

# Community-run libraries Information Pack

Essex Future Library Services Strategy 2019-2024

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## Criteria Connections

'[Criterion #]' shows to which of the viability criteria that content relates. For example, '[Criterion 10]' means reading that content will help you with understanding and meeting criterion number 10.

## Document Version History

Note: Information is correct as of version date below.

V1.0, November 2019, Document first published

## Summary of this information pack

### Purpose

This pack is for groups and individuals interested in setting up a community-run library (CRL) in their area. It aims to help you decide whether you want to go ahead and to make the strongest possible start if you do.

You won't be expected to put in a proposal for a CRL until you are ready. This pack and ECC's new Community Library Services Team are here to help you think through what you want to do before you submit a proposal.

### Background

In summer 2019, Essex County Council (ECC) adopted a five year [strategy for library services](#). The council sees community involvement as key to the future vitality of libraries in Essex. So, as well as investing in council-run libraries it wants to encourage and support communities to run some libraries. Library use has been declining across the country in recent years. ECC believes that working together with and empowering communities to shape local library services to suit local needs offers the best hope of reversing that trend. People putting their passion and energy into their library can also strengthen communities and help tackle social isolation and loneliness.

### Definition of a community-run library

A community-run library is set up, run and managed by the community or other partners, with ECC support. The idea is tried and tested. A third of library services in England have community-run libraries. A good practice toolkit published by the Government identifies [three main community library models](#).

You may already have ideas about why you want to set up a CRL and a vision of what it can offer. By running your own CRL you can tailor it to meet local needs and decide things like opening hours, events and activities you'll run and how you'll raise funds. We want to support your ambition. To help you develop a strong plan and deliver a high quality and inclusive service, we've developed some viability criteria you'll have to meet. Proposals that go above and beyond these are most likely to succeed.

### What this pack contains

**Section 1** introduces you to the idea of a community-run library and the ECC team who can support you if you do set one up.

**Section 2** explains the difference between a CRL that is part of the statutory network and one that is not and some benefits of each. It also sets out the ECC support offer to CRLs and the viability criteria for assessing proposals.

Existing Council-run libraries that transfer to community-run will normally be part of the statutory network. If a community wants to transfer an existing library to

community-run but doesn't want it to be part of the statutory network the Council will do a needs assessment before deciding whether they can opt out, to ensure its statutory duty will still be met.

CRLs where there is not currently a council-run library will not automatically be part of the statutory network, giving them greater flexibility to run how they want.

All CRLs that ECC agrees to support will receive the standard [support offer](#). CRLs that are part of the statutory network will also receive a digital support package including free access to ECC's library management system and a secure public WIFI access for volunteers and users to safely access the internet.

**Section 3** provides detailed information to help you design your service. It provides information, links to other sources and points you to funding opportunities and legal or other issues you need to consider, related to each of the viability criteria.

**Section 4** covers setting up and operating your CRL to answer questions you may have about managing stock, recruiting and training people and planning for success. ECC will provide initial stock plus a regular refresh from the council's catalogue and provide training and advice.

**Section 5** and appendix 3 provide a tool to help you check how ready you are to go ahead.

At the back of the pack are a host of useful links, a list of the current ECC libraries and whether the council owns or leases them plus more information about the support offer and the viability criteria.

### **Viability criteria for community-run libraries**

In brief, the viability criteria for successful community-run library proposals are:

1. A clear vision for the CRL and how it will benefit local people
2. From a formally established organisation (e.g. a registered charity or parish council)
3. Evidence of community support
4. A plan for how it will be set up and comply with relevant laws
5. Minimum opening hours to suit local needs, to be agreed in negotiation with ECC
6. A library offer that benefits a local community within the county
7. If you plan to provide internet access to your customers, a clear statement on how you intend to keep access safe and secure. CRLs that are part of the statutory network will be provided with safe and secure public WIFI
8. An inclusive service – open to all
9. A venue that is suitably located and fit for purpose
10. People with the capacity to set up and run the service

11. Volunteers or staff with the capacity to deliver the service
12. A policy to manage stock to reflect diverse needs and interests in the local community
13. CRLs that are part of the statutory network must be prepared to issue and manage all stock via ECC's library management system
14. A financially sustainable proposal.

