over 65 years of age (who have provided their date of birth). Of this number 13,967 are female and 10,826 are male.

There are 120,934 Sheffield library members between the age of 18 and 65 (who have provided their date of birth). Of this number 70,901 are female and 50,033 are male.

3.9 Voluntary/Community/Faith Sector

Impact on customers: yes
Impact: Positive
Impact level: None/Low

Positive impact if proposal is agreed, negative impact if current support and funding arrangements for Associate and Co-delivered libraries are not continued.

Continued support for 16 voluntary organisations to run volunteer run libraries, the majority of which are Charitable Incorporated organisations.

There are currently around 800 volunteers helping to run Associate and Co-delivered libraries, which has a positive impact on health and wellbeing and community cohesion.

The continuance of volunteer run libraries also means volunteer groups in the local area also have a venue to meet and run activities.

Supporting evidence:

This EIA would be reviewed if grant funding is being recommended for reduction in years 2 and 3. Impact on the VCF sector would be specifically considered as part of the review.

By helping to keep all the libraries in Sheffield open, the people of Sheffield will continue to benefit from the following:

- A Place to feel safe and welcome, that is free of charge and open to all.
- A venue for people to engage and get involved with their communities
- Celebrate diversity through events, activities and access to knowledge and information.

3.10 Cohesion

Impact on customers: yes

Impact: Positive

Impact level: None/low

Details of impact:

By helping to keep all the libraries in Sheffield open, the people of Sheffield will continue to benefit from the following:

- A place to feel safe and welcome that is free of charge and open to all.
- A venue for people to engage and get involved with their communities.
- Celebrate diversity through events, activities and access to knowledge and information.

Supporting evidence:

In line with national trends, recent economic migration from Europe and an increasing number of refugees have further diversified the Sheffield population, alongside increases in the Indian, Chinese and Yemeni communities. The ethnic profile of the city is likely to continue to change in the future.

In the recent library survey (summer 2016) 436 people (19.44%) said that libraries help them a lot in understanding different people and culture, with a further 595 people (26.53%) say that libraries help sometimes.

4. Detail of geographical impact across Sheffield

The proposal has a geographical impact across Sheffield.

There are 12 libraries run by Sheffield City Council spread throughout the city in district centres, and 16 volunteer run libraries, supported by Sheffield City Council, also geographically spread throughout the city in local communities.

The travelling distance to a library has an impact, in particular on older people, disabled and families with young children in particular.

Which local partnership area will be impacted: All Partnership Areas

5. Consultation

Consultation start date: 7th July 2016

Consultation end date: 18th August 2016

Details of consultation:

A public survey with 2136 responses (7th July to 18th August), online via Citizen Space and hard copies available in libraries. An analysis is included in the cabinet report.

The majority of respondents at 39% thought that services, overall had not changed significantly in the past 2 years. 23% of respondents thought services had improved, with just 3% who thought services were not as good,

The majority of respondents who indicated a gender were female at 69% and 31% male. This compares to library membership of 58% female and 42% male (of those that provided gender information). Of adults who responded to the survey and who provided an age range, 66% of people were between 16 and 64 and 34% were 65 and over. This compares to 83% of adult library members aged 18 to 64, and 17% for people over 65.

A survey of Associate and Co-delivered libraries 11 or 15 volunteer libraries responding (June-Sept 2016). An analysis is an appendix to the cabinet report.

6. Approval of the EAI

Approved by: Liz Tooke

Appendix 6

Library survey 2016 analysis of results

Type of decision: Executive Decision (Cabinet)

Title of report: Library review 2016 – future support arrangements for volunteer run libraries

Library survey 2016 analysis of results

1. Summary

There were 2136 surveys completed by library members, and by 107 people who are not library members. Surveys could be undertaken on the Council's survey site 'Citizen Space', with a link to this on the Library service webpage, or be completing a paper survey at any SCC library, Associate or Co-delivered libraries.

The survey shows that libraries as an important resource for library users, and they value their interactions with library staff or volunteers. 73% of surveyed users mostly use their nearest library and 52% of library users don't visit other libraries.

Book borrowing was the most common activity in libraries with 1482 respondents saying they frequently use this service.

It is also clear that the volunteer libraries have vastly increased volunteer opportunities throughout Sheffield, particularly in the outlying communities.

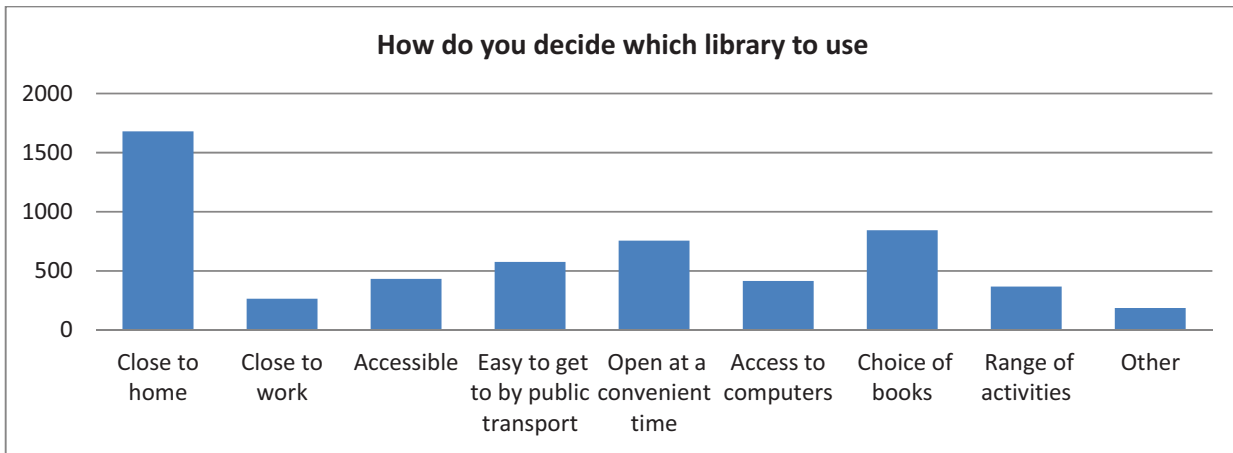
The majority of respondents to the survey are female (64.4%), White: English/Welsh/Scottish/British/Northern Irish (81.01%), though age range was more varied with the majority of those surveyed being between 35 – 75. 13.42% of the respondents said they are disabled. It is important to note that whilst the majority of the respondents are not people from minority ethnic backgrounds the 19% of respondents who are, is in line 2011 census figures.

2. Library usage

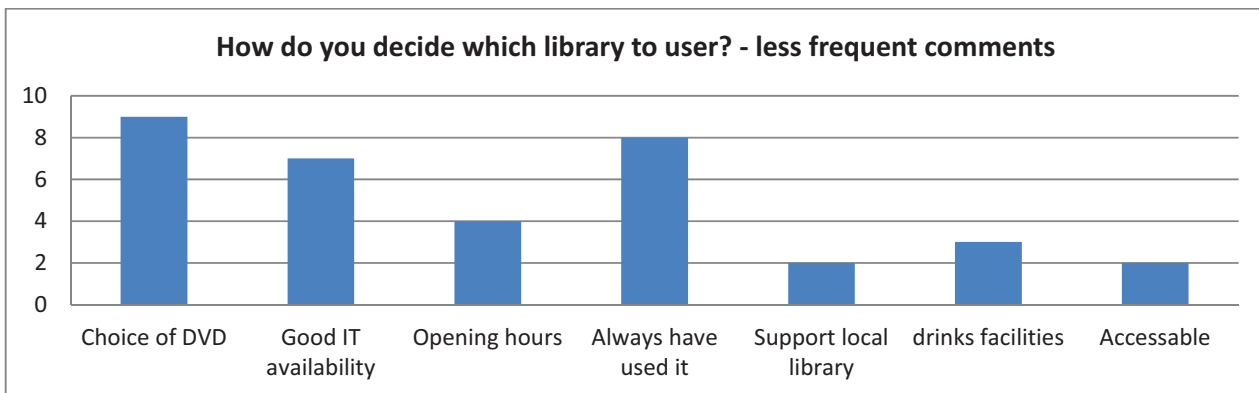
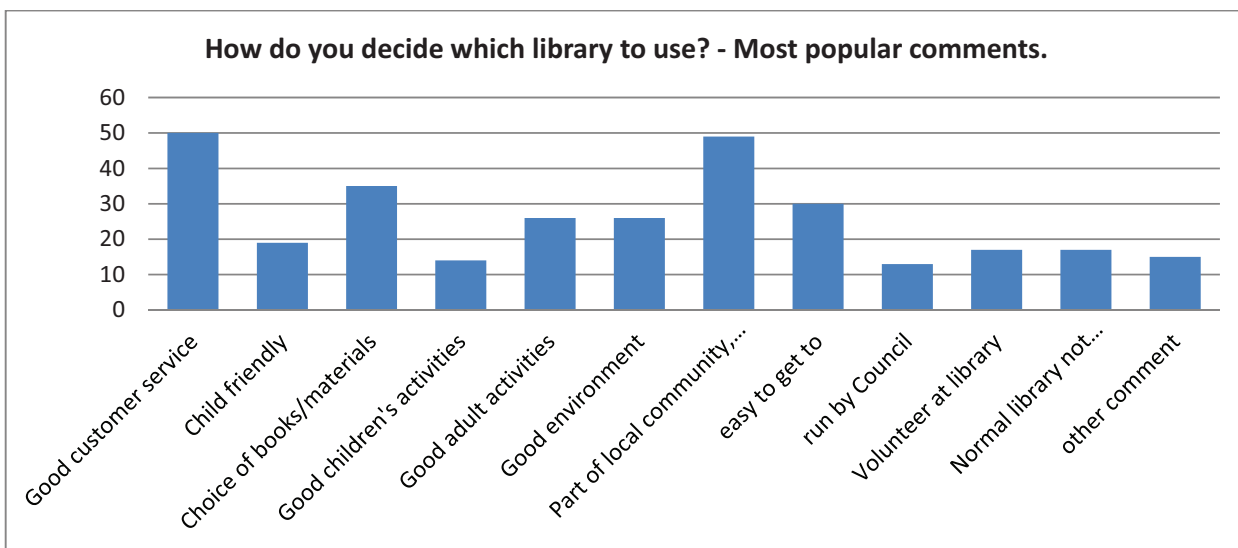
95% of the respondents were registered library members.

The survey showed that 73% of library users visit their nearest library. Around half the respondents (52%) said they would not use any other libraries. Where library users also used another library Central Lending Library was the most popular with 27% of responses.

The three most important factors to library choice are proximity to home, choice of books and opening times

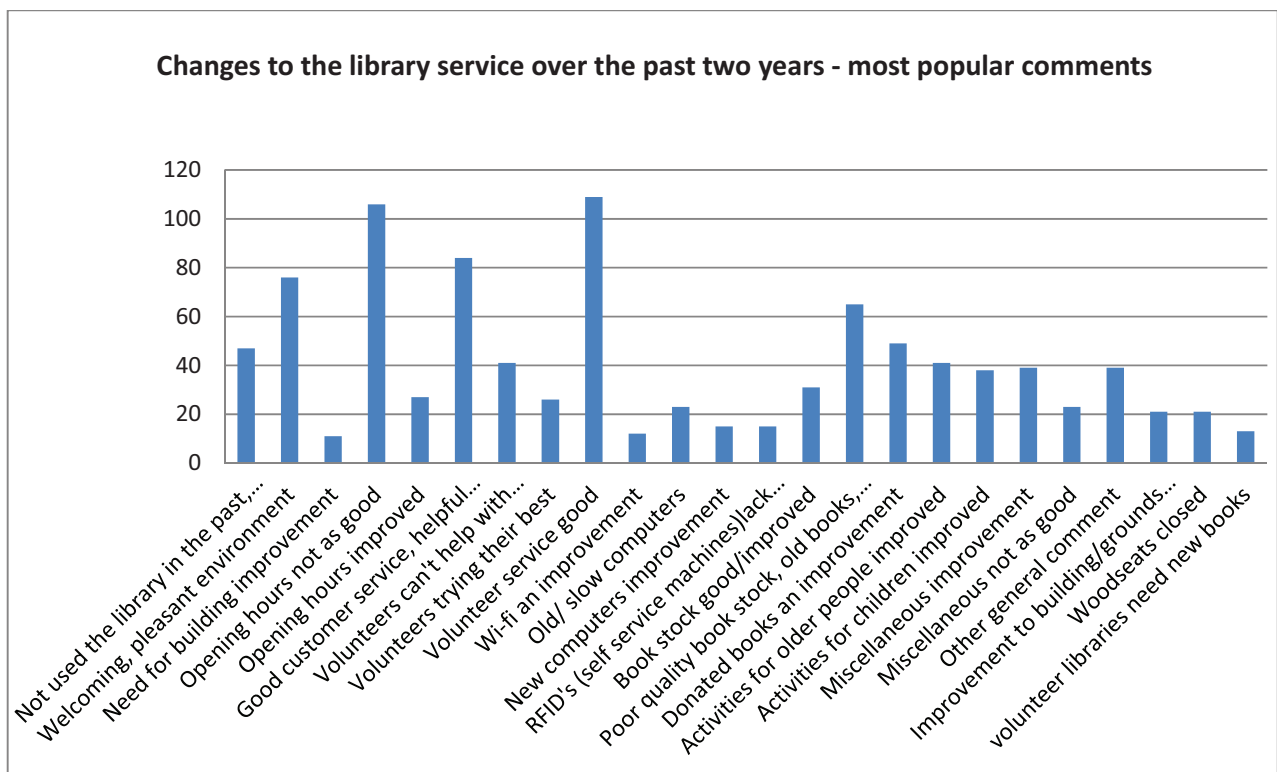
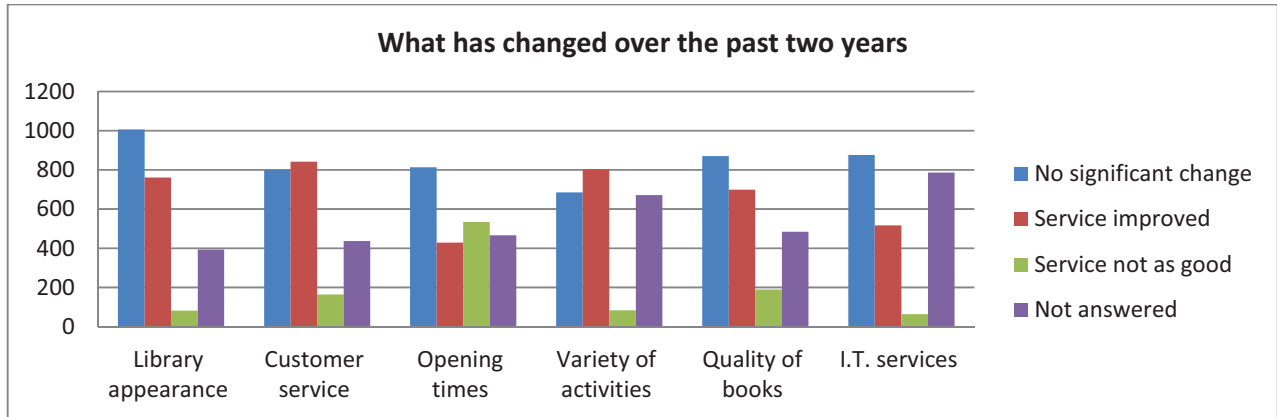


The level of customer service was highlighted as an important factor when deciding which library to use. Also important is the library being part of the local community, i.e. that it is close to other local amenities and facilities. Choice of books was the third most important factor.



3. Views on library changes over last 2 years

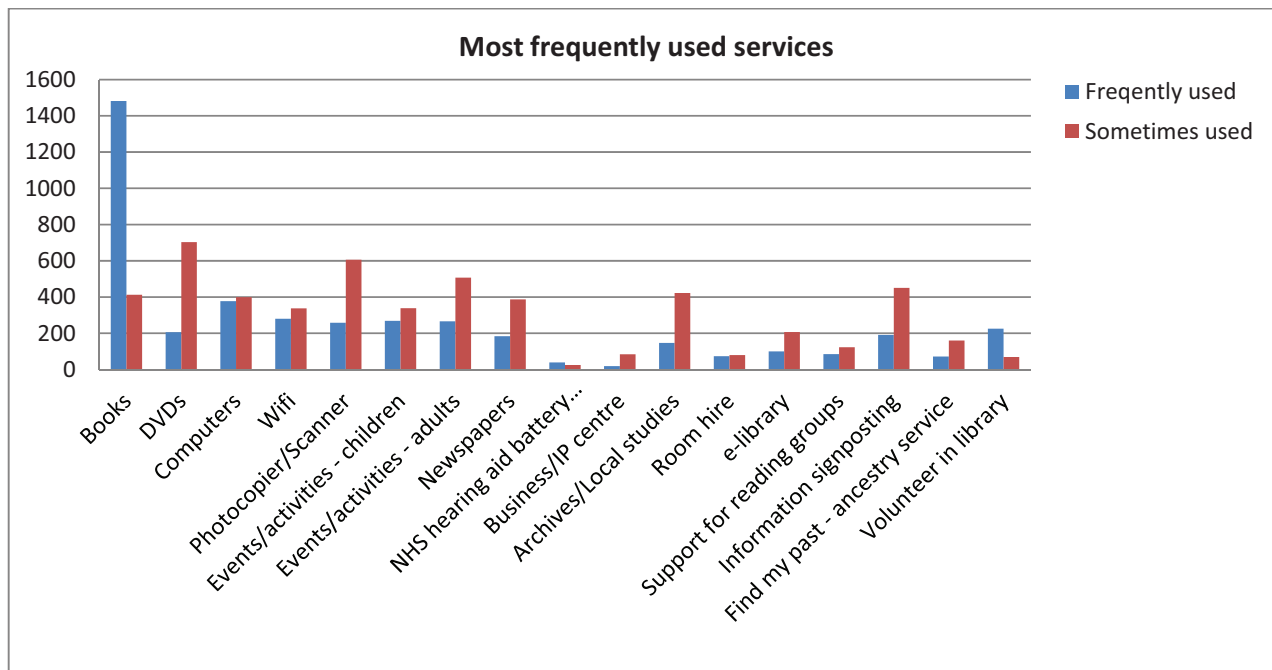
The survey asked what changes library users have experienced in the last 2 years under the following categories: library appearance, customer service, opening times, variety of books and I.T. services. No significant change or service improvement were the predominant responses. In regards to the opening times there was a higher proportion of people who feel the service is not as good, although most respondents still indicate there has been no significant change.



