



## **Outline Business Plan for Kegworth Community Library for the provision of a Community Managed Library Service.**

### **Our Details**

#### **Name of applicant organisation**

Kegworth Community Library (KCL)

#### **Status of organisation**

We were legally adopted 11<sup>th</sup> December 2014, and roles and responsibilities were assigned to the management committee.

Following a successful transition stage the group will review, at an appropriate point, its structure with advice from Voluntary Action Leicestershire (VAL).

Two members of the committee have attended the VAL training course on Legal Structure and followed this up with research and also looked at Guidance on the Charity Commission website [www.gov.uk/charity-types-how-to-choose-a-structure](http://www.gov.uk/charity-types-how-to-choose-a-structure). Having shared their initial thoughts with the committee, we have decided to apply for CIO (Foundation) status once we have been approved by Leicestershire County Council (LCC).

#### **Contact details for correspondence**

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### **Overview of our proposals**

#### **Name of Library or area, which this outline business plan relates to:**

Kegworth Library, High Street, Kegworth, Leicestershire DE74 2DA, serving Kegworth and the surrounding area.

#### **Overview of our proposals and the vision of our organisation**

We are seeking to generate pride in this, our community facility. It will be OUR library and village hub; RUN by our community, FOR our community.

To achieve this we are seeking:

- the enthusiastic engagement of our community;
- to ensure the arrangements with Leicestershire County Council (LCC) are tenable
- to coordinate with the established groups in the village to offer mutual support to set up an organisation that has financial and organisational longevity.

Services will be delivered from the current building on High Street, Kegworth, Leicestershire DE74 2DA.

Strong demand for the library was demonstrated in the Village Plan (2007) when 53% of respondents said they used the library and although more recent figures show a decline in use, we believe this can be reversed.

In summer 2014 Kegworth Parish Council canvassed for support in the village for volunteers to take over the running of the library. The 30 or so responses encouraged further engagement with the intention to establish a Community Partnership Library. In November 2014 a meeting of approximately 25 listened to Nigel Thomas, Head of Library Services from Leicestershire County Council, describe the options and outline the process of assuming responsibility for running the library. From this larger group ten villagers agreed to meet on 11th December and set up a steering group. At this meeting a Management Committee was agreed:

Chair - Nicola Mullins  
Secretary - Margaret Mellors  
Treasurer - Sheila Daghish  
and six other members.

We envisage that all committee members will be actively involved in the management and day to day running of the library.

It was agreed the 'Register of Interest Form' needed to be completed immediately and submitted to LCC. The next meeting was attended by Hardip Chohan from VAL who gave us more information on the process. Every member of the group was given "Information Packs Part 1a & b and Part 2". VAL and Mike Thompson, our LCC liaison, helped review the "Register of Interest" form and shape the Business Plan.

Within the leadership group there is a wide range of experiences and expertise including library management, finance and budgeting, human resources and public relations, building and project management and teaching. We were keen to take advantage of any training that might be offered to ensure success of this venture and are now currently attending various training events.

The Kegworth Community Library leadership group intends to continue with all the services currently provided and for the immediate future we will continue with the current hours when we take full responsibility in January 2016. We are confident that when all the necessary training and safeguards are in place the opening hours will be extended. To achieve this more work needs to be undertaken to understand our roles and responsibilities and a full skills audit took place in April 2015 to identify any gaps in experience that may need co-opted members to the management group.

During March - following completion of the Business Plan – we opened a Bank Account with Unity Trust, which was recommended by a number of other community libraries. Our logo and branding were also designed and agreed. We want to ensure we continue to keep the village informed of progress and to this end we had a display at the Kegworth Charter Market on Monday 6 April 2015 when we carried out a survey of Kegworth residents. A more detailed survey has now been delivered to all households in Kegworth.

A full survey of the building has been conducted and we are in the process of using this information as the basis of the feasibility of improving the kitchen and toilet facilities, using capital funding to upgrade the building for multiple use.