**The Community Libraries Services Team**

If you have questions, look in the pack or on the [Community Library Services web page](#), or contact the team on [community.libraryservices@essex.gov.uk](mailto:community.libraryservices@essex.gov.uk).

## Section 1: Introduction

### Welcome to the first step in establishing a community-run library

We're delighted to have individuals and organisations interested in running library services in local communities. The Community Library Services (CLS) team, are here to work with you on this journey.

This information pack is intended for groups and individuals interested in setting up a community-run library (CRL) in their area. Our goal with this pack is to give you information you'll need to get off to the strongest possible start. We'll highlight key information and ways to approach setting up/operating a CRL. We'll also help you assess your current strengths or areas for development.

The [Essex Future Library Services Strategy](#) agreed by Essex County Council's (ECC's) Cabinet in July 2019 agreed on "...working with and supporting community groups or other partner organisations to set up community-run libraries...". It is intended that this approach would help increase local community influence over their local library services and help improve use of library services, which have declined in recent years. The strategy commits to the Essex Library Service working with groups interested in running library services and providing a support offer comprising both financial contributions, ongoing links to the council-run network and expert input into how to run the best possible library services that welcome the whole community.

By running your own CRL you can tailor it to best meet your community's needs. For example, you can set your own opening hours (meeting an agreed minimum), decide what events and programmes you would like to host/run and decide the future direction of the CRL.

We have set some minimum standards for all CRLs that we support, and we will work closely and in partnership with you to achieve and agree them.

At this early stage, groups interested in running libraries are not expected have 'all the answers'. All that is required is an initial commitment and enthusiasm to working with us to develop a strong proposal for community run library services in your area. We are here to support you with every stage of your journey and can always [contact us](#).

This pack will help inform you about:

- The legal requirements for operating a service for the public
- ECC's vision of CRLs remaining part of the statutory ECC library network. Also, which sorts of library services may be agreed outside of this network
- Approaches to designing, organising and operating your community-run library
- Understand how the standard ECC support offer to CRLs can help shape your service

- The viability criteria that will be used to assess your proposal once it's been submitted
- How to assess you/your group's readiness to submit a final proposal by testing your current strength and development areas against the viability criteria

## **What are community-run libraries (CRLs)?**

Community-run libraries (or CRLs) are library services set up, run and managed by the community or other partners with ECC support. Many community libraries have been established throughout the country - one in three library services have at least one community supported or managed library operating in their area. Some are large, some small, some are in dedicated buildings and some co-locate with other services. The Department for Digital, Culture, Media and Sport's toolkit gives examples of [three main community library models](#).

The Essex Future Library Services Strategy does not propose a 'one-size-fits-all' approach. It allows CRLs to be as unique as the communities who run them. As such, you'll determine the 'shape' of your CRL as you design it and deliver it to meet your community needs.

In order to receive funding and support for your CRL proposal, ECC need to be satisfied a CRL will be inclusive and of an acceptable standard.

Therefore, a set of criteria, a standard support package and detailed advice and guidance (starting with this information pack) has been established to help you develop your best possible proposal.

## **Getting the most out of this pack**

This pack contains useful information for you to consider before you set up your CRL.

You may already have experience of delivering public services, you may not. To cater to the widest audience, we have written this pack so it can be used by all, including those who don't have previous experience.

It includes three features to highlight key information and areas that may require additional focus when developing your proposal:

**Remember, you will also receive advice and guidance along the way, no matter your starting point.** You can let us know you're interested or ask any questions by [contacting us](#).

### **1. Readiness self-assessment**

We have developed a [readiness self-assessment](#) to help you identify what information you'll need to prepare for your proposal. It provides a structured approach to assessing your current ability to set up and manage a CRL (and/or where you'll need to focus your efforts). Lastly, it also provides a framework for you to create your formal proposal.



## 2. Legal Lookout

'Legal Lookout' is important for **everyone** reading this pack and can be seen in relevant sections of the pack.

### Legal Lookout

They highlight legal obligations related to running library services. Also, they help ensure your proposal has taken into account legal considerations or legislation.