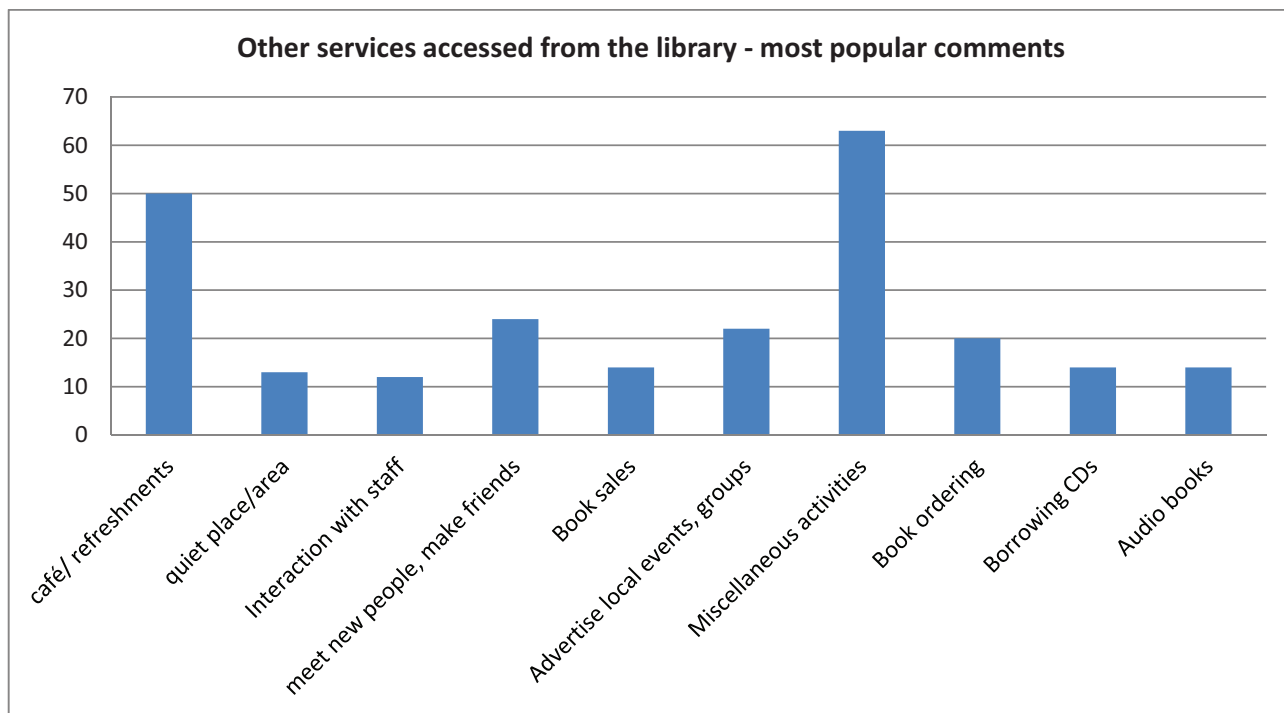
The survey showed that volunteers are generally viewed positively by library users, and there were over 100 positive comments with less than 10 negative comments. Other notable comments include “Opening hours not as good” (over 100 comments) and “Good customer service” (by staff), that libraries are welcoming and pleasant environments (this was particularly noticeable for the volunteer libraries) and the “Poor quality of books” (this response was similar between hubs and volunteer libraries). Also of note is that 40+ people commented that the donated books in volunteer libraries that were either to loan or buy were an improvement.

4. Library services accessed

The survey results show that book borrowing is the most frequently used service.

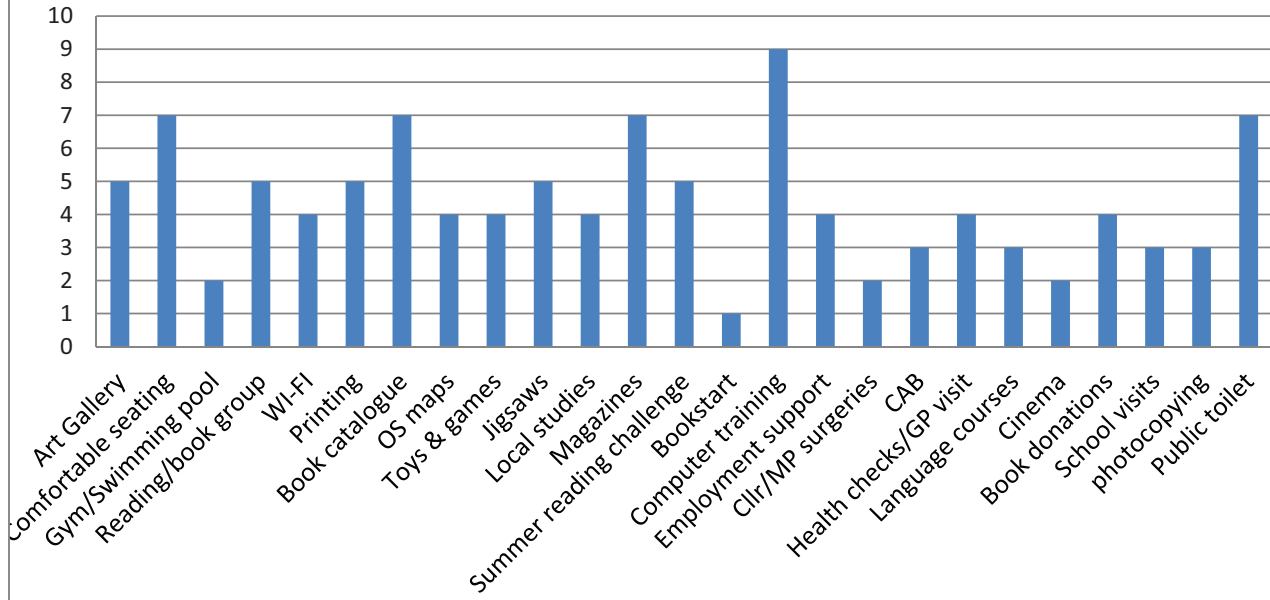


In regards to other services accessed from a library, the most popular single response was the use of a café and/or refreshments. Interacting with the staff, meeting people and making friends were also highlighted as services accessed from a library.



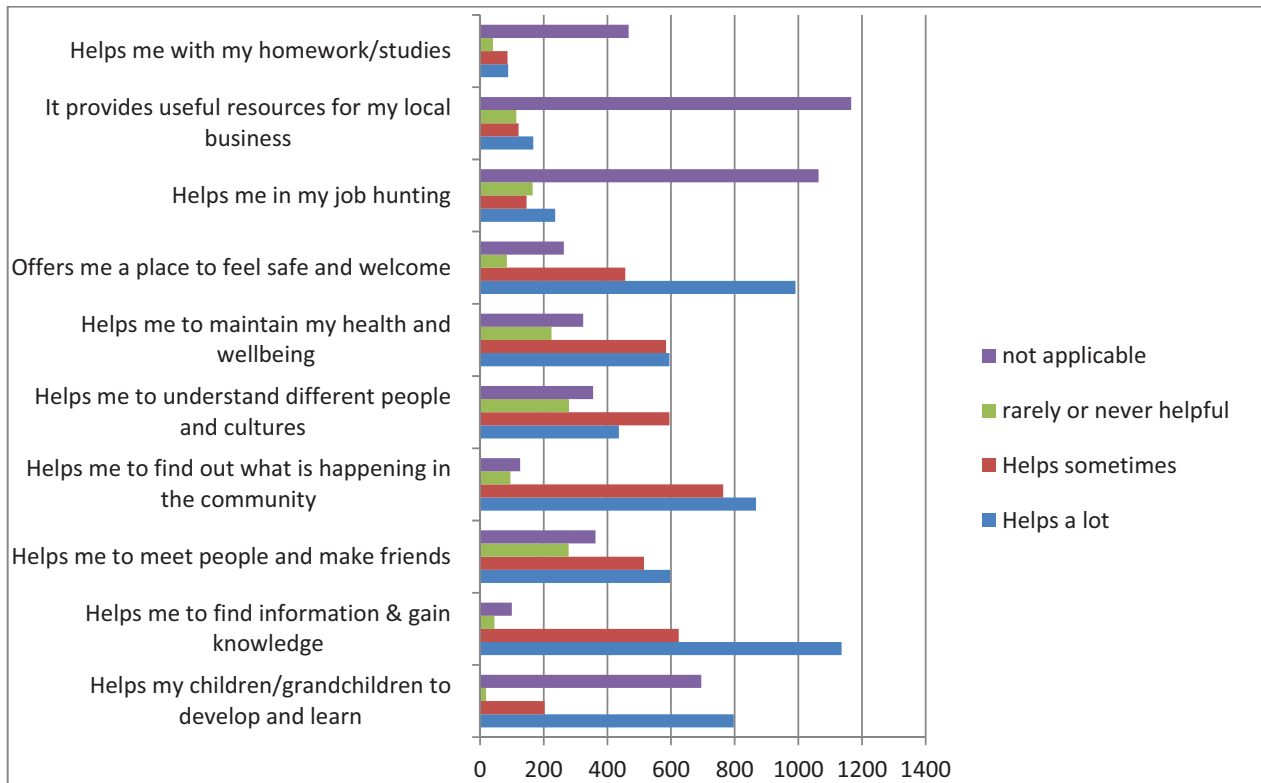
Other services accessed via a library include activities such as computer training, accessing books on the catalogue and access to a toilet and comfortable seating.

Other services accessed from the library - less frequent comments

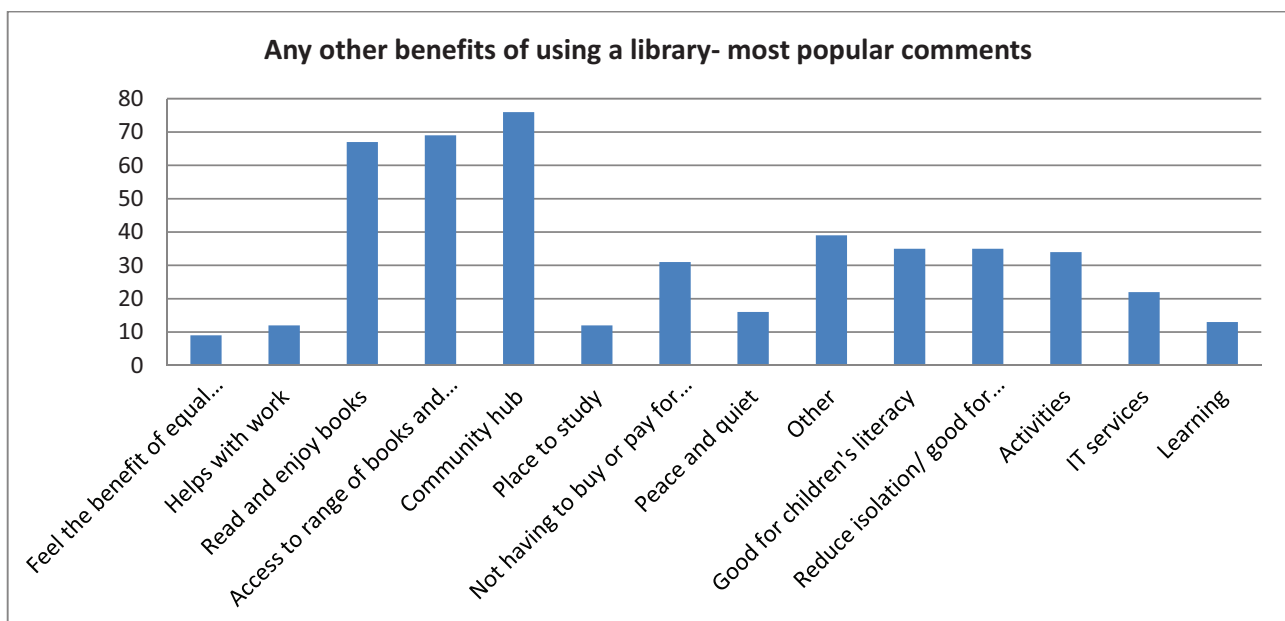


5. Benefits of using a library

The survey results show that libraries help people a lot with finding information and gaining knowledge. There was also a strong positive response for libraries providing a place to feel safe and welcome.

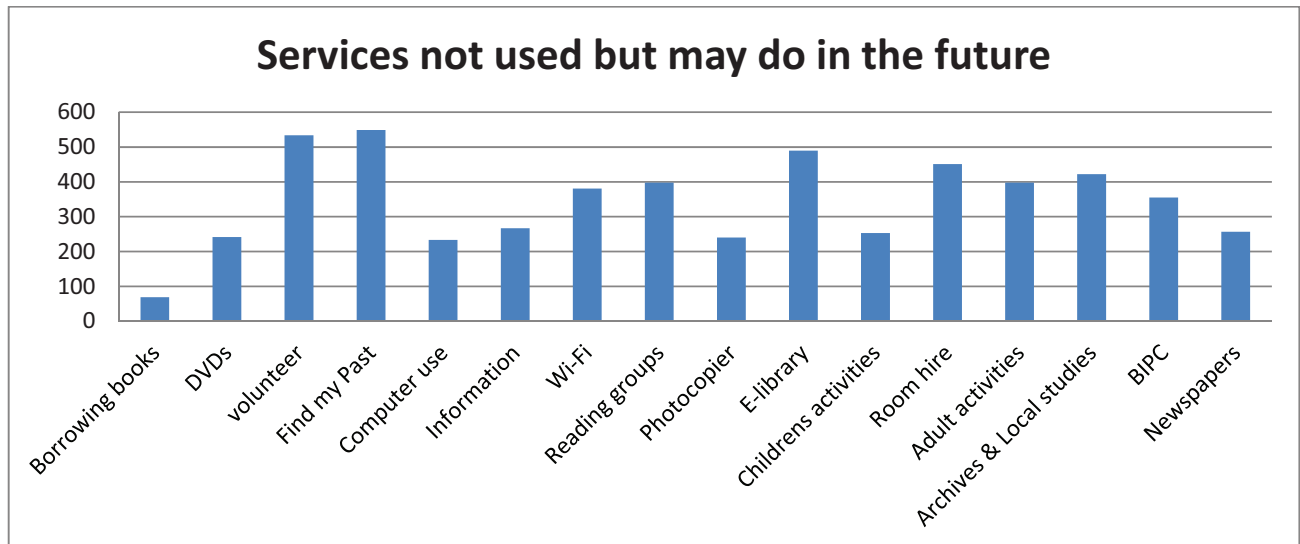


In any other comments, the benefit of libraries being used as community hubs for other events and activities was raised. Library users also highlight the enjoyment of reading books and this should also be regarded as a benefit.



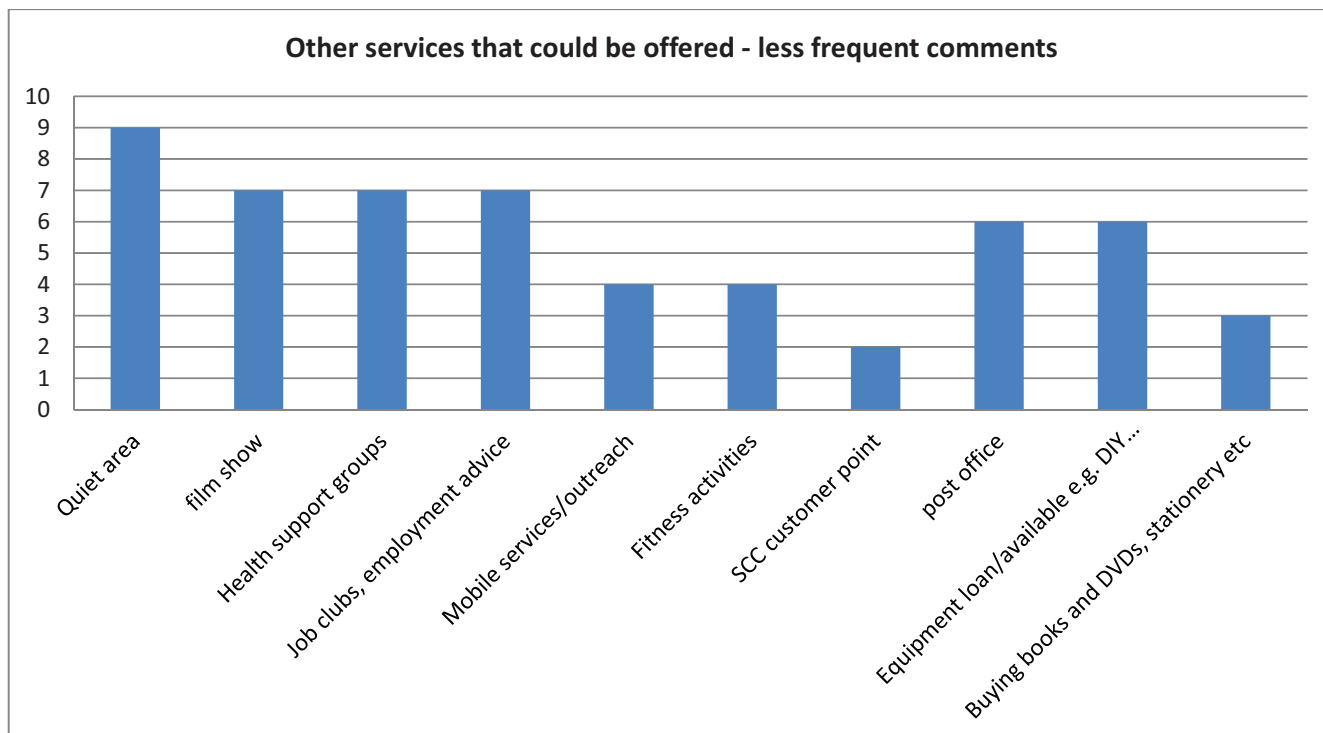
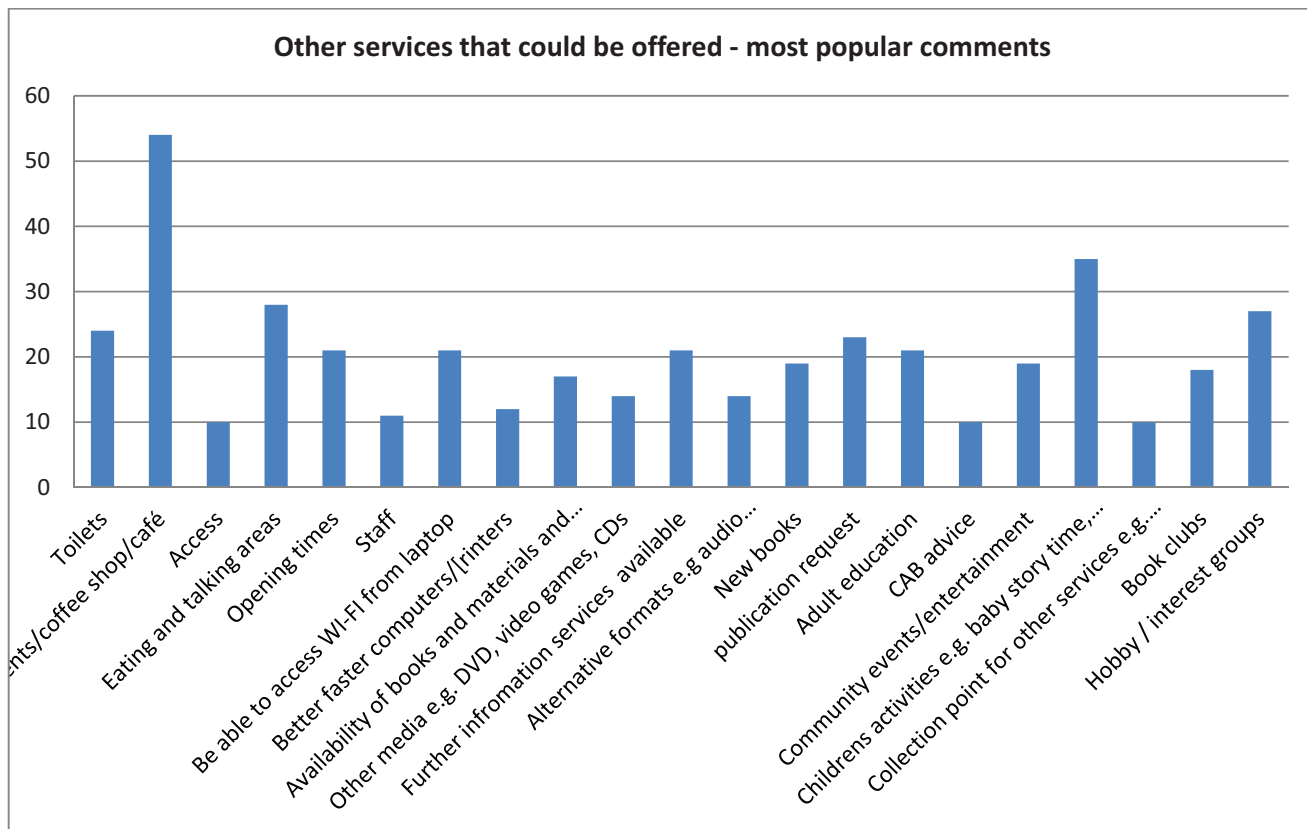
6. Services library users will consider using in the future

The survey asked library users and non users to indicate which services they don't currently use but may do so in the future. This showed a high response for people intending to use the Find my Past ancestry search tool, and also a high response for people who may want to volunteer in the future.