Next steps include investigating the setting up of Social Media accounts for the library and to establish a dedicated web-site, analyse the survey results, contact other village groups to find the scope for potential joint use or pay-to use, plan a publicity campaign and fund raising events to promote the changes and, most importantly, recruit volunteers and train according to best practice with VAL's help. Finally we will set up a monitoring and reviewing model to ensure compliance with all our agreed aims.

We are passionate about maintaining and improving the library services in Kegworth and developing this resource into a community hub which is viewed by the community as being successful and responsive to needs and aspirations. We are pragmatic about what can be achieved and know that we must heed advice about the development of a robust, viable and sustainable Business Plan.

We note that LCC have stated that they will offer the library to the Trustees on an internally repairing and insuring lease, and intend to proceed on this basis.

Finally our timeline for a full takeover of the library is 1st January 2016, following full training for volunteers, promotional events and a community consultation. At this early stage it is envisaged the library will be closed for the Christmas/New Year 2015 period for a full clean, re-brand and general makeover with the intention of an opening event in early January 2016.

### **Current Building**

The library currently occupies a purpose built building (circa 1970) with an area of 181 sq. m. and would appear to be in good condition. Entrance access and the library are all on one level. Some fixed shelving units are sited on walls, but most of the book stock is housed on wheeled shelving units. There are four public computer terminals within the building, and printer / photocopier facilities. The Library has Wi-Fi. There is a small kitchen area and a staff toilet.

### **Kegworth Village**

Kegworth is a rapidly expanding village, with a steady stream of new housing developments and an estimated current population of 3,500. The number of people living in the village has grown considerably in the last 10 years, with the pace of change at its greatest within the last 6 years. Existing planning applications / consents show an increase of 23% over the next 1 – 3 years. Kegworth Primary School is located on a site adjacent to the library. We have entered into discussion with the school to re-introduce school class visits. These were stopped several years ago when the library had to reduce its opening hours and the head teacher is very keen to reinstate them.

### **Consultations**

We have undertaken several consultation processes within the community which include public meetings, market research at Kegworth Easter Charter Market. In May 2015 we delivered a comprehensive survey to every household in the village (1600) and are currently analysing the data, however initial results are encouraging and demonstrate the villagers support for the library along with offers of both financial donations and volunteers to man the library. We will make public the results of the survey via our website, social media sites, local magazines and our notice board.

## Library Use

In 2014, the last year for which figures were available, Kegworth Library had an active membership of 19% of the village population. This compares very favourably with the national average of 15.9% (data from the Sieghart Report 2014).

The last figures available (March 2014) showed a membership of 968 with 641 active users. A breakdown of membership by age groups is as follows;

0 - 11yrs	12 - 30yrs	30 - 50yrs	50+ years
37%	16%	22%	26%

The library is used primarily by children under 11 years and the over 50s, and provides a valuable service to those who use it for both lending and information services. It is clear from these figures that our biggest challenge will be to regain and retain the children 11 years and under

## Intended community benefits of our proposals

It is the intention to keep the library open to benefit the community and as a community hub. There are a number of extended use ideas that have been proposed and need further investigation in summer 2015 once we are advanced with our plans for recruiting and training volunteers. These ideas may also generate income and maintain our viability in the long term:

- Display local arts and crafts and offer creative workshops
- Possible use as a base for emergency services, Sure Start or the Parish Council
- Continue to provide reading programmes for younger members of the community
- Promote the library as a meeting place where groups can meet to pursue shared interests and explore new ideas
- Use the library as a community hub that provides a range of activities for the community, for example film and book clubs and other groups such as Knit and Natter

We believe that libraries can become a cultural center by inspiring people through books, literature, music, film and theatre. They are spaces where people can be creative, where groups can meet to pursue shared interests in arts and crafts or where they can explore new ways of communicating using new technology, music or the art forms.

Libraries can also provide spaces for concerts, exhibitions, demonstrations and specialist talks which can enrich the lives of the individuals in the community by promoting the social and economic role of arts and culture.

The community survey will identify whether there is a need for any or all of these services/resources. Whilst we have many ideas, our focus as a committee is to run effectively the services that are currently supplied and manage volunteers to the highest standards.

