

Outline of the original support proposals contained in the public consultation which took place between April and July 2014.

To support the provision of a partnership library service, the county council proposed that they would:

- Loan library book stock to a level appropriate to the levels of service being provided.
- Provide the Library Management System (LMS) – (for computerised loan issue and returns) including one LMS PC within the existing library premises.
- Provide Wi-Fi, one or more public access computers (up to the number currently provided) and provide access to the 'virtual' library on-line resources.
- Provide ICT infrastructure for relevant equipment.
- Provide initial and refresher training in appropriate ICT and other systems to all volunteers free of charge.
- Provide Library service support via phone, e-mail and web based resources and by periodic visits.
- Provide use of existing fixtures and fittings such as shelving, tables, chairs and counters
- Insure the fabric of the building (as appropriate depending on ownership arrangements)
- Provide a contribution towards reasonable running costs of the building, for an initial period of up to 5 years.

This was on the basis that the partnership body would:

- Provide and manage all staffing resources, presumed to be volunteers, to meet the minimum number of opening hours agreed.
- Manage any alternative (community) use of the building alongside the contracted library service provision.
- Arrange insurance cover for the loaned book stock and public liability insurance.
- Be responsible for any maintenance, repairs or replacement of existing fixtures and fittings

Furthermore, the County Council indicated that:

- A one off grant would be available to the partnership body to support any reasonable costs incurred in setting up the service.
- It would make library buildings in its ownership available for lease to partnership bodies on an internal repairing basis for a term of not less than 10 years. The lease would initially be at peppercorn rent, for an initial period of up to five years.

Feedback from the consultation with regards to the support package

Following the consultation survey, local meetings and partnership workshops, a range of comments were collected about the nature of the proposed support package.

The feedback suggests the following areas need to be addressed in order to ensure that community partnership libraries can be established in a successful and sustainable way:

A. Transition Support

To enable partnership bodies to set up the most appropriate legal structure, effectively recruit volunteers, engage the local community in considering alternative services, submit a business plan and manage the transition from a council-run library to a community-run library, the council would need to provide the management committees of emerging partnership bodies with:

- i. clarity on the financial transition support available
- ii. access to hands-on support and advice
- iii. access to appropriate training & guidance

B. Library Service support

To enable partnership bodies and their volunteers to provide a quality service to the local community, the council would need to:

- i. Provide adequate training for volunteers in basic library procedures, the use of the Library management System etc.
- ii. Provide adequate hands-on support and advice from library staff
- iii. Confirm its proposed offer with regards to operational support for library services, including book stock and ICT support for a minimum of 5 years

C. Financial planning & responsibilities

To enable partnership bodies to undertake robust financial planning, the council would need to:

- i. provide clear details of the financial contribution to be offered towards running costs
- ii. provide clarity over what will happen after the initial 5 year period and avoid a 'cliff-edge' situation in which all funding is withdrawn at once
- iii. Provide clarity over the responsibility for buildings (in particular with regards to major repairs)
- iv. Determine if, at some point in the future, it would charge a market rent for the library building

D. Ongoing management support

To enable partnership bodies to manage the service effectively and sustainably into the future, the council would need to ensure management committees of partnership bodies have adequate access to on-going advice and support.

Changes to the support package proposals as a result of this feedback

Appendix A summarises the proposed changes to the support package in response to the feedback received through the consultation.

We have also received feedback about specific issues and support considerations with regards to individual libraries and communities. This feedback has made it clear that we will need to tailor our support to fit local circumstances.

The support package is not intended as a 'one size fits all' package, rather it forms a baseline from which a bespoke support package can be developed in discussion with the emerging partnership body.

For example, the emerging partnership body can request that the running costs contributions be capitalised and paid as one payment. This may be preferable for the partnership body in situations where there are plans for library provision to become integrated within a new or existing community hub.

The Scrutiny Review Panel would like your feedback on the following:

1. *Have the changes to the support package helped to address your concerns?*
 - a. *Which changes do you consider particularly valuable?*
 - b. *Are there any aspects of the support on offer (or lack thereof) that remain of concern?*
2. *Should the Council make provision for partnership libraries to purchase additional library service support? (Appendix A, issue 5)*
3. *Would the option to capitalise the running costs into a single payment be useful? (Appendix A issue 7)*
4. *Which of the lease options would best enable the partnership body to plan and budget for maintenance and repairs? (Appendix A, issue 9)*
5. *Under which circumstances would you consider it fair for the County Council to introduce a market rent for its library premises and/or transfer rental costs to the partnership body? (Appendix A, issue 10)*
6. *Looking at the index of the Information Pack to be made available for each library - is there any particular information or guidance missing? (Appendix B)*
7. *What key message would you like to convey to the Scrutiny Review Panel?*