7. Services improvements library users would like in the future

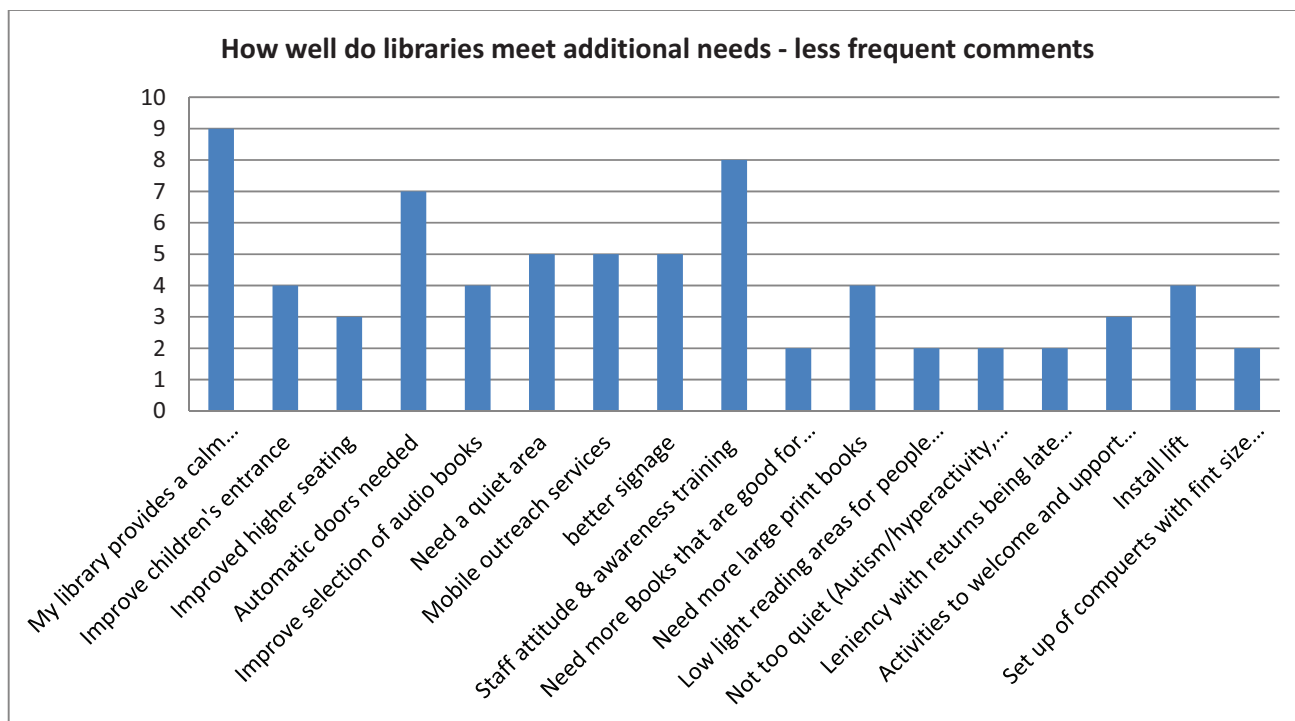
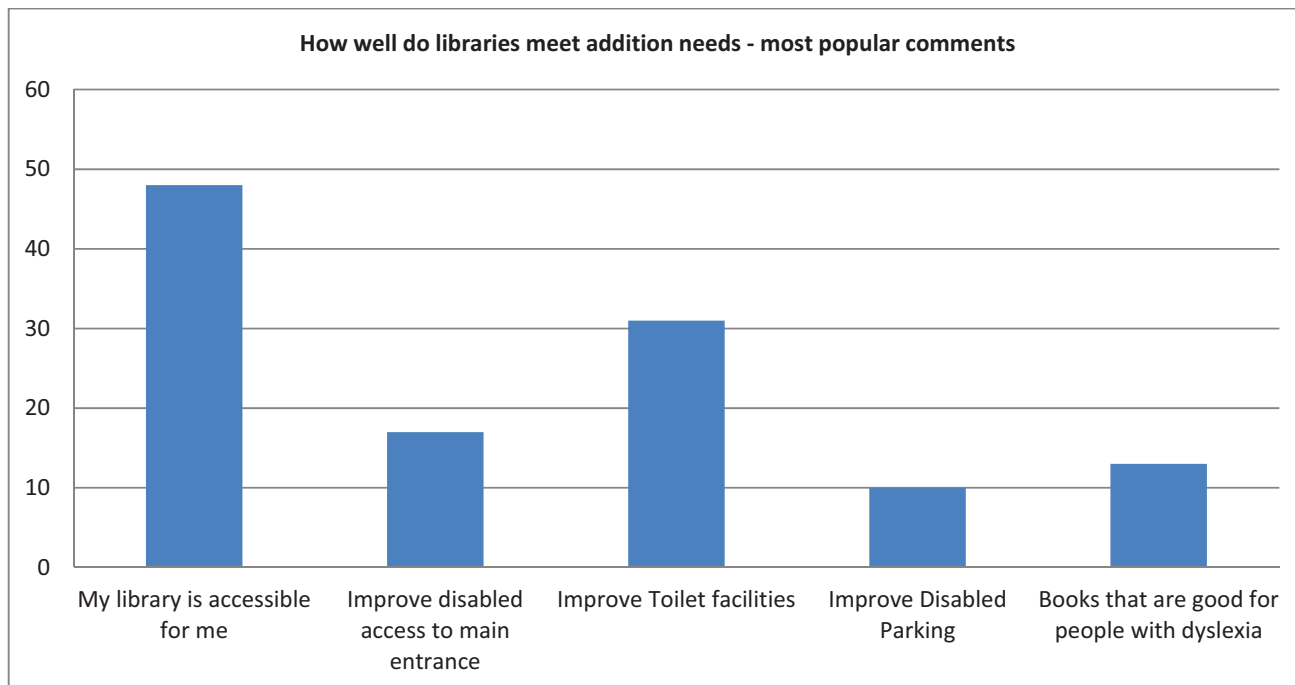
The offer of refreshments/coffee shop/café by a library service was the most popular suggestion. Other popular responses include more children’s activities, a general eating/talking area and more interest/hobby groups.



8. Meeting additional needs

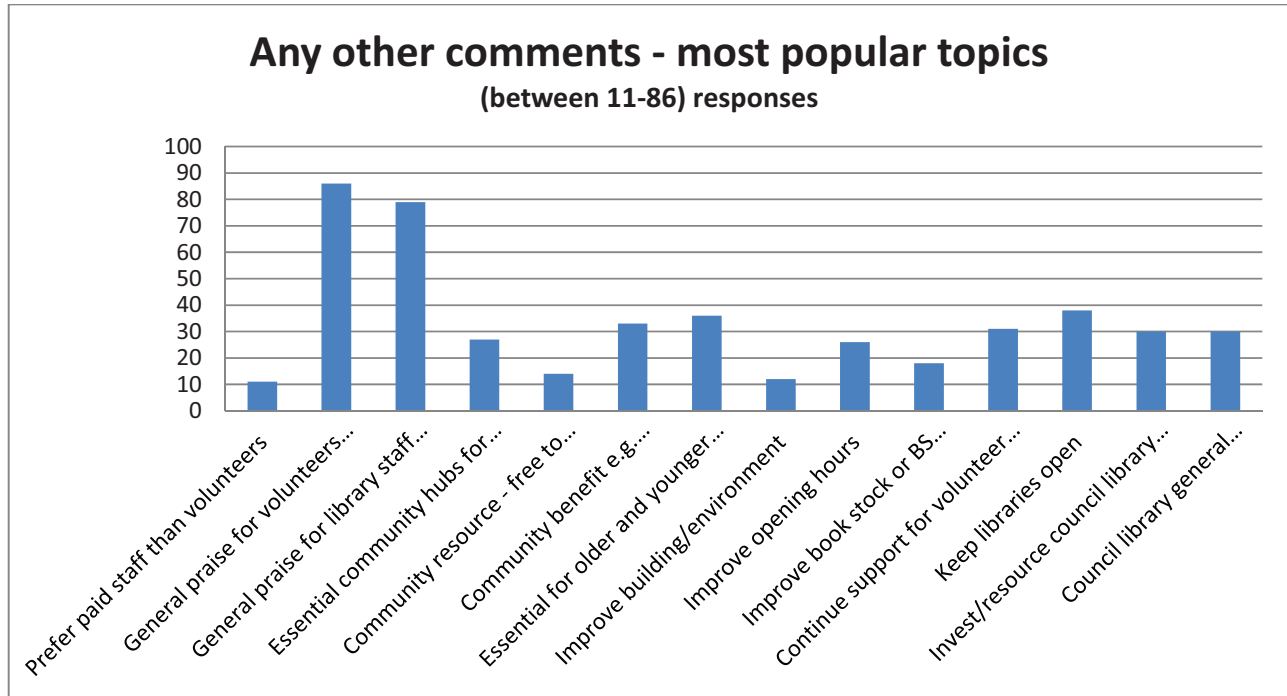
The survey asked if library users asked if they (or someone they care for) is disabled or as additional needs, for them to highlight how libraries can better meet their needs.

Most comments (40+) suggest that the libraries used are accessible, however a number of comments suggest that disabled access to the main entrance should be improved and this is particularly relevant to the Central Library. 30+ people also commented that toilet facilities should be made more accessible.

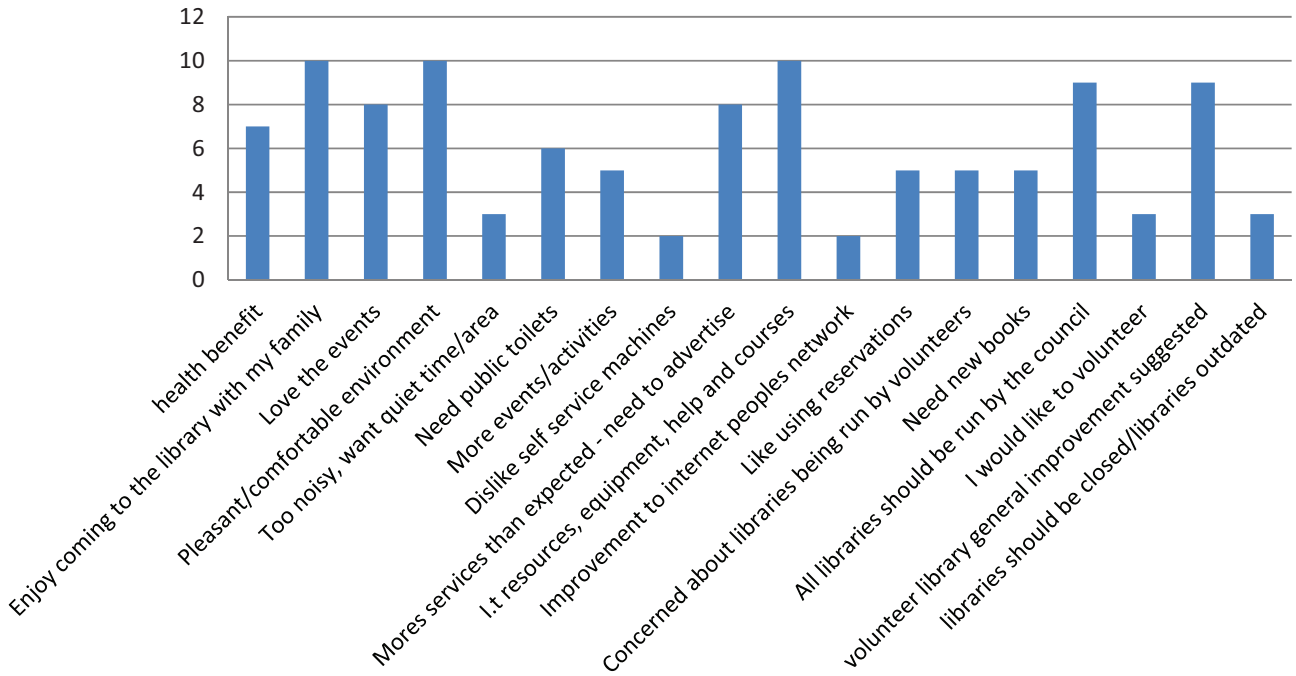


9. Other comments

Survey participants were given the opportunity to give their views on any aspect of their library usage and experience in a section on any other comments. The comments that were most frequently made related to praise for volunteers, library services and staff. Comments highlight the need to keep libraries open and the importance of libraries to the community, especially the older and younger people.



Any other comments - less frequent comments

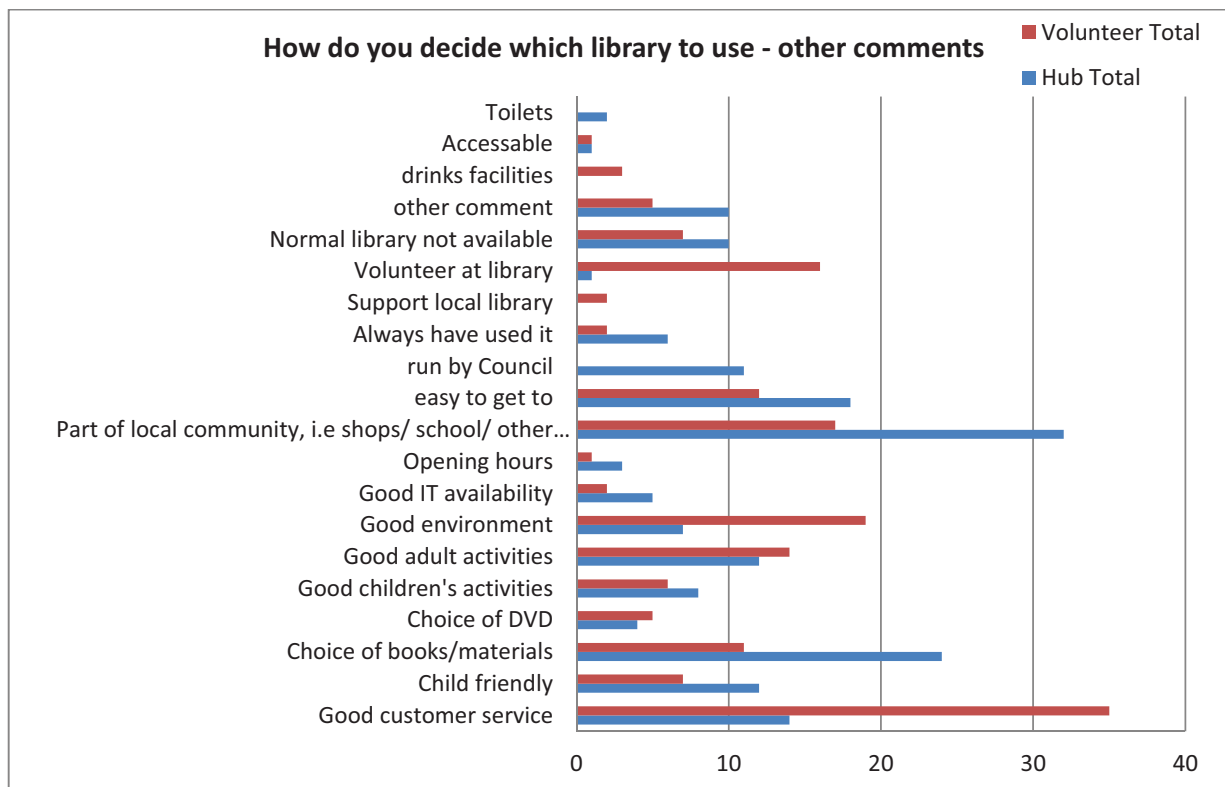


10. Responses relating to Hub and Volunteer run libraries

Responses to the survey vary depending on whether they are referring to their use of Hub libraries or Volunteer run libraries. The results should be noted with caution as the number of responses for hub libraries is 7% greater than the response for volunteer run libraries. There were 294 survey respondents who indicated that they frequently or sometimes volunteer in a library.

