# PRINCETOWN COMMUNITY LIBRARY

## Strategic overview

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## Executive Summary

The aim of this document is to provide a strategic view to the Princetown Community Centre on the proposed creation of the Princetown Community Library.

## Background

Devon County Library Services have a requirement to save £1.5M over the next 3 years and as part of their cost reduction strategy, they are going to adopt a Social Enterprise operating model supporting community led libraries. It is proposed that the smaller libraries reform into community led libraries in partnership with Devon Library Service to deliver the library service to the local community. The advantage of this approach is that Devon Library Service has more freedom and flexibility in what it can do and there are significant business rates savings (£400k in the first year). The proposed Devon Library Service direction has been put forward to Devon County Cabinet and has been granted agreement in principle. The next steps are to prove the concept using up to 10 pilots across Devon which it is proposed that Princetown is one. The advantage of this is that there is likely to be a capital pot of money for the libraries taking part in the pilots that we can put our hands on to develop the community centre to develop the self-service provision.

## Challenges

The Devon County Library service has calculated that the cost of running the Princetown Library is as shown below

Devon County Library Services are looking to reduce their funding commitment by 50% requiring the Princetown community to provide the funding shortfall going forward.

The Princetown library provides library services for the Dartmoor Forest Parish which is a small community of circa 1,300 people broken down in the following way

| Age Band | 0-4 | 5-9 | 10-15 | 16-24 | 25-44 | 45-64 | 65-74 | 75 + Over |
|----------|-----|-----|-------|-------|-------|-------|-------|-----------|
|          | 4.1% | 6.5% | 9.1% | 11.2% | 24.8% | 30.8% | 7.3% | 6.2% |

Figures taken from the Dartmoor Baseline Profile updated 2007

The responses to the Devon County Library Service review from the Princetown community was not encouraging. It showed that the library was largely under-used mainly by the elderly and the primary children. The revenue gained from using the library services was low. The Princetown demographics above shows that the community is largely made up of people of working age between 16-64 which are not using the library.

This provides the following challenges for the Library

- Raising the 50% funding shortfall for running the Library
- Encourage more use of the Library services within the community
- The development of the Library Service for the future to meet the requirements of the population.

# ·rincetown Library Strategy

This proposal provides a strategic outline on how the Princetown Library will meet is objectives within the proposal put forward by the Devon Library Services and overcome the challenges it faces. It will achieve this by creating a Social Enterprise to run the Community Library by implementing the following:-

- Creation of a governance structure
- Establishment and management of funding sources
- Re-organise the staffing structure that meets the Library requirements
- Establishment and management of community library services
- Establishment and management of non-community library services

## Legal and Governance

It is important that the Community Library has a governance and legal framework that manages how the library is run and how it adheres to its legal responsibilities. This can be achieved one of two ways:-

1. The governance becomes part of the existing Community Centre legal and governance framework because of its locality and overlap with the services being provided within the Community Centre. This needs agreement from the Princetown Community Centre Management Team that they will be willing to take this on.

2. The Princetown Community Library Social Enterprise will be formed to provide the legal organisation and governance.

The governance framework comprises roles that manage the following activities for the Princetown Library:-

- Strategic Direction
- Service Management and Development
- Financial Management
- Compliance

## Funding

It is very important that the Princetown Library is properly funded to ensure that the appropriate services can be consistently provided. Accordingly, it is proposed that the funding of the Princetown Library is met from the following sources

- Devon County Library Services
- Library Services
- Sponsorship
- Grants

It is proposed that a review of how services are currently delivered with a view of reducing the operational costs through the use of technology and engaging partnerships to deliver some of the services. Additionally a straw poll has identified the requirement to update some of the existing technology to provide a better customer experience. The funding for the first year is achieved from funding by the Devon County Library Services with the shortfall being met by from sponsorship and Arts Council Grants. It is proposed that the first year is used to develop the Library services, especially the non-community services to establish a revenue stream for the Library which could include a membership scheme that will provide an annual capital injection.