We are conscious that the figures of existing use illustrate our core library users are predominantly the young and the elderly. It provides, for those groups, a vital link to library services for those less able to go out of the village. We believe the sustainable survival of the library is hugely important and will seek to fully engage the energy and expertise of the community in its survival.

Our aim is to run a community hub where everyone is welcome and to organise opening hours to encourage all sections of the village to use, shape changes and offer support whilst complementing existing services.

The benefit to the community will be the ongoing provision of the library service in its current form, providing an environment that:

- encourages reading
- promotes digital literacy and access to the internet
- enables lifelong learning
- helps people find information of all kinds, or knowledge about local services
- enriches cultural life
- provides a safe space to meet
- provides a helpful space to study

## **IT Use**

Kegworth Library has 4 computers and provides free WiFi for library users personal devices.

Libraries are well positioned to support learning through IT, by tackling lack of skills in the ever increasing digital divide. These cause problems and increase inequality so, for example, helping with technology enables the disadvantaged in the community to buy cheaper goods and services online and gives greater access to public services. They can also provide essential support for people applying for welfare benefits in the digital future and help jobseekers find opportunities, prepare themselves for interview and can also offer courses in digital skills training. In turn this can create opportunities, tackle disadvantages and enable all concerned to reach their potential and improve skills for employment.

## **Engaging with the local community to develop the services**

In summer 2014 Kegworth Parish Council canvassed for support in the village for volunteers to take over the running of the library. The 30 or so responses encouraged further engagement with the intention to establish a Community Partnership Library. In November 2014 a meeting of approximately 25 listened to Nigel Thomas, Head of Library Services from Leicestershire County Council, describe the options and outline the process of assuming responsibility for running the library. From this larger group ten villagers agreed to meet on 11th December and set up the steering group.

Following the comprehensive survey of the village we are confident that we have approximately 50 volunteers who are willing to assist in the running of the library. They will be managed by the volunteer coordinator, who is a member of the committee, using Three Rings volunteering software to enable each volunteer to assume responsibility for managing their preferred working hours.

In July / August 2015 it is planned to hold a meeting within the library to which all volunteers and potential financial donors will be invited. This will be an opportunity for us to update them on our progress so far and to enable a general discussion to take place.

We also plan to set up a Kegworth Community Library website and social media accounts where we can update the wider community. Alongside this we will erect a noticeboard outside the library building and will also use this to keep the village informed of our progress.

We have a media spokesperson, who is placing updates within all the local community magazines and the local newspaper.

### Proposed opening hours

DAY	AM	PM
MONDAY	Closed	
TUESDAY		2.00 – 5.00pm
WEDNESDAY	Closed	
THURSDAY	10.00 – 12.00	
FRIDAY		2.00 – 7.00pm
SATURDAY	10.00 – 1.00pm	

These are the current opening hours, probably decided by the County Council more than the requirements of the village community. We are leaving them the same for the present, our aim is to steadily increase the opening hours according to the needs of the community, and the availability of our volunteers.

## Management & Staffing

### How the Library will be managed / staffed

It is our intention that the library will be wholly managed and run by volunteers for the foreseeable future, please see the table on page 7.

### Volunteers

To enable the recruitment and maintenance of volunteers, we will be drawing up the following: -

- Volunteer Role Descriptions
- Volunteer Application Forms
- Volunteer Induction Plans
- Volunteer Management and Supervision Policy
- Volunteer Agreements

To aid volunteers and assist the committee members who manage them, we plan to install Three Rings volunteer management system software which has been proved by other community libraries and registered charities.

## Management and Staffing

Currently	From July 2015	Description	Roles, Responsibilities & Duties
Management Committee	KCL Trustees	Chair - Nicola Mullins Treasurer - Margaret Mellors Secretary - Sheila Daghish  + 6 other Trustees covering Premises Publicity & Media Volunteers & Recruitment Administration Funding & Events	Provide vision and leadership.  Ensure sufficient funding is in place and cash flow is managed effectively.  Put in place policies and ensure compliance.  Review skills required and co-opt volunteers as necessary.  Prepare for all aspects of takeover of library (including recruitment and training).  Action items discussed at meetings.
	KCL Management Group	Library Manager and Deputy Manager from December 2015	Day-to-day management of library.  Support the vision of trustees and contribute ideas to continue to improve provision.  Keep trustees informed by managing a daily log.
	KCL Library Volunteers	Aim to recruit 60 villagers to facilitate all services necessary to provide the community with a lending library	Administration Cleaning IT Gardening Premises Maintenance Public Liaison  Support the vision of trustees and contribute ideas to continue to improve provision.