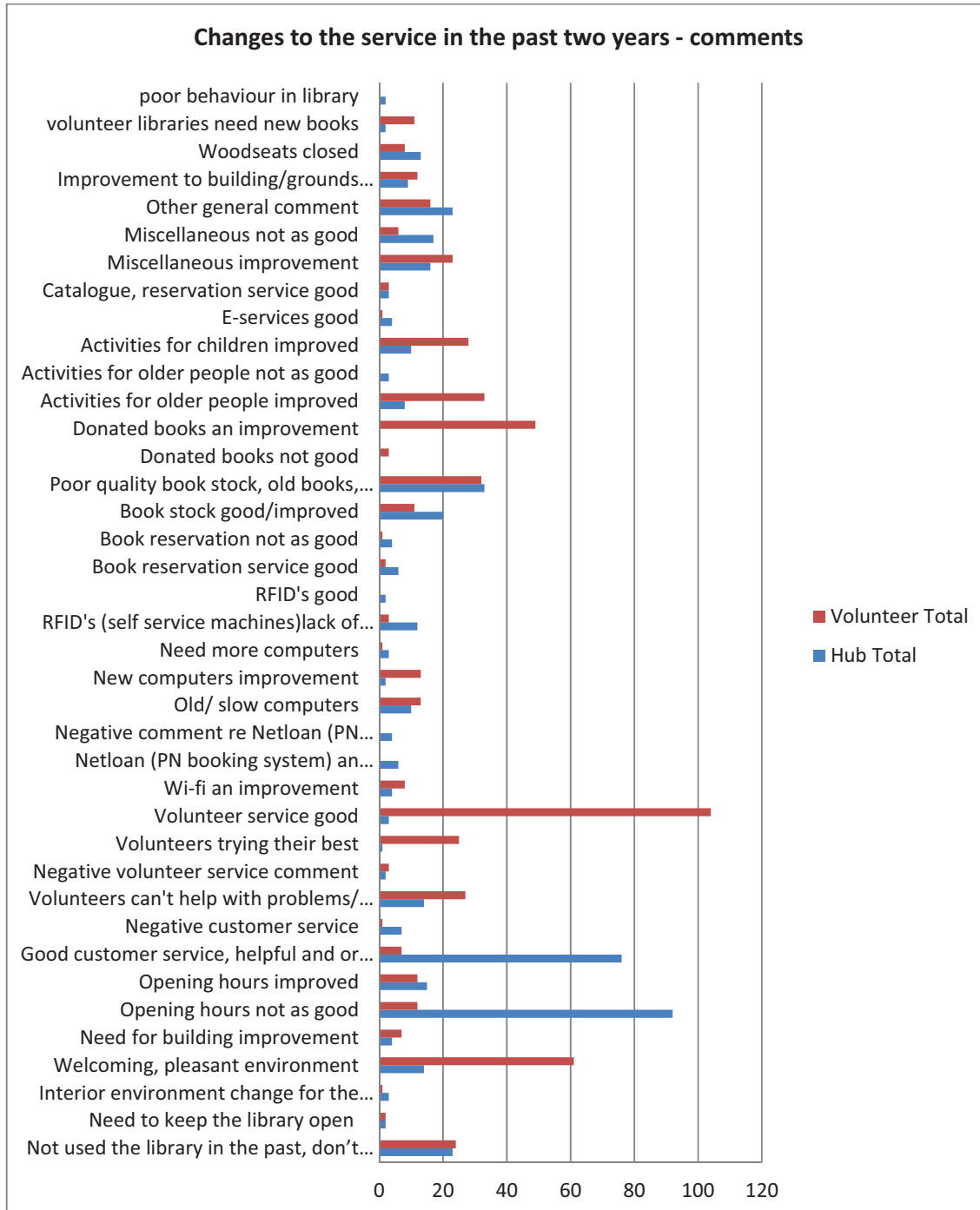
10.1 Choice of library

The survey showed the factors involved when library users are choosing which library to visit are different between hub libraries and volunteer run libraries. The most important factor for volunteer run libraries is good customer service followed by a good environment, and for hub libraries it is being part of the community/closure to shops and facilities, followed by choice of books and materials.



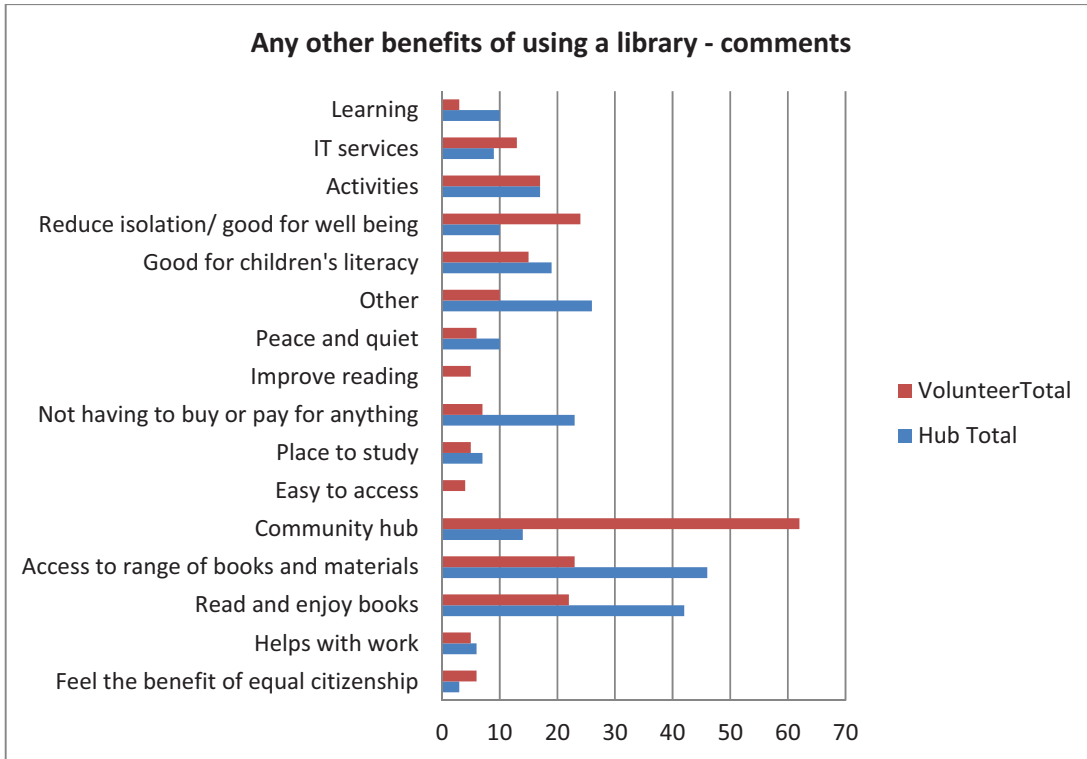
10.2 Changes to services in the past 2 years

For volunteer run libraries the most popular comments related to the volunteer service being good, the welcoming environment and donated books being an improvement. For Hub libraries the most frequent comment related to the opening hours not being as good, but had positive comments about good customer service. Comments were similar in a number of areas, whether they were relating to hub libraries or volunteer run libraries, such as comments relating to book stock being both good and poor, the performance of the computers.



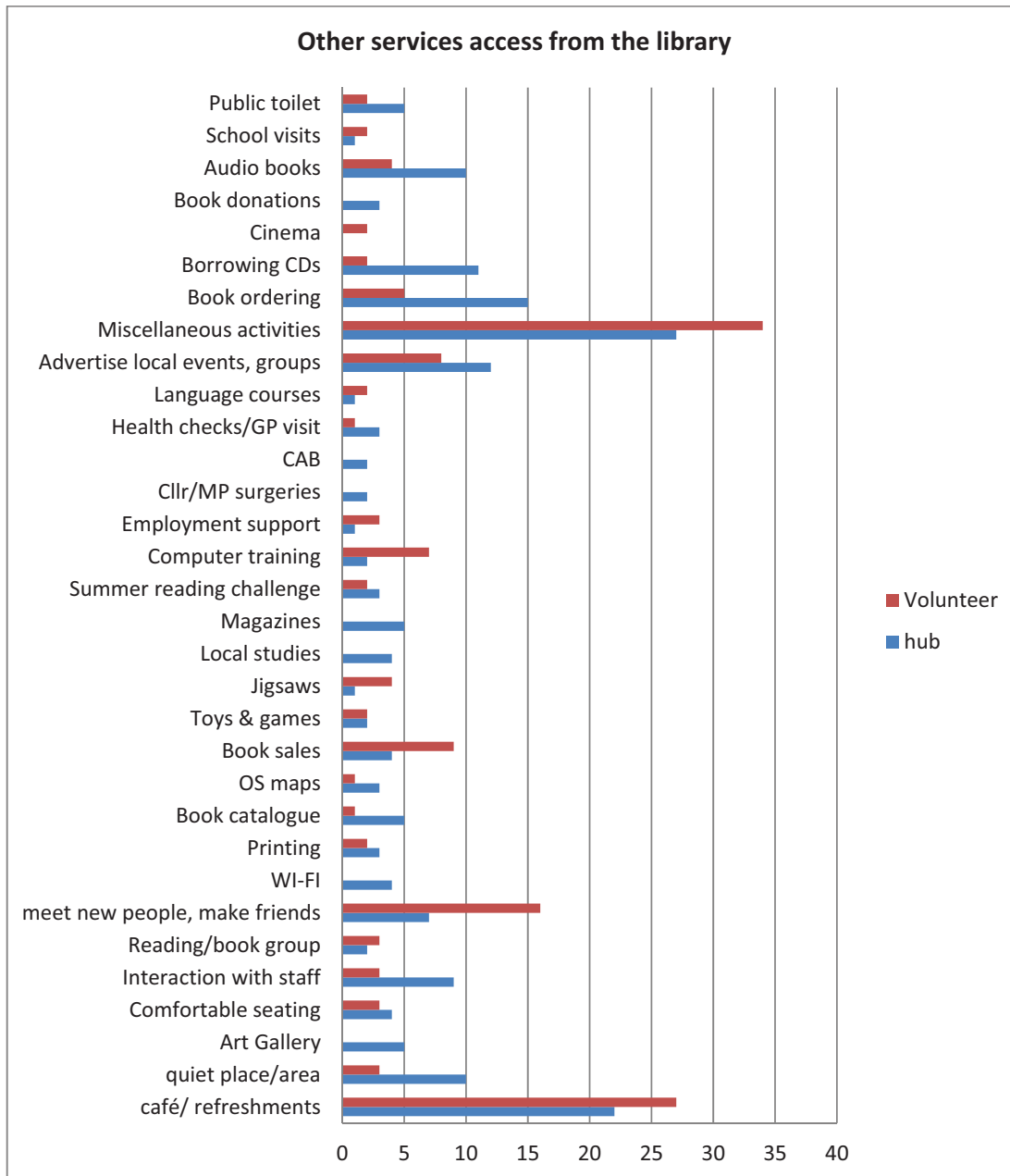
10.3 Any other benefits of using a library

The top comment for volunteer run libraries is the benefit of being a community hub, followed by reducing isolation and wellbeing. For Hub libraries the top benefit is access to books and information followed by reading and enjoying books. Comments were similar in a number of areas, such as activities and good for children's literacy.



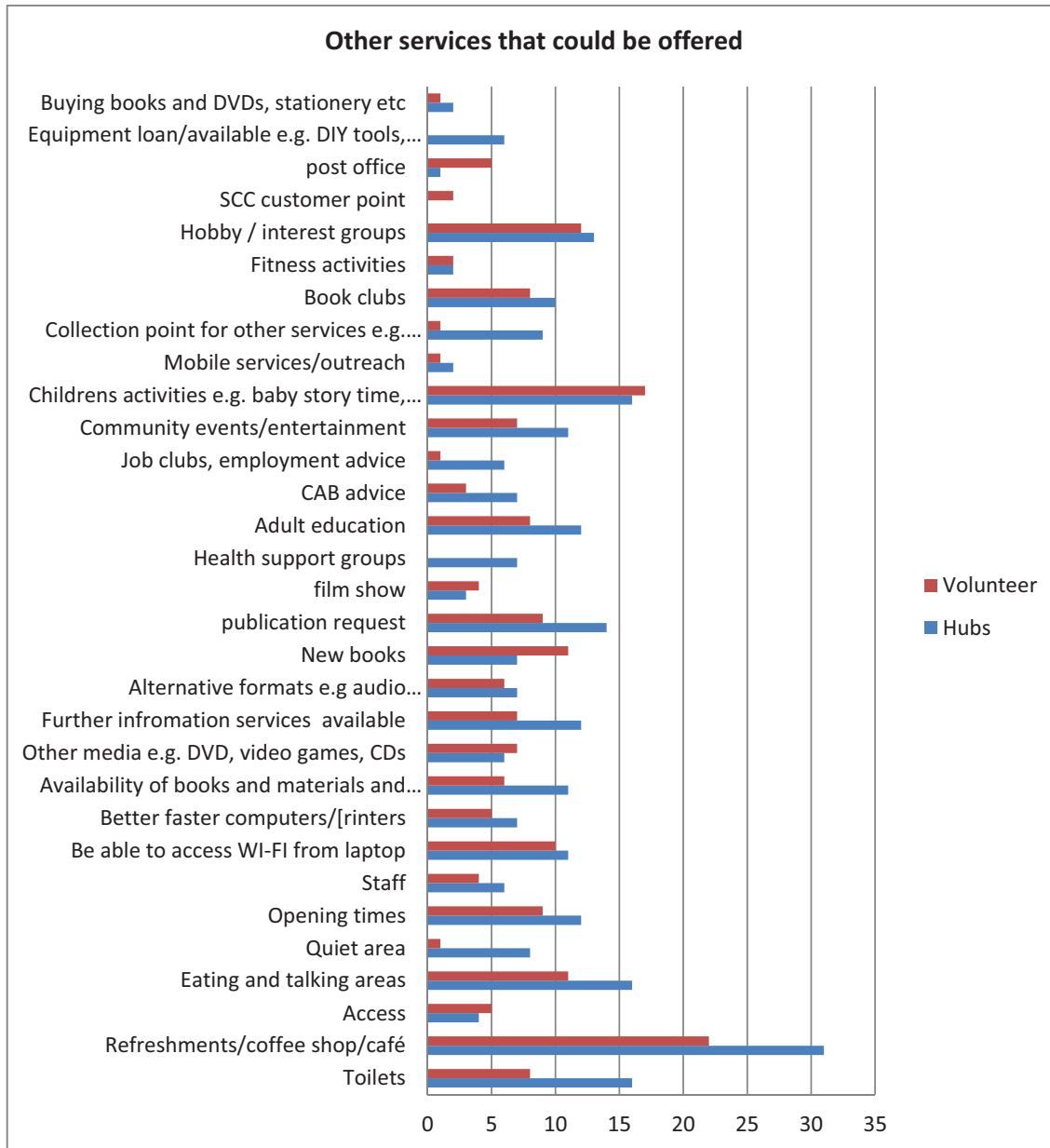
10.4 Other services accessed from the library

For both volunteer run libraries and Hub libraries, the top (additional) service accessed from a library was café/refreshments. Other popular services accessed at volunteer run libraries are book sales and meeting new people and making friends. Popular services accessed through Hub libraries were book ordering (and other materials), a quiet place/area and interactions with staff.



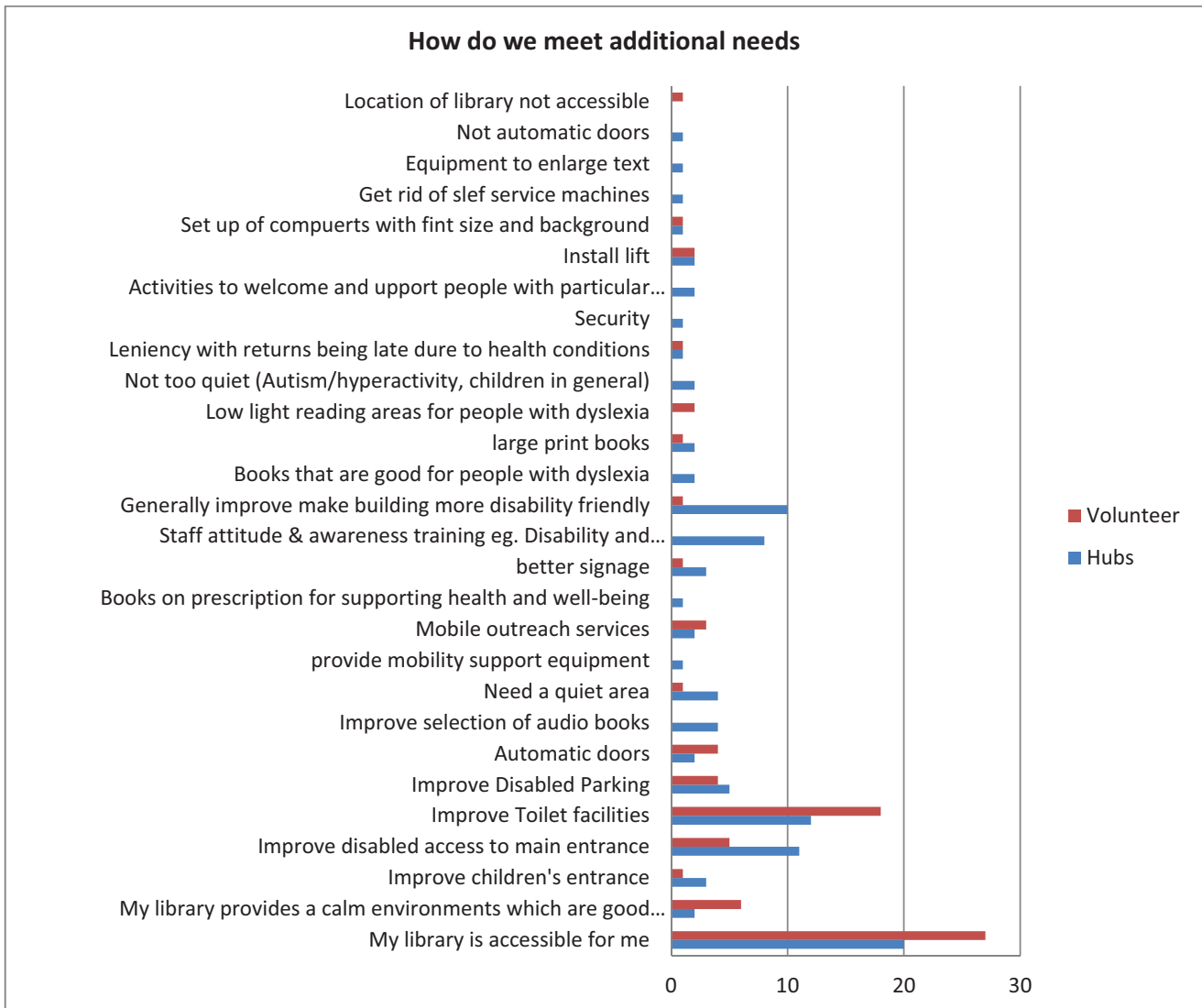
10.5 Other services that could be offered

There is little variation between volunteer run and hub libraries, on what services library users would like to be offered. For both Volunteer run libraries and Hub libraries the top response is to have café/refreshment facilities, followed by childrens activities. Access to other services was more popular for Hub libraries, such as CAB advice, job clubs, collection points, information services and adult education.