Proposed changes to support package in light of consultation responses

<i>Issue to be addressed</i>	<i>Proposed changes to support package</i>
A: Transition support	
1) Provide clarity on the financial transition support available	<p>For each community library, the community will have access to</p> <ul style="list-style-type: none"> - Up to £ 1,000 for initiation costs (ie. local consultation, volunteer recruitment, business plan preparation) - Up to £2,000 for set-up costs (ie setting up legal structure, legal advice on partnership agreement and lease, promotional material, signage etc.) - Up to £5,000 for minor capital works that are essential to the delivery of the business plan (ie equipment, minor refurbishments)
2) Provide management committees with access to hands-on support and advice	Each library will have a dedicated County Council officer to advise and support them in developing a business plan and the transition process. Free hands-on support will also be available from Voluntary Action Leicestershire
3) Provide management committees with access to appropriate training & guidance	A free fast-track training programme will be available to provide management committee members with basic training in areas such as business planning, governance and legal structures, fundraising, managing and recruiting volunteers, community engagement, social enterprise and trading
B: Library Service support	
4) Provide adequate training for volunteers in basic library procedures, the use of the Library management System etc.	<p>Initial training sessions for local volunteers will be provided locally and agreed as part of the transition arrangements following acceptance of the business plan.</p> <p>Regular ‘refresher’ training will be provided on a countywide basis or locally if appropriate.</p> <p>Any additional training could be arranged, but is likely to be subject to a charge.</p>

<p>5) Provide adequate hands-on support and advice from library staff</p>	<p>For day to day operational support, volunteers will have access to professional library staff via e-mail and telephone for assistance with any issues arising from the use of the library management system or library processes and procedures.</p> <p>We will also provide each partnership library with a named library liaison officer. Liaison officers will make regular visits to provide library professional support for training and management of volunteers, library operations and as an interface with ICT and property services.</p> <p>It is expected that Liaison officers will visit a library for 2 hours every fortnight. Should partnership bodies wish to, they would be able to purchase additional regular library professional support.</p>
<p>6) Confirm its proposed offer with regards to operational support for library services, including book stock and ICT support for a minimum of 5 years.</p>	<p>ICT infrastructure, book-stock and library operational support will all be available for free for an initial period of 5 years, and then subject to review.</p>
<p>C: Financial planning & responsibilities</p>	
<p>7) provide clear details of the financial contribution to be offered towards running costs</p>	<p>A clearly defined level of tapered financial support over 7 years for specific categories of premises and some operational expenditure including rent, rates, energy costs and telephone rentals:</p> <ul style="list-style-type: none"> - 100% contribution in 2015/16 and 2016/17; - The tapering of financial support for 'business rates' assumes groups will achieve charitable status; - Facilities management financial support (Cleaning and grounds maintenance) would cease when current County Council contracts end in March 2017; - From 2022/23, all costs will be met by the group; - Rent costs of leased buildings would continue to be funded in full for 5 years. A review of rent support take place in year 5.

	There will be a possibility to capitalise the County Council's property running costs contribution as a single payment.
8) provide clarity over what will happen after the initial 5 year period and avoid a 'cliff-edge' situation in which all funding is withdrawn at once.	The offer of financial support over 7 years as outlined above provides clarity and avoids a 'cliff-edge' situation.
9) Provide clarity over the responsibility for buildings (in particular with regards to major repairs)	<p>The original proposal was for Library buildings owned by the County Council to be made available for lease on an internal repairing basis for a term of no less than 10 years. This would mean that repairs to the structure of the building (ie Roof) would remain the County Council's responsibility, but repairs that result through use of the building are the responsibility of the partnership body. Such repair costs can nevertheless be quite considerable on occasion (ie boiler replacement)</p> <p>An alternative, would therefore be for the lease to be on a full repairing basis (where the partnership body is responsible for all repairs), but for the County Council to provide a contingency fund of £150,000 per annum for major premises repairs expenditure to which partnership bodies could apply for a contribution towards the costs.</p>
10) Determine if, after the 5 year period, it would charge a market rent for the library building.	Although it is difficult to give rock solid guarantees, the Council is not currently minded to introduce a market rent at any point in the future.
D: Ongoing management support	
11) ensure management committees of partnership bodies have adequate access to on-going advice and support.	The County Council will provide a named 'relationship manager' to support management committees with business planning, income generation etc. on an ongoing basis.

Appendix B: Community Partnership Library Information Pack Index

Should the County Council decide to go ahead with community partnership libraries, the following provides an indication of the content of the Information Pack that would be made available to invite formal expressions of interest.

Part 1 - Generic

Community Partnership offer overview
Expression of Interest pro-forma
Guidance for submitting a Business Case & Business Case pro-forma
additional information explaining book stock offer
additional information explaining ICT Support offer
Example of a Community Library Partnership Agreement
Model Heads of Terms for property lease agreement
Transition Fund Guidance & Application Form
Overview of support and training available to initiate a partnership body and develop a Business Case.

Part 2 – Library Specific

Background information – including <ul style="list-style-type: none"> - building ownership, - active borrowers demographics, - current services offered, - current opening hours, - current activities in the library, - library performance over last 3 years covering visits, loans, pc use, numbers of new joiners
Condition Survey
2013/14 Costs and income analysis
Details of financial contributions from LCC up to March 2022

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