## **Finance - Transition Funding for set-up costs & capital works.**

### **Indicative activities and costs for which set-up funding or further short-term support may be required**

To enable us to consult with the community and progress our business plan we envisage there to be the following expenses: -

Village Survey (print and delivery) £400.00  
Administration costs £20.00  
Printer £150.00  
Stationary (letterheads, business cards, comp slips) £350.00  
Sundries £50.00

We realise we will need to seek legal advice prior to signing the Lease and Service Level Agreement. Officials at VAL have undertaken to negotiate favourable terms for this work on behalf of all community managed libraries. Currently we have been quoted no more than £1300.00 + VAT. This sum will come out of the second installment of transitional funding provided by LCC.

## **Financial projection of income/expenditure/cash-flow.**

### **Overview of expected income and expenditure and 7 year cash-flow forecast**

We are currently establishing a bank account with Unity Trust. Kegworth Parish Council have already given us a grant of £1000.00 for the year 2015 / 2016, and LCC have made an offer of £970.00 towards our initial expenditure as outlined above (funding letters attached).

The Income and Expenditure Forecasts are based on assumptions & estimates as follows:

- LCC contracts for Building Cleaning, Grounds Maintenance, Building Maintenance, Security and the Photocopier / Printer will be paid by LCC until they terminate on 31<sup>st</sup> March 2017.
- LCC will make quarterly payments in advance to help fund the library for a period of 7 years, it should be noted that the funding is tapered.
- Cost reductions are planned to be introduced at the start of year 2, by which time KCL would expect to pay only 20% of their rates and would have eliminated the costs of Grounds Maintenance and Cleaning altogether as it will be carried out by volunteers.

Please see the attached 7 year Cash Flow Forecast for further details.



## Legal

### **Action taken to date and further action required to ensure we comply with the relevant legal requirements to enter into a Service Level Agreement.**

We are currently looking into the costs of the following:

- Public Liability insurance (legally required)
- Contents insurance (legally required)
- Volunteers and Employees liability (legally required)
- Trustees' indemnity and Fidelity cover
- Reviewing current arrangements for the handling of cash that presently takes place monthly unless it exceeds £200, retaining cash in a locked drawer or cash box in the library itself. We may wish to amend this in any event to comply with insurance conditions.

We will seek 3 independent quotations to compare to the quote currently being pursued by VAL to cover all community libraries in this position.

Public Liability and contents insurance are legally required, on date of transfer to KCL.

We are or will be considering the following:

- An annual inspection of the building structure
  - Regular risk assessments to be carried out by member(s) of committee
  - Reported items of system problems to be in place (to be dealt with immediately)
  - Set up contracts for inspection of fire extinguishers & electrical appliances PAT TESTING. Test as legally required for Legionella
  - A Health and Safety Policy to include all of the above issues
  - A Complaints Policy to deal with any complaint made by members of the public or volunteers
  - The Committee to sign a declaration regarding data protection, for information held about volunteers and library membership details held by LCC on computer.
  - Safeguarding issues, including library volunteers always working in pairs, and DBS checks should they be required.
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- Volunteers documents and policies to include
  - Volunteer role descriptions
  - Volunteer management and supervision
  - Volunteer agreements
  - Volunteer induction plans
  - Volunteer application forms

### **Use of assets and book stock**

KCL confirms that it will be using the existing building in High Street, Kegworth with all its fixtures and fittings. Following a review of the internal layout of the building, KCL may be making some adjustments using the capital funding available.

We confirm that KCL will use the Council's book stock.

## **Risk Assessment**

We have identified a number of risks please see attached pdf document

**Signed:**                **N J Mullins**

**Name:**                **Nicola Mullins**

**Date:**                 **April 2015**

**Date of review:**    **December 2015**