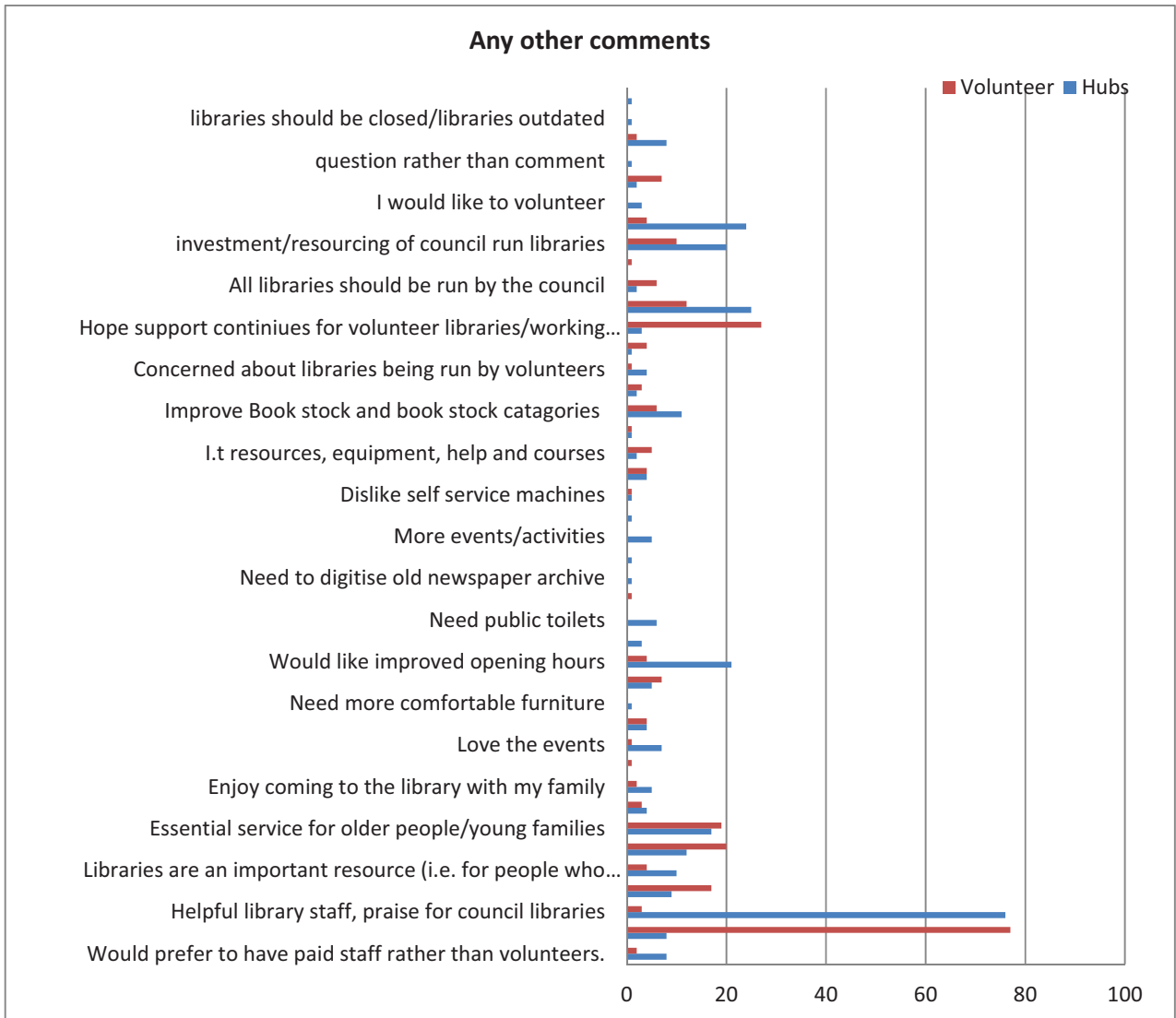
10.6 How well do we meet the needs of people with a disability?

The majority of survey respondents indicated that the library is accessible for them, whether this is a volunteer run library or a Hub library. In regards to services that could be improved, toilet facilities are a popular comment, and this is similar for both types of library. For volunteer run libraries disabled parking and automatic doors were the most popular improvements requested. For Hub libraries the most popular improvements requested are to the main entrance (principally Central library), and general improvement to the buildings making them more disability friendly.



10.7 Any other comments

When referring to volunteer run libraries, the most popular comment was praise for the volunteers. When referring to Hub libraries, the most popular comment was praise for library staff. There were lots of comments from survey respondents hoping that support continues for the volunteer run libraries. There was a similar number of respondents who want investment and resourcing of Council run libraries.



Results of 2016 survey for volunteer run libraries

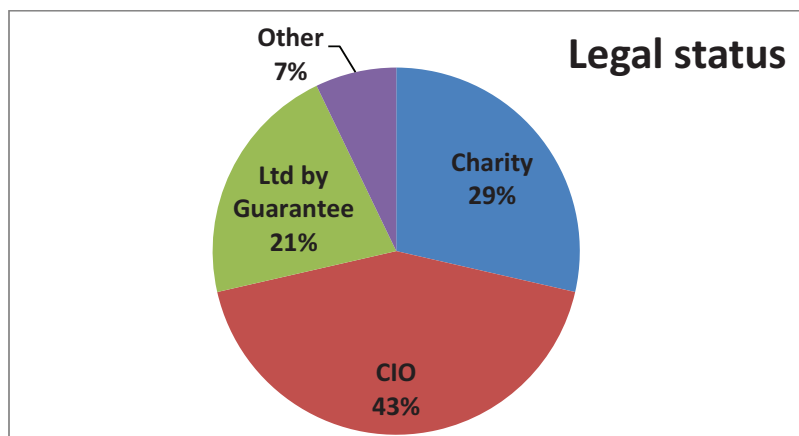
1. Introduction

Each volunteer run library was asked to complete a survey in the late summer 2016. All 10 Associate libraries completed the survey, and three of the 5 Co-delivered libraries.

The aim of the survey was to determine the support requirement of the volunteer run libraries that would enable them to be viable and stable organisations into the future.

2. Legal status of the voluntary run libraries

The majority of the volunteer run libraries are Charitable Incorporated Organisations who report to the Charity Commission. 'Other' represents Burngreave who are a constituted but unincorporated group. Three of the groups – Jordanthorpe, Newfield Green and Upperthorpe are both a Charity and a Company Limited by Guarantee (not for profit organisations).



3. Services, activity and good practice in volunteer run libraries

The volunteer run libraries reported they deliver/host the following services and activities in the recent survey:

- Library Service
- Peoples Network
- Free W-fi
- Printing
- Photocopying
- Room hire
- Heath checks
- Photocopying.
- Citizens advice
- Employment support
- Drinks/refreshments

- Hearing aid batteries
- Advertising space for local businesses & charities
- Local councillor and MP surgery
- Own book lending service
- Jigsaw library
- Toy library
- Laminating and scanning
- Look local newspaper collection point
- Meeting point for health walks
- Polling station for elections
- Childrens reading and story time
- Conversation group
- Reading groups
- Baby/toddler and family groups (0-5)
- Craft groups
- Childrens reading support
- School class visits
- Health visitor drop in
- Book club
- Computer courses
- Older peoples group
- Groups for speakers of other languages
- Knit & natter
- Sports and fitness classes
- Councillors surgeries
- MP surgeries
- Friendship groups
- Writers group
- Book stalls
- Chatterbooks (7-11's)
- Work clubs
- Sheffield Credit Union
- Employment support
- Training courses
- Family learning courses
- Local history groups
- Exhibitions
- Talks
- Coffee mornings
- Drama workshops
- Mental health support group
- Film club
- Community celebrations

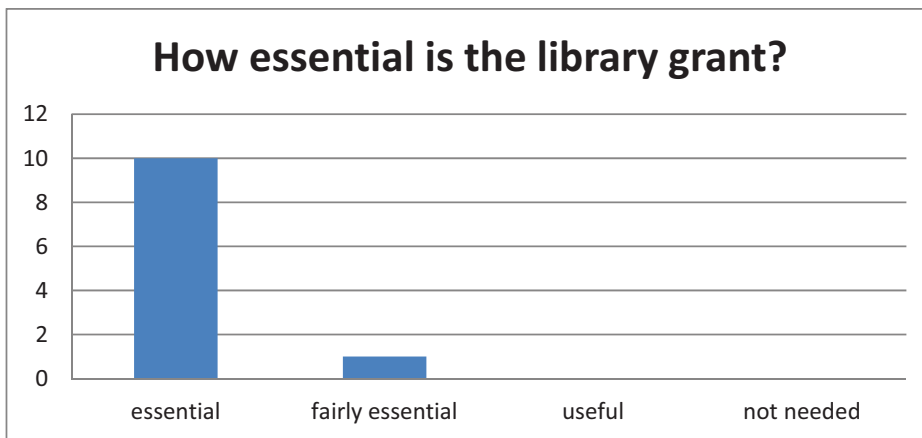
The volunteer run libraries described the following good practice in the recent survey:

- Farmers markets attracting large volume of people
- School assemblies
- Brownie pack (booklovers badge)
- Newsletter to 5000 homes three times a year
- Replaced 5 PN computers with 10 new PCs and new printer/copier/sanner.

- Wi-Fi network
- Use of 3Rings software to co-ordinate volunteers
- Comprehensive volunteer reference manual
- Partnership with Transport 17 for over 65s with mobility problems
- Communication with volunteers via a weekly bulletin
- Use of social media to communicate with library users
- Tool library for gardeners
- Active involvement in Duke of Edinburgh projects

4. Grant funding

In the recent survey all of the Associate library groups felt the grant was essential or fairly essential.



The volunteer libraries raised the following concerns regarding grant funding:

- Many external funders are reluctant to fund core running costs, particularly if they regard it as a statutory provision.
- Most external grants are restricted and may not be able to cover full running costs.
- Some libraries are too small to offer major income earning activities such as room hire.
- They are at risk of unexpected major failure, for example should the roof need major repair or replacement or in the event that we they need to procure a replacement for the LMS
- They will be competing for funds against paid staff led charities with more resources.
- Concern about the availability of grants, especially any that will cover running costs.
- All grants are restricted and must be spent on what they were granted for.
- Without the council grant, and our income is not stable or regular.
- Grant making trusts will be unable or unwilling to fund all libraries to the same extend. Libraries will necessarily need to submit joint bids but will still be competing with each other for available funds. This will almost certainly result in some libraries not succeeding in securing the necessary funds to remain open.
- A contribution towards basic running costs would be invaluable. We feel we can raise the additional costs
- Although we have made great efforts to generate our own income we cannot envisage being independent of any grant money
- We cannot function without this as grant bodies will not give grants for running costs

5. Income generation and fundraising

All of the Volunteer libraries that responded to the survey raise funding from book sales, and for some this is a big contributor to their fundraising.

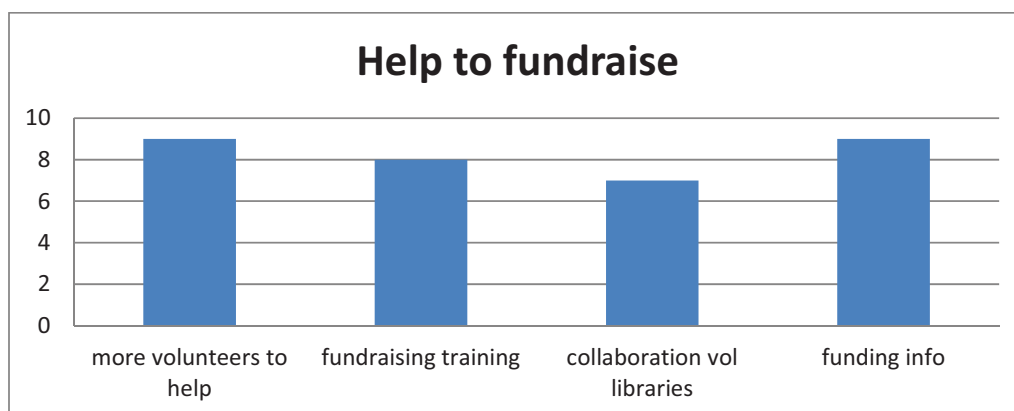
Most of the Volunteer libraries have accessed the Ward Pot from the Council this year, but are concerned about the availability of such funds in future years.

The ability for the Associate libraries to raise funding is not equal. Some of the library buildings, and their locations, restrict the ability to raise income.

The volunteer run libraries made the following comments about income generation and fundraising:

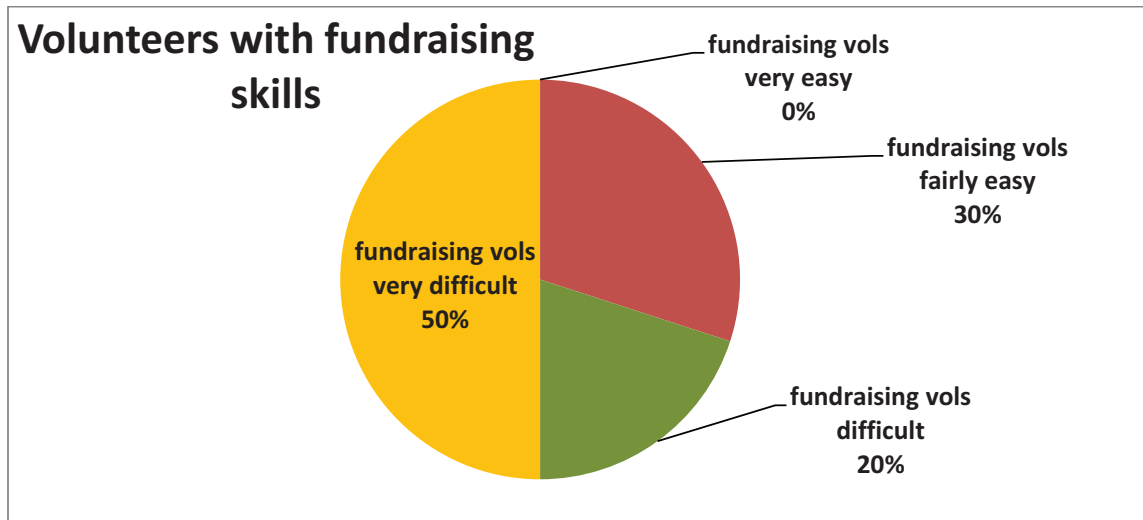
- Raising sufficient unrestricted funds (excluding SCC grants) to cover normal and regular running costs.
- Not having a lease prevents us from applying for lottery funding and any other charitable funding.
- Lack of new books is contributing to the reduction in footfall, and the reduction in footfall reduces fundraising opportunities.
- The funds we have managed to raise are put to excellent use in terms of drawing people in to the library and providing them with a good library experience, which is very important for sustainability but the basic running costs would not be covered.
- the library is too small to enable major income-earning activities
- We need a core ability to raise a reliable income but we are not there yet.
- Many external funders are reluctant to fund core running costs at the best of times and when these are for what they might still regard as a statutory local authority provision the hurdle is even higher.
- May also have to compete against paid staff led charities with more resources to 'play the game'.
- Trustees would make every effort to generate sufficient funds but could not guarantee being able to cover the full running costs of the Library

All the groups that responded would like support with fundraising to some degree.

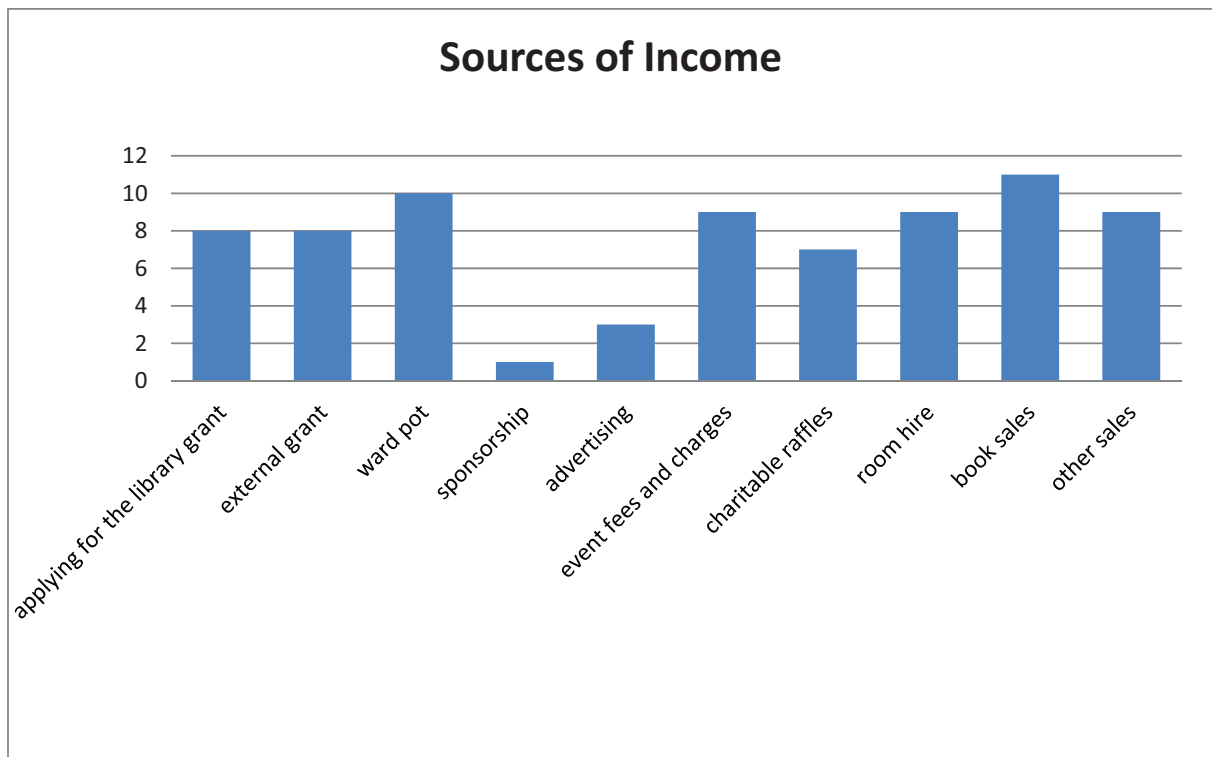


The majority of the volunteer libraries who responded have been successful in gaining external grant funding, however this is in the main at a low level. The groups find it difficult to find volunteers with fundraising skills.

The majority of the groups found it very difficult to engage volunteers who have fundraising skills. Only 3 groups have found it fairly easy – Jordanthorpe, Frecheville and Greenhill. This correlates partly with the income generated. Frecheville have a dedicated fundraising co-ordinator.



The library groups have been successful in raising funds from the following sources, as reported in the recent survey:



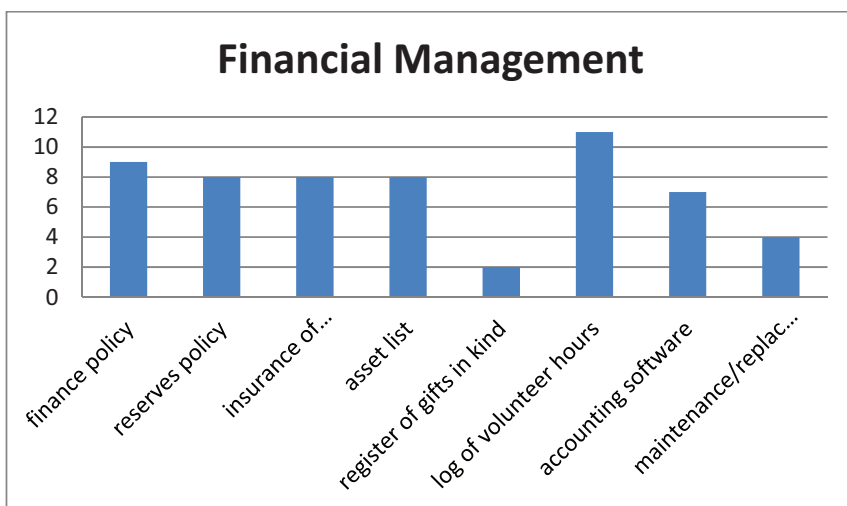
In addition to the sources of income shown in the graph above, the library groups also reported the following income generation activities in the recent survey:

- Seasonal fayres
- intermediate raffles
- Sale of refreshments
- Collection boxes in local shops and pubs

- Supporters scheme (local businesses)
- Friends scheme (individuals and families)
- Farmers market
- Open garden
- Donations in kind
- DVD sales
- Car boot sale
- Stationary sales
- Monthly lottery

6. Financial Management

Each of the voluntary organisations that responded to the survey have a range of financial management tools to help them. Most of the groups log the number of volunteer hours as the value of this can be used for match funding. Four volunteer run libraries have a maintenance/replacement plan and this will become more important when they are responsible for a leased building. It is essential that each library group has a finance policy as part of its business plan, and further support will be required to make sure all the relevant policies and procedures are in place.