## 3. Criteria Connections

Criteria Connections show where information relates directly to the [CRL viability criteria](#). This connection is indicated by the criterion/criteria number(s) appearing next to the heading: [Criteria #]

## We are the Community Library Services team

The Community Library Services (CLS) team is a dedicated team created to support you on your CRL journey. We are here to support you throughout the process, from initial contact, through proposal development and assessment, then onto implementation of your CRL. Our support includes (but is not limited to):

- first point of contact throughout the journey
- support to develop your formal proposals
- support to help you set up your CRL
- advice and guidance.

### The support and guidance we offer:

As part of our ongoing support:

- You will have a named contact from the CLS team throughout the proposal process. Your named contact will answer any queries or concerns that you might have, support you to complete your proposal and will be available to support you via email, phone or in person
- We will look to organise engagement events and showcase events. These events will be publicised on the [Community Library Services web page](#)
- We will offer to review your draft proposal before it is formally submitted. We'll also provide suggestions of how to make it even stronger to ensure success
- Once your proposal is approved, we will work with you to create a bespoke project plan. This plan will set out how the library services will transition to your group
- We'll help you ensure all of your volunteers are fully trained and ready to operate your library services from day one via a 'train the trainer' approach

- We'll work with you to identify your specific training needs which will vary according to your proposal. This is in addition to the standard, essential training for all CRLs.

### **The Community Library Services web page**

The [Community Library Services web page](#) contains the latest information on the CRL process and is the best place to learn about:

- Expressions of Interest (EOIs): what they are and how to submit one
- Proposals: what they are and when they can be made
- Proposal process: what it is and what it will include
- Info Pack: what it is and what it contains
- Other relevant information as the process develops.

If you have registered an EOI or are developing a proposal with us, you'll receive key updates directly. However, it's still worth checking the web page from time-to-time to keep up-to-date with any developments.

## Section 2: CRL statutory status, support offer and viability criteria

The Essex Future Library Services Strategy does not propose a 'one-size-fits-all' approach. It allows CRLs to be as unique as the communities who run them. We thought it would be helpful to show you three different scenarios for CRLs and how this could work for you. We've included the support ECC will offer to successful proposals. We have also included the viability criteria which we will use to assess proposals. We want to ensure you're clear on what you can expect from us and what we'll need from you in return.

Keep in mind the support offer and viability criteria (described later in this section) as you read the rest of this pack as they will inform and underpin your decisions. You do not need to meet all/any of these criteria when first making contact, we will help you develop your strongest possible proposal before submission.

### CRL scenarios

If a CRL is proposed to take over from one of ECC's existing libraries, it is ECC's vision that this CRL will remain part of the statutory library service for the lifetime of the strategy.

However, it may be possible to set up your CRL and for it to not be part of the statutory service (see [scenario 2](#) below).

The potential for CRL services in Essex is exciting. Across the country, community libraries are becoming an important and highly valued part of local library service delivery. ECC is seeking to draw on this good practice to inform our own future models.

Here we explain the difference between three CRL scenarios and what this would mean for you.

#### **Scenario 1: The CRL is in an existing ECC library location and remains part of the statutory service**

A community group wants to take over the delivery of library services in an existing ECC location and their CRL forms part of ECC's statutory service.

This does not necessarily mean providing a like-for-like service. The CRL may decide not to offer all current services and could offer something additional. The CRL would need to use ECC's [library management system \(LMS\)](#) to manage stock and users. Also, some ECC policies and standards would need to be in place.

A library that is part of the statutory service, but community run, still offers greater flexibility than a council-run library. CRLs that are part of the statutory service will be led by the local group and will be empowered to work with the community to shape how library services are delivered there. You will have more freedom to determine opening hours, activities, volunteer levels and the way you deliver the service and

use the space, within the standards agreed with ECC. You may also have more freedom to seek additional funding or generate income.

### **Scenario 2: The CRL is in an existing ECC library location but the CRL doesn't want the library to be part of ECC's statutory service**

A community group wants to take over the delivery of library services in an existing ECC location, but they do not wish for the CRL to be part of ECC's statutory service.