## Income / Expenditure

The table below provides a very broad outline of the expected income and expenditure relating to the running of the Community library

| Library Service | Expenditure | Income |
| --- | --- | --- |
| Rent etc | Rent to Community Centre | Grant / Sponsorship TBC |
| Lending of Books | None (Devon LS Provided) | Fines, book order costs |
| DVD / CD Lending | None (Devon LS Provided) | Fines, book order costs |
| PC / Internet Access | Hardware Maintenance ? Internet Costs ? | Usage Sales |
| Story Telling | None ? | None |
| Workshops (Job Club etc.) | Depends on the Workshop | Attendance fees |
| Café | Tea / Coffee / Cake etc. | Sales of coffees / teas / Cakes |
| Community Cinema | Film Licence | Attendance Sales |
| Photocopying / Faxing | Stationary costs | Usage Sales |
| Princetown Merchandising | Stationary Costs | Sales |
| Princetown Coffee Club | None | Club Subscriptions |

## Community Library Services

The advantage of the community library is that it is able to shape the delivery of the library services to the community. Currently the library is completely separate from the community centre in which it sits. The following developments are proposed to better integrate the library services into the community centre.

- The Community Centre entrance area is developed in the following way

  o The current chairs are replaced with small tables, books & magazine racks to provide a place to meet whilst waiting to use the library and/or any other community centre service/event.
  o It is proposed that a small café replaces the current machine that sells tea/coffee/cake. No hot food.
  o The front and walls of the entrance hall is redeveloped with books pictures and screens showing the history of Princetown with supporting merchandise for sale.

- The office is developed into a PC & Internet area where people can get access to PC software and Online services including library services. This will be complemented by a large printer / photocopier to enable them to scan / photocopy as required. I have already sourced most of the equipment for this. The table in the centre can be used for meetings and for homework.

- The library is re-organised to allow the library users to use the internal door allowing the pre-school to gain easy access and library users to gain access to the PC/Internet rooms and the café.

- A small quiet area for reading is formed within current library for library users to read in peace.

We have already established that the age group 16-64 form the major part of the community and they are also the working population of the community which means they are not able to access library services between 09:00 and 17:00 Monday-Friday. It is proposed that the opening times are changed to enable access to library services outside the working week if we are to encourage this portion of the community to use the library. The proposal defines the following services as Community Library Services.

- Lending of Books, CDs and DVDs
- PC Internet Access
- Story Telling
- Workshops (Job Club etc.)
- Community Cinema

Additionally, we need to develop the Library services to engage with the age groups throughout the community. This proposal considers the following age groups:-

- Pre-School (3-4 years old)
- Primary (4-11 years old).
- Secondary (11-16 years old)
- College/University (16-20 years old)
- Working (17-60 years old)
- Retired (60+ years old)

The proposal acknowledges that there is an overlap with the College and Working age groups as this is the period in their lives members of the community select their path. The proposed services have been identified in the table below.

- Lending of Books, CDs and DVDs
- PC Internet Access
- Workshops
- Story Telling
- Café
- Community Cinema
- Community Activity (clubs etc)
- Photocopying / Printing / Faxing

## Non-Community Library Services

This provides visitors with access to library services that are targeted to them centred on providing services that enhance their visit to Princetown. The table below identifies the services being considered.

- PC Internet Access
- Workshops
- Café
- Photocopying / Printing / Faxing
- Archived Information
- Princetown Merchandise

It is hoped that these service will assist in the creation of a revenue stream for the Princetown Library

## Staffing Structure

The size, locality and age demographics of the Dartmoor Forest Parish means that there is a reduced pool of resources that are able to provide assistance for the Library requiring the staffing structure is to make efficient use of the reduced resource pool. Additionally, many of the volunteers will not be able to commit large amounts of time to assisting the running of the Library. In order to meet the requirements of the service, a better delivery method must be sought and the staffing structure must accommodate the constraints of a reduced pool. For example, the book lending service currently requires the presence of the Librarian who is currently available for only 6 hours each week. This can be addressed by defining as a series of short term roles which can be undertaken by volunteers.

- Library Assistant
- Events Organiser
- Technology Organiser

# The Next Steps.

Devon County Council are defining how they will engage with the community libraries and how they will deliver the services under the service level agreement which has yet to be defined. Whilst this is being organised, we can take the following actions:-

1. Engage with the parish to outline the proposed changes and gain their feedback.

2. Ascertain which governance model will be used for the Library and engage the model

3. Recruit and organise the staffing structure to meet the library requirements

4. Recruit sponsors, form partnerships and apply for grants to ensure the financial stability of the library

5. Upgrade the technology within the Library to meet the requirements of the age groups