7. Challenges and hinderances

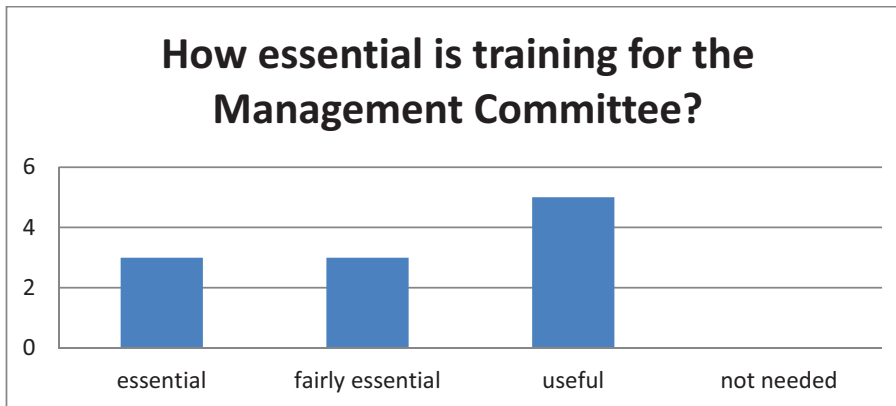
The volunteer run libraries described the following hinderances and financial challenges in the recent survey:

- The council contracts with Capita and Kier have hindered us at different times
- The lack of a lease is our worst problem.
- Difficulty in getting the public to realise we are open
- Declining customers and book lending
- Getting enough volunteers, especially to join the committee, or run events, or manage the building, or manage fund-raising.
- Dealing with anti-social behaviour, very difficult for volunteers
- Work-and-life pressures on skilled local people who do not have time to volunteer.
- The biggest challenge that we face is the poor state of the library building.
- Our utility bills are much greater than we were led to believe they would be.

- Heavily dependent on there being enough volunteers to fundraise.
- Maintaining the building is doable if we start off with it in good condition.
- We are at risk of unexpected major expenditure, for example should the roof need major repair or replacement or in the event that we need to procure a replacement for the LMS.

8. Training

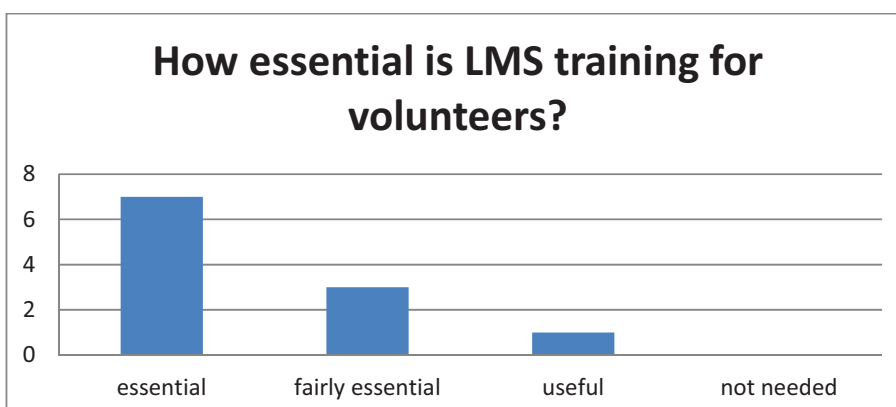
There was a mixed response from the volunteer run libraries in relation to how essential training is for the management committees; however all of them say it is needed. The training that is being delivered needs to evolve as the needs of the volunteer libraries change, such as a focus on training for cascade trainers, safeguarding and data protection.



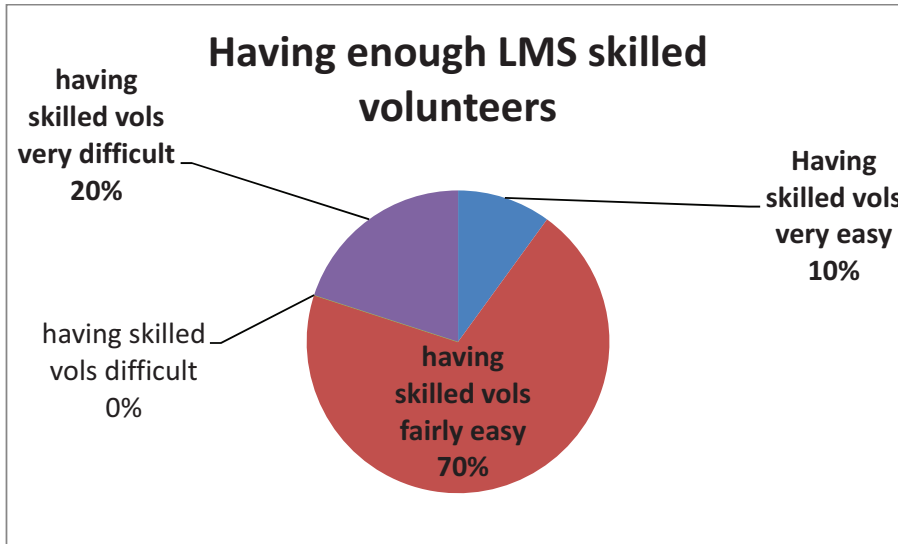
Training for volunteers on the Library Management System is regarded as being essential to most of the volunteer run libraries. Training needs to be on-going as new volunteers join.

The following feedback has been provided by the volunteer libraries in the recent survey:

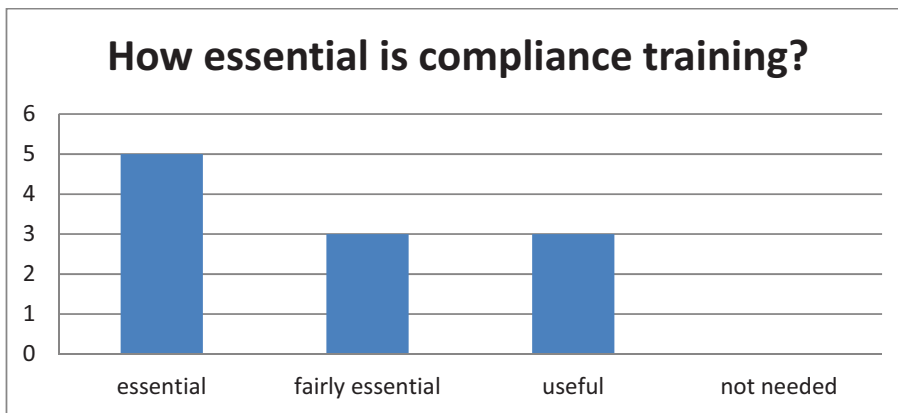
- Initially this was difficult, as the training provided by SCC was very intense and for many people who were not 100% IT confident it proved difficult. Currently we have 2 volunteers providing training. This is working well although if these volunteers leave, we will face difficulties again.
- Challenging at times, having enough skilled volunteers to train new volunteers and also keep the library running. Eg. Summer hols, lots of new interest but not many trained volunteers available due to their own holidays
- Induction and LMS training well organised but more needs to be done in areas such as customer service and safeguarding.



The majority of groups do not have a problem with having sufficient number of LMS skilled volunteers. Two groups find it very difficult – Newfield Green and Ecclesfield. Groups raise that some volunteers do not want to use the computer.



There is a mixed response to compliance training and further investigation is needed to understand why some groups thought it was useful rather than essential.

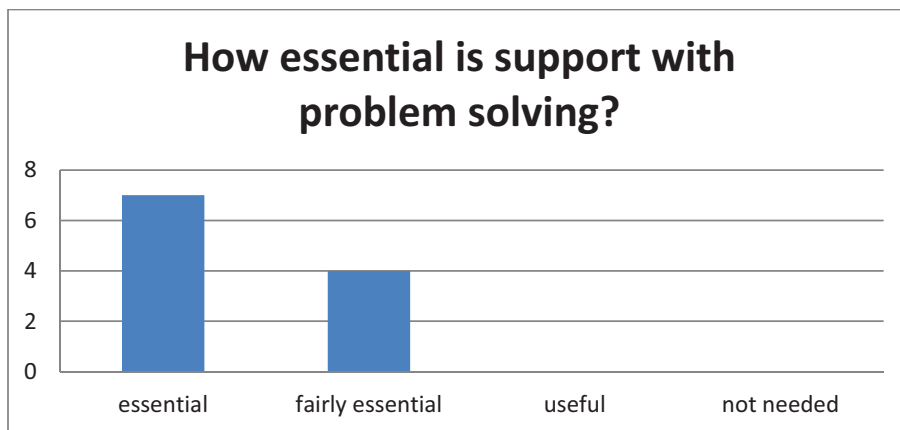


9. Support from the Volunteer Co-ordinator

The volunteer library groups indicate it is essential to have support from a Volunteer Co-ordinator as they do not have a consistent level of training and expertise. Therefore help and support on the day to day issues is essential to allow them to continue to work independently.

The volunteer run libraries made the following comments in the recent survey:

- We still need the support Darrell Porter gives to us. Even after 5 years we will still need advice from a trained librarian.
- We are not professional librarians so occasionally need help.
- Now have sufficient experience to manage most issues.
- Liaison with the SCC Library Service is more important.

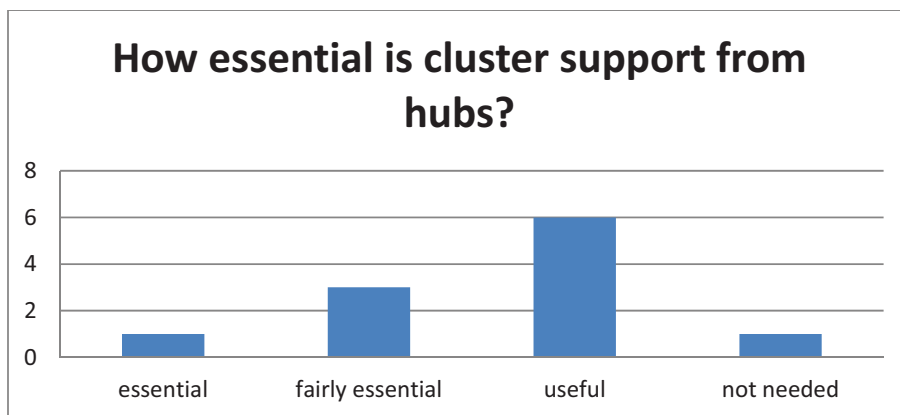


10. Support from Hub libraries

The majority of volunteer run libraries indicate that support from the Hub libraries would be useful. As the support from Hub libraries has been unclear, it has been difficult for the volunteer run libraries to identify whether support would be helpful or not.

The comments from the volunteer run libraries in the recent survey are:

- We would value the support and input from our nearest hub library as a way of learning and developing our service
- No such arrangements exist at the moment and it not easy to see how they would work. However we welcome any support



11. Book stock

The survey has highlighted the following points regarding book stock:

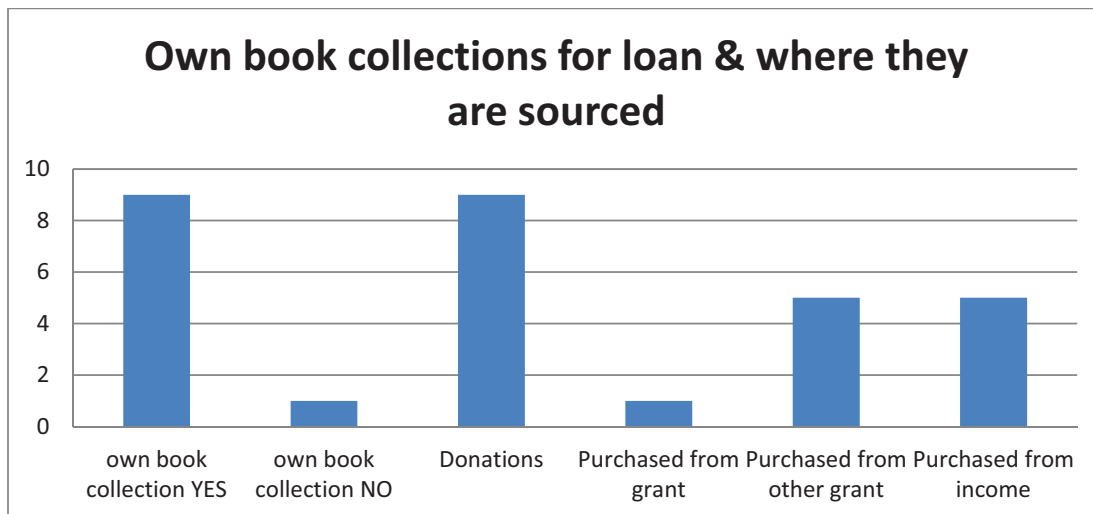
- A successful library needs to have new stock whether this is donated books, new books or circulated book stock.
- Where a volunteer library has its own book collection on its own system this significantly supplements book lending from the LMS, but library users need to sign up separately to be able to use it.
- Just over half of the groups who responded want their donated books to be put on the Library Management System (LMS) where they can be accessed from any Sheffield library.

The majority of the groups who responded have their own book collection for loan, where the books are principally sourced from donated books. Most of the groups have purchased new books from a range of sources.

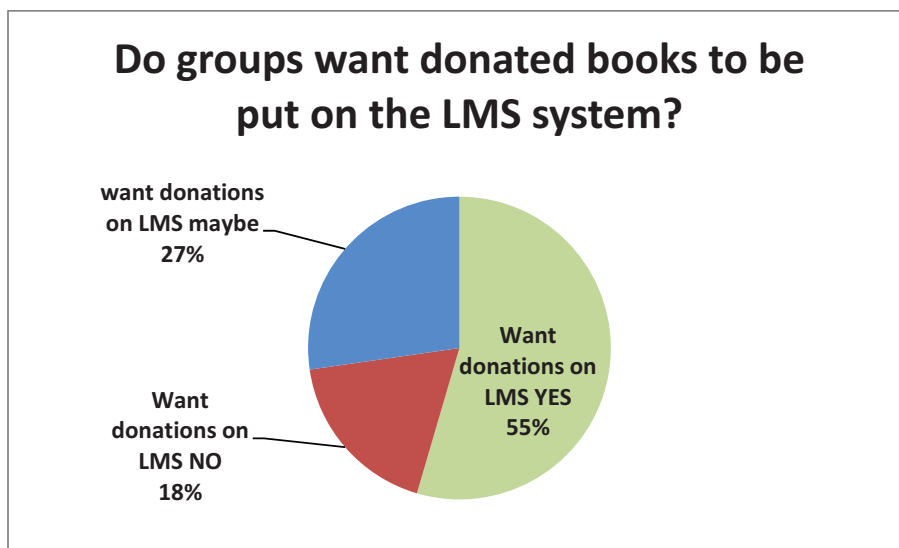
Comments made by the volunteer libraries in the survey include:

- In order for us to sustain an adults collection, we need new books even if these are circulated from other libraries to refresh our shelves.
- We would be positive about book swaps between libraries.
- It takes far too long to get our own books catalogued and onto the LMS system. Volunteers may be willing to help.
- Most libraries are buying new book stock for their own collections.
- We would like to see a better agreement with the Council for getting new books into the library which are also on LMS.
- Library groups are very good at obtaining donated books or funds to purchase new books, which could indirectly benefit the Council (i.e. borrowers across the city).
- We need the donated books to be ring fenced so they don't go elsewhere across the city first, but have been told LMS cannot manage this. This must be a requirement for any future replacement system.
- The current level of professional support needs reviewing because in co-delivered libraries at least it has not been at all evident.
- We feel that we have been unfairly treated with regard to new book stock compared with the SCC-run libraries. This has led to a decline in borrowings, and was commented on in our user survey. We obviously cannot continue to run a viable library without new book stock
- The aging book stock especially in the adults library is at risk of making the collection redundant as all books have been read by some users. I
- Our communities are ever changing and we need new books in community languages to meet their needs
- We would appreciate receiving the £1000 worth of books we were told we would receive from SCC in FY 2015/16.
- We recognise the reality that we are unlikely to get new books from SCC. It would be useful to continue discussing this though.
- Essential for the continuance of a city wide network and equal access to library stock
- It would be better if statutory and voluntary libraries work on one system
- A clear set of criteria about what is acceptable
- Putting our donated books and books bought from grants on the system is the only way for us to refresh our book stock.
- We want to ensure that the community has access to the best, most suitable resources for them.
- We are committed to staying part of the wide Sheffield library service although many books that we will buy will have our communities in mind, we would like them to be usable by the City as a whole.
- Currently donated book sales are a major source of fundraising thus we would not wish them to be put on the LMS. However if we were to get continuing grant support from SCC then we would wish them to be put on the LMS.
- Concerned by the timescale of books being added to the LMS if we were to opt to have them added to the Council stock.

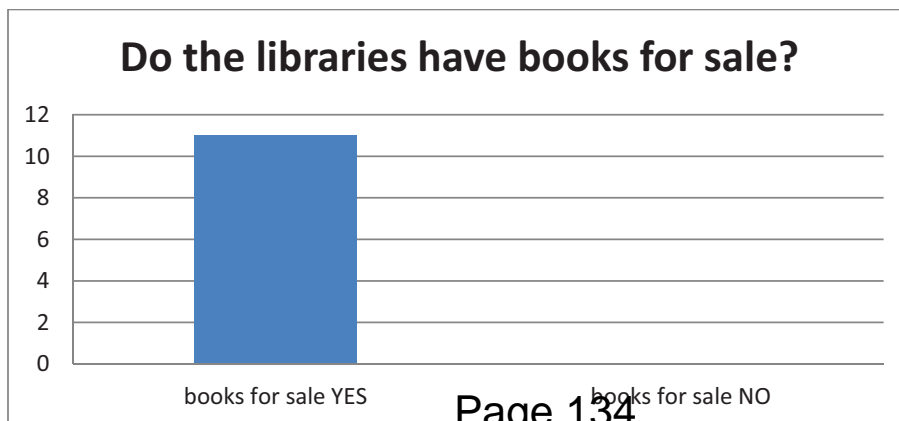
- Van transport would be required for our books to be sent for cataloguing



Just over half of the groups who responded want their donated books to be put on the Library Management System (LMS) where they can be accessed from any Sheffield library. The groups who indicated they might want their donated books on the LMS said the income from sale of donated books was important for their income generation, but if they have a continued library grant, they may prefer to put some of these books onto the system rather than sell them.