In this scenario, ECC need to carefully consider proposals on a case-by-case basis to take into account the needs of the community. ECC will need to assess how its statutory duty would be met in this location. If the duty is being sufficiently met through other library services provided in the location, then we may agree that a CRL in this area does not need to be part of the statutory service. It is 'in addition to' the statutory service. These CRLs have even greater flexibility to operate than a council-run library, including increased opportunities to access external funding. They still benefit from the [standard ECC support offer](#).

### **Scenario 3: The CRL is in a location where there is no existing ECC library nearby**

CRLs in 'new' locations will not automatically part of the statutory service as they are 'in addition to' ECC's existing statutory library service. These CRLs have even greater flexibility to operate than a council-run library, including increased opportunities to access external funding. They still benefit from the [standard ECC support offer](#).

### **Other scenarios**

As Expressions of Interest continue to be formed and develop into proposals, we may become aware of other scenarios. We are happy to discuss all serious proposals, but always being mindful of the [viability criteria](#) set out in this pack.

### **Comparing CRLs that are/are not part of the statutory service**

<b>Delivery</b>	<b>CRL is part of the statutory service</b>	<b>CRL not part of the statutory service</b>
<b>Opening Hours</b>	To be agreed by CRL but there will be a negotiated minimum number of hours if the CRL is to receive council support.	To be agreed by CRL but there will be a negotiated minimum number of hours if the CRL is to receive council support.
<b>Range of books and stock</b>	To be agreed in partnership with CRL	To be agreed in partnership with CRL
<b>Delivery of Service (People)</b>	Managed and run by the community or other partners with Council support as set out in our offer. Majority will be volunteers unless the CRL	Managed and run by the community or other partners with Council support as set out in our offer. Majority will be volunteers unless the CRL

	decides to recruit paid staff	decides to recruit paid staff
<b>Digital access (computers and advice)</b>	To be agreed by CRL	To be agreed by CRL
<a href="#">ECC standard support offer</a>	Yes	Yes
<a href="#">Viability criteria</a>	13 Required Optional: Criterion 7	12 Required Optional: Criterion 7 Not required: Criterion 13
<b>Access to and use of ECC LMS</b>	Required	N/A
<b>Digital package (public access to the internet)</b>	ECC to provide public WIFI	To be agreed by CRL
<b>Essex Libraries membership cards</b>	Customers can use their Essex Library cards	CRL will use a Community Library card (as per ECC standard support offer)
<b>If your CRL ceases operation within strategy period</b>	ECC 'step in' to deliver a library service in that location for the duration of the strategy	If the CRL is in an <a href="#">existing ECC location</a> , ECC 'step in' to deliver a service in that location for the duration of the strategy

## Support offer to CRLs

(You can [view this offer as a table](#) in appendix 4)

ECC has put together a support offer that will be provided to all successful proposals, as follows:

### Grant

Three-year grant to assist with establishing a CRL. Could be used for:

- Maintenance
- Furniture/furnishings costs
- Property rent/associated costs
- Purchasing additional stock
- Purchasing/funding public computers and internet access.

### Grant for three years:

- Year 1: £8,000
- Year 2: £7,000
- Year 3: £3,000

## **Stock**

### **Initial donation**

One-off donation of book stock. The number of books will be agreed on a case by case basis and proportionate to usage.

### **Regular refresh**

An additional ongoing bulk-loan of books from the council's stock, in proportion to usage which will be rotated quarterly. The council deliver to and collect from CRLs.

### **Community library card**

The council will provide a community library card to CRLs that are not part of the statutory service so that they can reserve and collect from the council's stock from council-run locations on behalf of their users.

## **ECC Outreach and Engagement**

### **Activities**

CRLs that are part of the statutory network will receive ongoing support and visits by library staff to deliver outreach activity in the best place for children and adults..

We will help train and support CRLs that are not part of the statutory service to deliver outreach activities in the best place for children and adults.

### **Support and guidance**

We will provide ongoing support, advice and guidance. Cascade training "train the trainer" will also be provided for areas such as keeping data safe, how to ensure the library is inclusive, or how best to deliver specific activities such as baby and toddler Rhyme time.

### **Sharing of best practice**

The council will create a community library forum/network to enable those running CRLs to get together regularly.