All of the libraries who responded have books for sale.

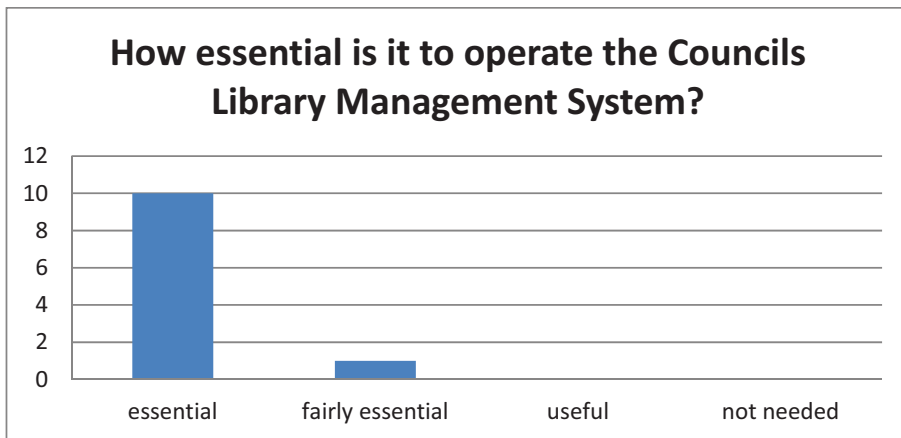


12. Library Management System

All of the volunteer libraries that responded to the survey said it was essential or fairly essential for them to operate the Council's Library Management System (LMS).

The benefits of the LMS described by the volunteer libraries in the recent survey are:

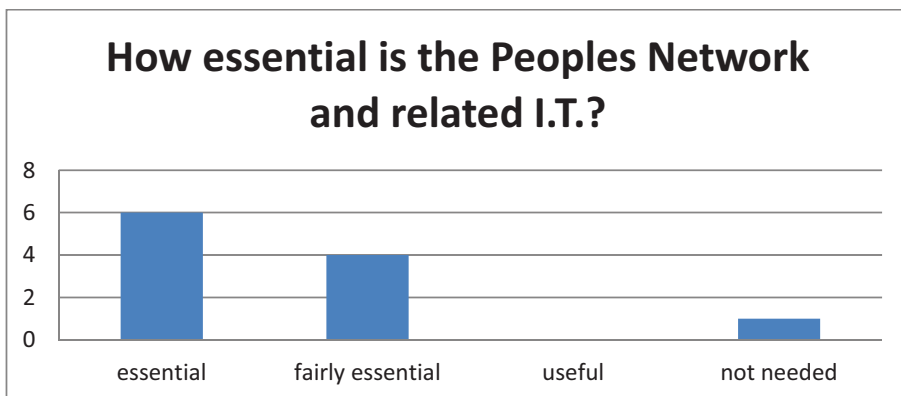
- It would be better if statutory and voluntary libraries work on one system
- Essential for the continuance of a city wide network and equal access to library stock and services
- A long term positive benefit of the volunteer run libraries remaining on the LMS is that users can access council books from all libraries.



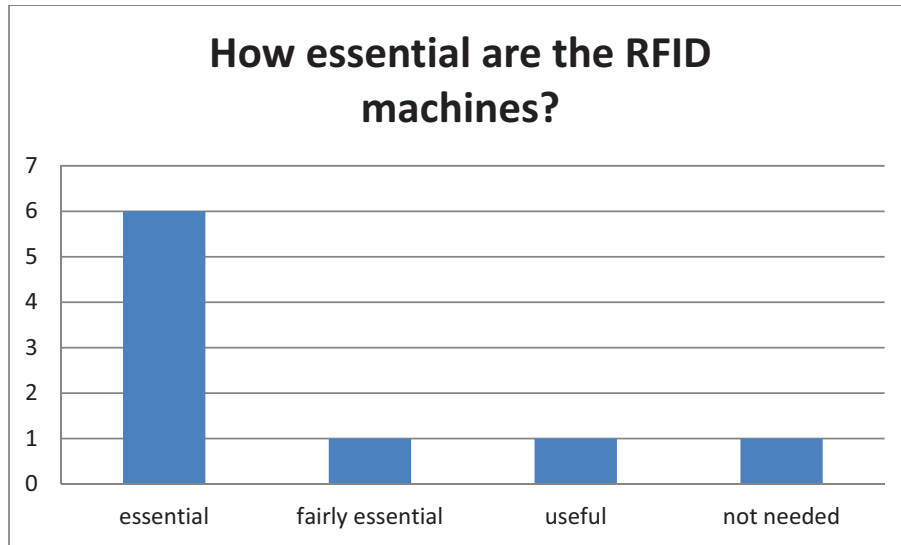
There was a mixed response to the operation of the Peoples Network and how essential it is. One of the volunteer run libraries reported they have replaced the 5 People's Network computers with 10 new PCs (and a management PC) and a new printer/copier/scanner.

The volunteer run libraries made the following comments in the recent survey:

- Free IT provision including the internet is essential for users who have low incomes and no provision at home.
- Many local and central government services are available on-line only.
- Essential for the continuance of a city wide network and equal access to library stock and services
- Library users expect this service, which is well used.



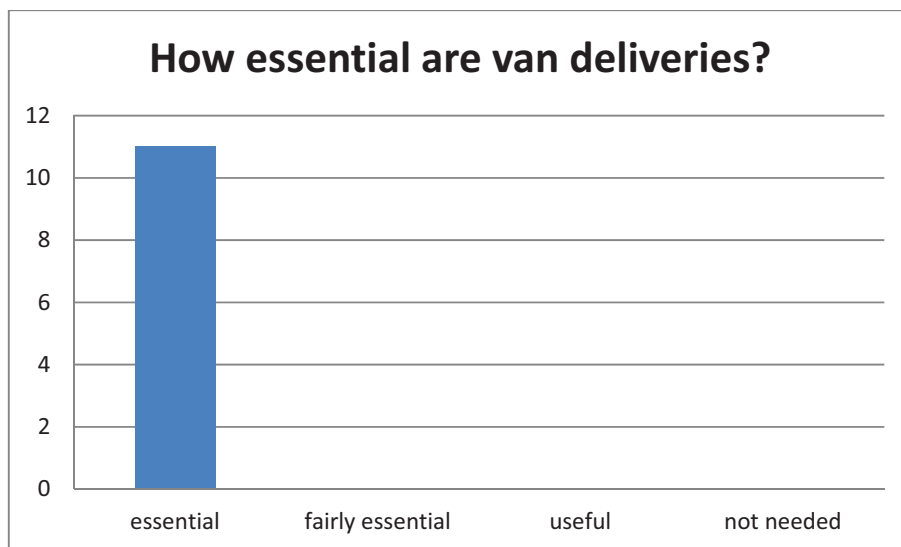
The volunteer run libraries regard the use of the self service machines (Radio Frequency Identification Device) as mainly essential.



The volunteer libraries indicate the provision of a van to drop off and collect reserved books is essential, and state this would be extremely difficult to co-ordinate and resource independently between multiple libraries.

Comments from the volunteer libraries regarding the van deliveries include:

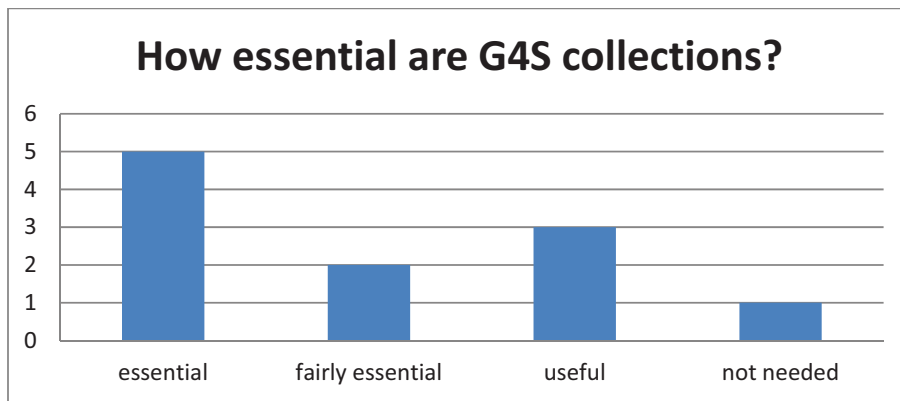
- It is essential that this service continues after March 2017 and while ever we remain on the LMS
- For an effective city-wide system this is vital
- A volunteer run (delivery) service would not be possible due to the high level of coordination needed.



There was a mixed response to G4S collections for income to be collected and banked with the Council, as the amounts to be collected are often small. Comments made in the survey include:

- As the sums for SCC are so small a security service to collect is not essential.

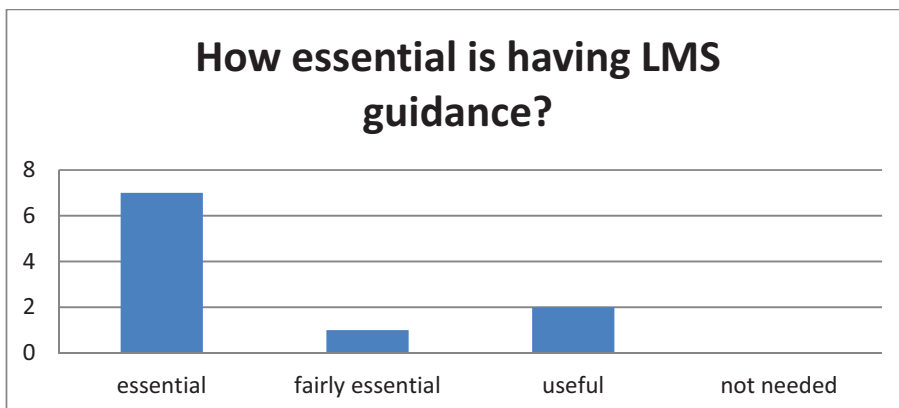
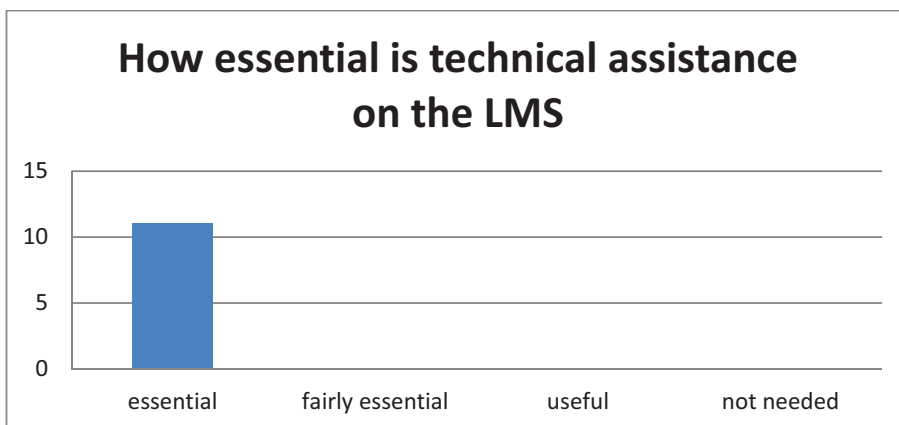
- We would not be happy to be responsible for transferring this money.



All of the volunteer libraries that responded indicated it is essential to have on-going support with technical issues with the LMS including computers and printers, and guidance on the LMS is also important.

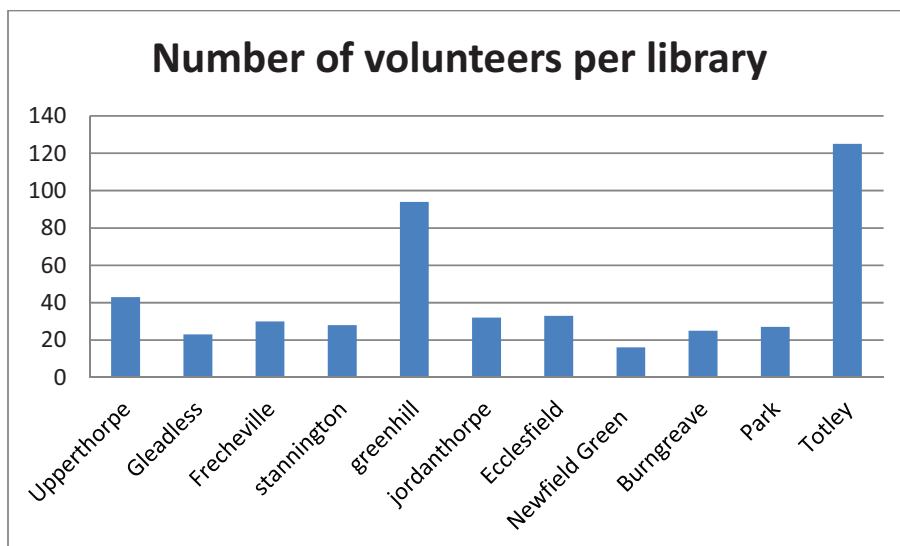
Comments made by the volunteer libraries in the recent survey regarding technical assistance:

- Essential we have ongoing technical issues with computers and printers.
- Having Jacqui at the end of the phone to fix and arrange for them to be fixed is vital.



13. Managing Volunteers

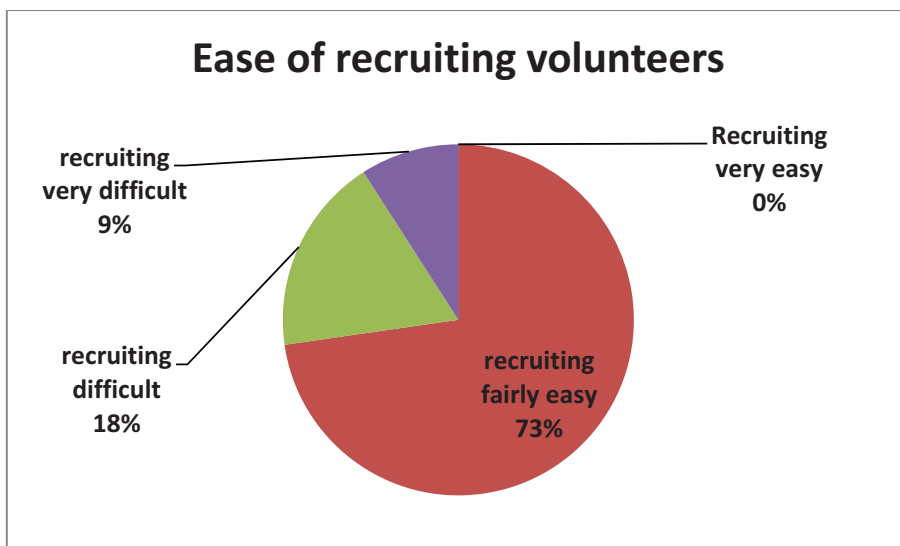
The average number of volunteers per volunteer run library as indicated in the recent survey (of those that responded) is 43 (mean average), or 30 (median average). It is clear that some areas have significantly more volunteers available than others. A number of groups are concerned about maintaining volunteers into the medium and longer term.



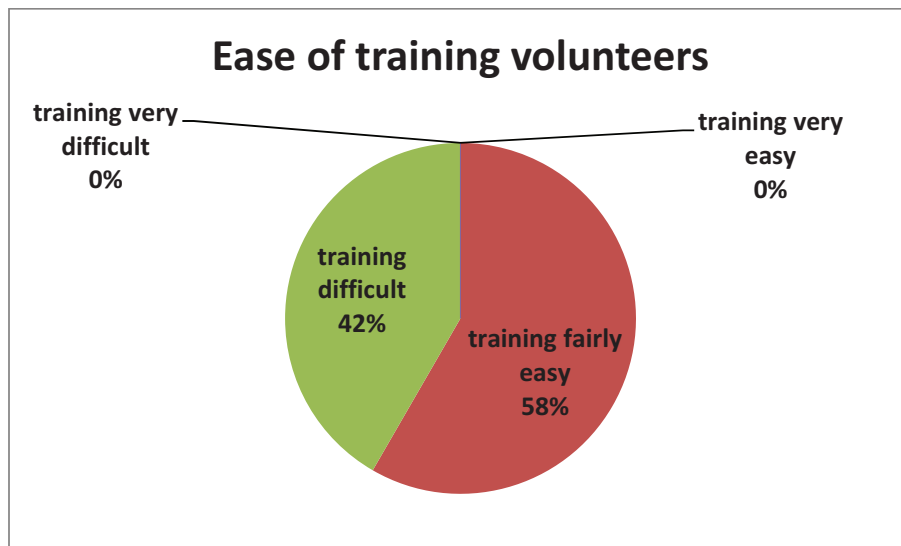
Most of the volunteer run libraries describe recruiting volunteers as fairly easy, although this does not always correlate with the number of volunteers that they have.

The volunteer run libraries made the following comments about recruiting volunteers in the recent survey:

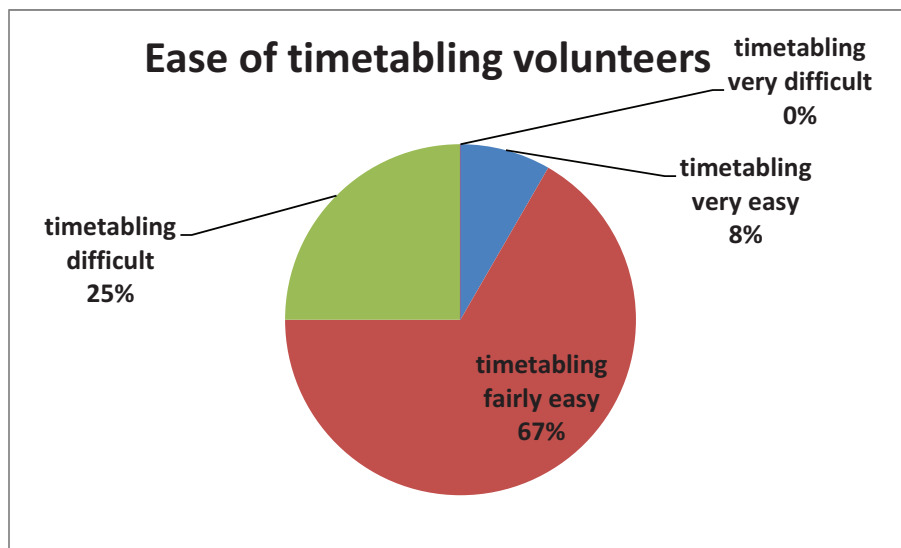
- We have a continual flow of new volunteers.
- We can get volunteers to help with the books, but not other back room roles e.g. trustee, cleaner, health and safety, session supervisors
- Having the time to process, recruit and train is challenging



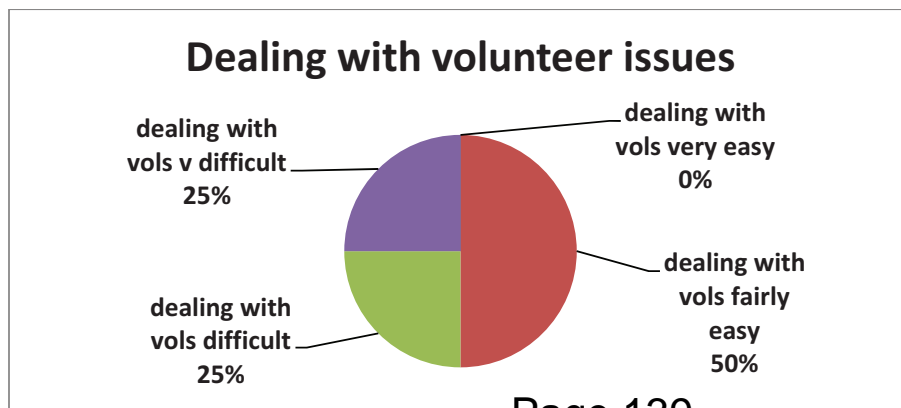
The response to training of volunteers was mixed between fairly easy and difficult.