### **Additional digital support package – for CRLs that are part of the statutory service only**

In addition to the standard support offer, all CRLs that are part of the statutory service will also receive:

#### **Library management system**

Restricted access to the ECC library management system (LMS), with [training and support](#) to enable electronic stock and user management.

#### **Public WIFI**

ECC will provide safe public WIFI so to that your customers can safely access the internet, although your group may need to provide some or all of the hardware (computers or tablets) for this.

We are continuing to develop the digital offer, working with our technology providers and researching good practice from other authorities which operate community libraries in this way. More information will be provided further on in the process.

## Viability criteria for proposals

The viability criteria below represent a set of minimum requirements for a successful CRL. ECC have determined the criteria which is informed by the strategy and based on UK legislation and government best practice (such as the DCMS toolkit).

The criteria are broad enough to allow flexibility in your approach but still specific enough to ensure each CRL is safe, compliant with law and likely to succeed. You have the freedom to choose how your CRL will attain the criteria and what evidence you'll use to show all have been met.

It is not expected that proposers will have evidence to meet all the criteria right at the beginning of the process – your named contact will work with you to help develop the proposal before you submit it.

### Summary Criteria table:

More [explanation of the criteria below, and examples of how you might evidence them](#), are contained in appendix 5.

Criteria Number	Area	Minimum criteria for final proposal
1	Vision	A clear vision for the CRL and how it will benefit local people
2	Organisation	A formally established organisation
3	Organisation	Evidence of community support
4	Organisation	Plan for how the CRL will be set up and comply with relevant laws
5	Service	Minimum opening hours a week that suit local needs (to be agreed in negotiation)
6	Service	A library offer that benefits a local community within the Essex County Council area
7	Service	If your offer includes provision of internet access to your customers, a clear statement on how you intend to keep access safe and secure. CRLs that are part of the statutory service will be provided with safe and secure public WIFI.
8	Service	An inclusive service

9	Property/ Space	Venue(s) that is/are suitably located, fit for purpose, safe, open to all and its/their use for the proposed service is lawful
10	People	People with the capacity to set up and manage the service
11	People	People with the capacity to deliver the service
12	Stock	A policy to manage the stock in a way that reflects the diversity and needs/interests of the local community
13	Stock	CRLs that are part of the statutory network to manage all ECC stock via the ECC Library Management System
14	Finance	Financially sustainable proposal



## Section 3: Designing your CRL

In this section we'll look at what you'll want to consider when designing your CRL. This includes what services you want to provide, how you can structure your organisation, opportunities for funding and what to consider when choosing your site.

### What do you want to achieve? [Criterion 1]

It's important for you to understand what you aim to achieve by setting up a CRL, not just what services you want to offer. Identifying your vision or 'mission' is an important first step in shaping your service and developing its identity. Your vision will be informed by your community, who they are and what they need, as well as your ambitions and passion for providing library services to your community.

### What could your CRL offer? [Criterion 1/6/7/12]

CRLs can come in many shapes and sizes. They could be a service operating from a pub or village hall, or from a dedicated library building.

Upon request we can provide locality specific information about local demographics (such as the age and gender breakdown of the local population) and current library usage for your nearest ECC library. This will help you design a library service to fit your local community and we encourage you to consult the community on what you might offer.

Here are some ideas about types of reading resources and services you may wish to prioritise. This is not an exhaustive list and we recommend you provide what works best for your specific community.

#### Reading resources to enjoy:

Book stock, as wide a range as is possible but ideally should include:

- Adult: fiction, all types including graphic novels, and non-fiction (for example travel, cook books, biographies or any other information book), poetry and biographies
- Children: novels, learning to read, picture and board books, non-fiction e.g. poetry and leisure interests
- Newspapers and magazines
- Large print and audio books (adults and children).

#### Information to share:

This could be provided by:

- Signposting to local services and activities
- Leaflets and flyers
- Posters

- A local information folder
- Public computers or tablets with internet access
- Online information.

#### **Activities to do:**

- Baby and Toddler rhyme and story sessions
- Reading/book groups
- Supporting people to get online
- Community teatimes – supporting older people to meet and socialise.