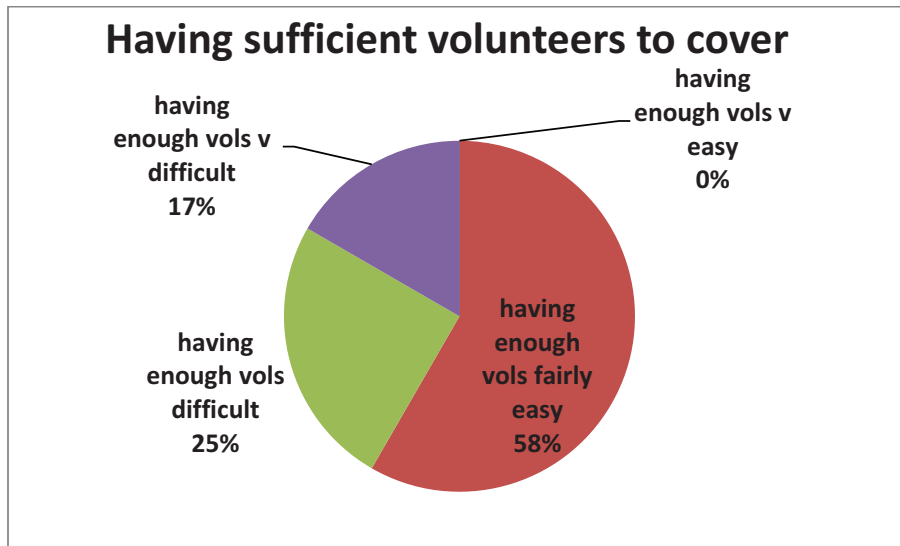
Most volunteer run libraries find timetabling fairly easy. One group (Totley) stated that timetabling was very easy using the 3Rings software that is self managing. However this system probably works best when there are a larger number of volunteers to call upon, as Totley has.



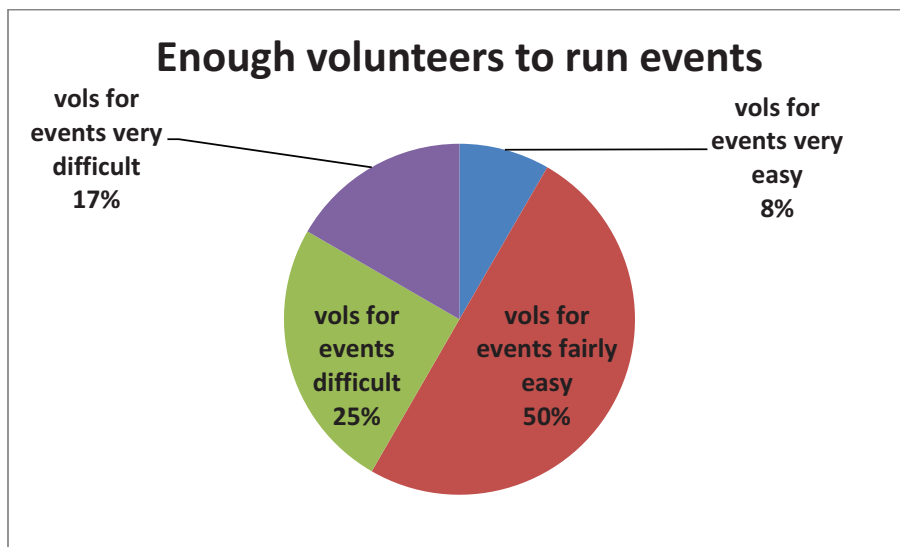
The majority of the volunteer library groups found dealing with volunteer issues/problems fairly easy.



The majority of groups found they have sufficient number of volunteers to cover library shifts. However covering during holiday periods can be a problem. Five of the groups who responded found having sufficient volunteers was difficult or very difficult, this does not correlate entirely with the number of volunteers groups have.



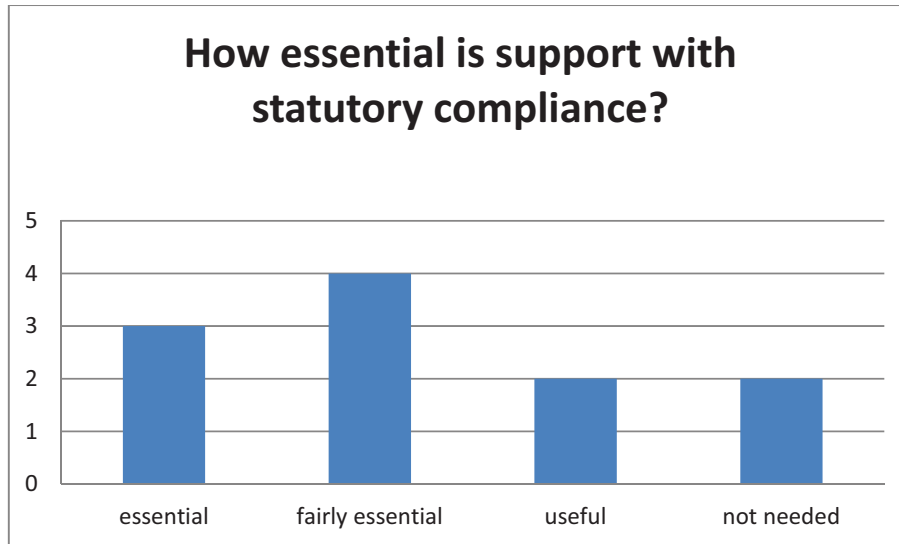
The majority of the groups have enough volunteers to run events that they want and find this fairly easy. Newfield Green and Stannington find this particularly difficult, and this correlates with the number of volunteers overall.



14. Statutory compliance

The volunteer run libraries made the following comments relating to statutory compliance in the recent survey:

- SCC has this expertise to hand so we needn't reinvent the wheel.
- We recognise that this is a vital specialist area that we cannot afford to get wrong

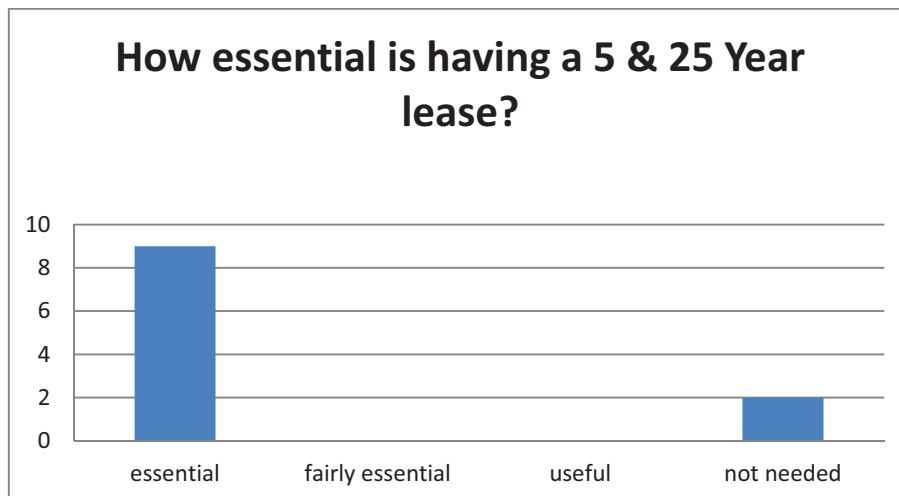


15. Lease for Associate Libraries

The majority of volunteer run libraries indicated that a lease is essential.

Comments made by the volunteer run libraries in the recent survey include:

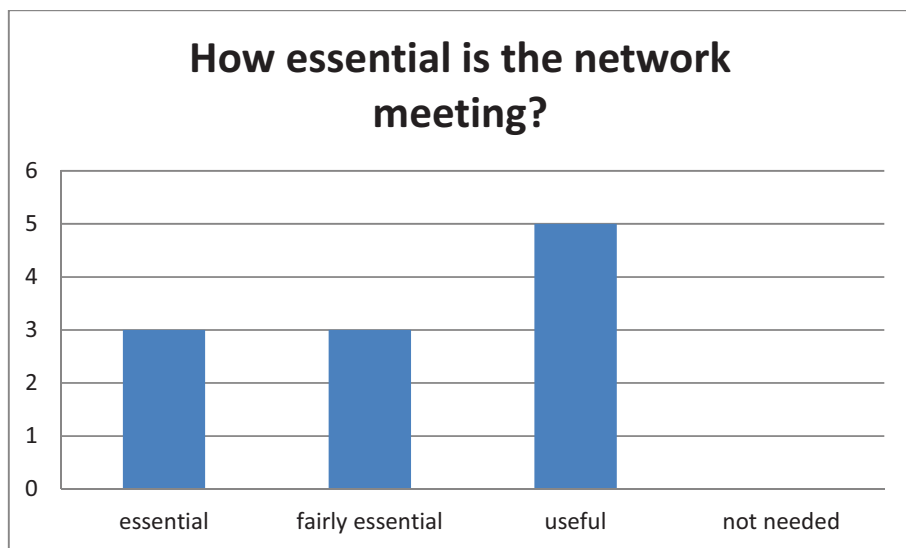
- The lease is now close to completion.
- Still to be agreed and signed
- Time and energy devoted to negotiations.
- A longer lease provides groups and communities with tangible evidence of commitment by the Council to a community asset



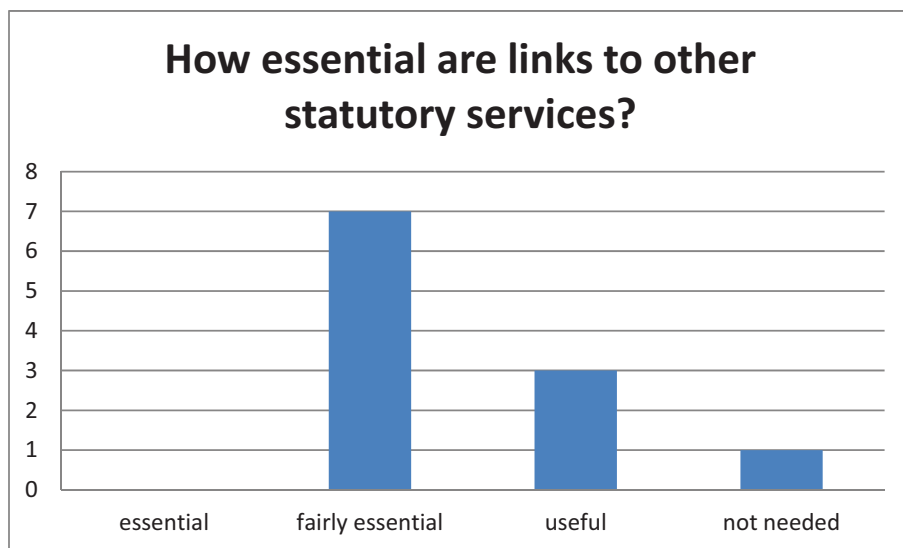
16. Network meeting & network support

Comments made by the volunteer run libraries in the recent survey are:

- The associate library meetings are useful in sharing ideas and or problems with other groups in the same position.
- These do not have to be provided by the council
- Vital for keeping up morale (and therefore active volunteers)
- Needed to share good practice but need to be available in such a way that it does not mean a heavy time commitment.
- Support to link with other statutory and voluntary services
- Liaison with SCC and library staff is valued, plus sharing experience with other volunteer libraries



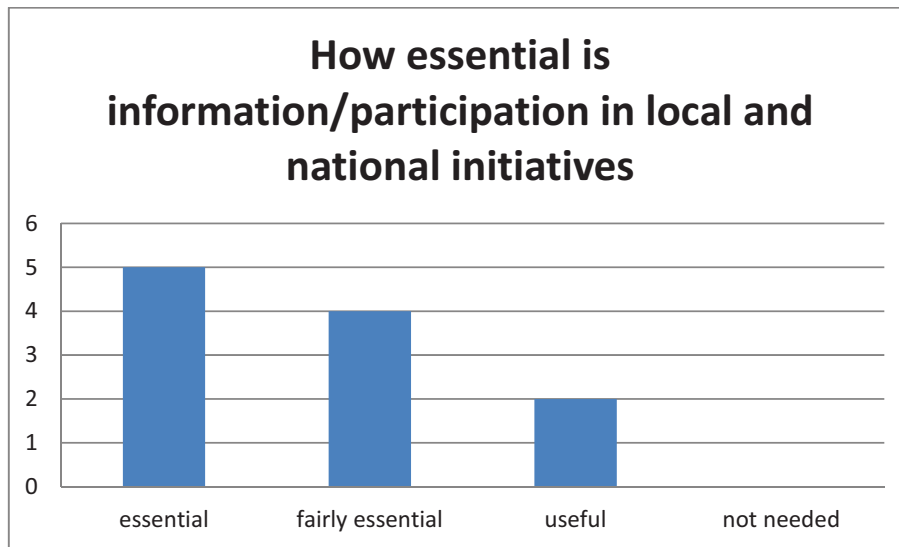
Wider network support to other statutory services was thought to be fairly essential, but none of the volunteer run libraries thought this was essential.



17. Local and national initiatives

The volunteer run libraries made the following comments relating to local and national initiatives:

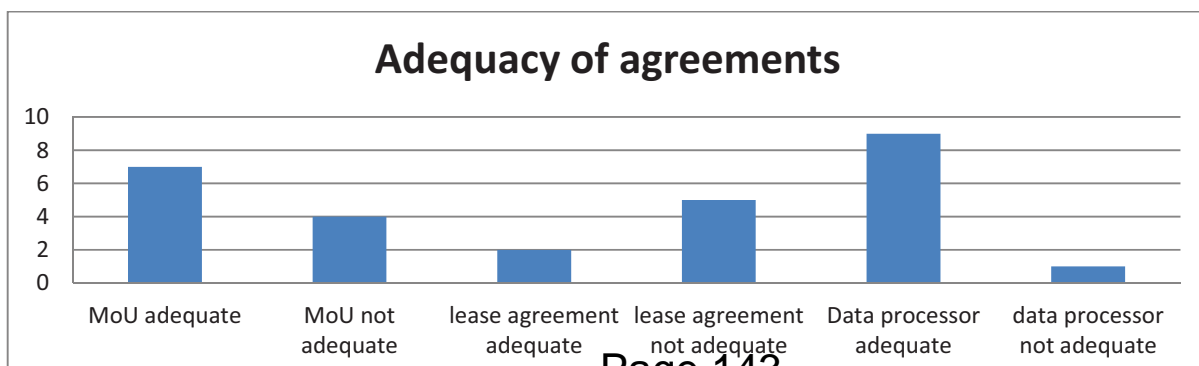
- Useful to extend our offer to users especially reading initiatives which can be used alongside groups and support services we run in the library for example our children's reading group and women's reading group.
- Nationwide promotions on initiative such as the summer reading challenge for children are very successful and promote the use of libraries increasing the number of users.
- Economic sense.
- We welcome this as part of our mission to provide a full public library service



18. Agreements

The volunteer run libraries made the following comments about the agreements between them and SCC in the recent survey:

- Does not cover access to new books and getting them catalogued on LMS
- The grant ends in 2017 and the MOU doesn't include that we have been granted staying on the LMS till 2019, so it needs updating.
- The MoU needs to be renegotiated beyond March 2017 to make sure that all costs are clearly understood and we can procure alternative suppliers if necessary.
- MoU should be clear about the responsibilities of both parties
- Acknowledge that sustainability of the library will require a high degree of flexibility in how the space is used



Those that found the MoU not adequate stated that it needed to be updated to reflect the new position on remaining on the LMS, and any costs post March 2017.

Those that found the lease agreement not adequate stated that the leases have not yet been signed, the time and effort that has gone into lease negotiations, issues still to be resolved.

All but one of the groups that responded, found the data processor agreement adequate. The group finding the agreement not adequate did not make any comments relating to this.

19. Data to be published

The volunteer run libraries were asked in the recent survey, what data they would like to be published, the following data outlines their response.

- Opening times
- Contact details
- Location
- Facilities e.g. PC's, room hire
- Telephone number
- Link to website
- Number of books borrowed/LMS lending figures
- Library user frequency/footfall
- Advertising volunteer opportunities (general and for specific roles)
- Own lending data (without implying this is on the Councils behalf)
- New joiners
- Number of new books
- Attendance at events and activities
- Volunteer hours input each month
- Number of events or activities
- Use of PN and wi-fi
- Use of photocopier
- Usage of the library space
- Training hours input
- Evaluation of book collection
- Results re Summer reading challenge etc
- What groups meet and how to get involved
- Comments from volunteers
- Forthcoming events

Appendix 8

Support package option grid	Grant pot for Associate libraries	comments	Marketing fund	Support from LMS see breakdown below	New book fund	Total package cost per annum	plus contribution to grant from Culture & Leisure for Upperthorpe library
100% £262k	166,800	Grant of £166800 made up of £154,000 grant pot as 2016/17 plus £12800 grant for tinsley.	5,000	62,358	27,842	262,000	25,000
80% of £262k	133,440	80% of grant of £166800	5,000	63,160	8,000	209,600	25,000
70% of £262k	116,760	70% of grant of £166800	500	64,247	1,893	183,400	25,000
total	417,000		10,500	189,765	37,735	655,000	75,000

Support from Libraries, Archives & Information Service on LMS

	year 1	year 2	year 3
compliance training and other commissioned training costs	2,000	2,000	1,500
cost of materials for Associate libraries to take part in city wide initiatives	2,400	2,400	2,400
grade 3 post	22,182	22,404	22,628
grade 4 post (0.5FTE 19.5scp)	11,429	11,543	11,659
additional line management costs for grade 3 post	3,935	3,877	3,892
I.T. software and equipment upgrade contingency	8,400	8,923	10,157
van hire at £200 per week	10,400	10,400	10,400
diesel at £31/week	1,612	1,612	1,612
total	62,358	63,160	64,247

balancing figure

NB: All figures subject to identifying the funding as part of the 2017-18 budget process

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