The [Community Managed Libraries: Good Practice toolkit](#) is an excellent source of more ideas and advice. We will provide ongoing suggestions, assistance, advice and support as you develop your proposal.

### **Working with your community [Criterion 3/6/8]**

Think about who your community are as you work out what you'll offer and where you'll offer it from. This information will have an impact on the shape of your service as well as its success. Look at ways to expand other forms of support from the community such as volunteers and partner services.

#### **Offering an inclusive service**

Communities are made up of many types of people from all different backgrounds and circumstances. It's important your service reflects this in both the services offered and the people involved.

Inclusivity is about ensuring everyone feels welcome in your CRL and that it meets the needs and interests of as many people as possible. However, it is also about avoiding discrimination which is a legal requirement under the Equality Act 2010. Consider what steps you'll take to ensure you provide an inclusive service and environment. We would expect all of your people, whether paid or not, to receive some training on equality and diversity.

#### **Legal Lookout**

Learn more about the Equality Act 2010 in the [equality and discrimination Legal Lookout](#) in Section 4.

#### **Who are your community?**

The community served by your CRL should seek to include everyone who lives, works or visits the local area. As a group or organisation probably based in the community where you are setting up your CRL, you probably already have a great insight into your local community. But, even with that, there may be parts of your community you don't know much about or are harder to reach.

We will provide more information around your specific locality, including demographic information, but in the meantime, you may wish to consider doing your own research. [Essex Open Data](#) provides access to a wide range of demographic information. For example, the [Joint Strategic Needs Assessment for Essex](#) is a useful starting point for information and data by district, but you'll need to use your local knowledge to support this.

### **Engage with your community**

Look for opportunities to engage with existing groups who may wish to use your CRL. This could well include schools, faith, elderly, multicultural groups as well as people with additional needs and lesbian/gay/bisexual/transgender/queer or questioning (LGBTQ+) groups, but the list could go on. Obtaining local support and working with your community will help to understand their requirements.

In some cases, a formal consultation with the community may be required. This could be because:

- Your proposal is for a location where we haven't consulted on the possibility of it becoming a community library
- Your proposal is very different to the current service offer and we feel that consultation is needed
- You want to consult.

If consultation is needed, we will agree this with you. We will also agree how the consultation is to be carried and who will organise it. We will support you with any consultation and the consultation responses will be considered when we assess your proposal.

### **Who else can offer services to your community?**

Consider who else may want to offer community library services to your community. You may wish to bring them onboard to develop your proposal together, or to partner with them to add their services to your overall service offer. We will connect you with other interested parties in your area if you all agree to share details.

You might also consider partnering with providers of services complementary to your CRL, such as advice services, other community organisations or Essex partners/supported services already operating from libraries. This could provide an opportunity to co-locate, creating a central hub for the community as well as sharing premises costs.

### **Opening hours [Criterion 5]**

You need to ensure your service is available at times that work for your community and for you. Your opening hours will be agreed with ECC, and you will be able to tailor the opening times to suit your specific community. Some key factors to consider when setting your hours:

- Are your people able to consistently deliver services at these times?

- Will the community use your services at these times?
- Are any activities or services ‘time-specific’ and require particular opening hours (e.g. school homework clubs must occur after school hours)?

## Organisational models [Criterion 2]

The type of organisation you are can make you eligible for funding and other financial benefits/considerations. It can also affect your approach to how you monitor and track your service. You may already be part of an established organisation or wish to create one specifically to run a CRL. It is important to consider your options to identify what will work best for you and your circumstances.

If you are a town or parish council and would like to know more about your powers to operate community library services, please contact the [Essex Association of Local Councils \(EALC\)](#).

[The Libraries Taskforce](#) has published a [Community Managed Libraries: good practice toolkit](#) that provides useful general guidance. Contents include initial considerations, setting up community library services and their successful operation.

Common organisational models you could consider are:

- [Community Interest Company \(CIC\)](#)
- [Community Benefit Society](#)
- [Charity Incorporated Organisation \(CIO\)](#)
- [Constituted Group](#) (an unincorporated organisation with a constitution)

You may also consider working with an existing local organisation instead of setting up a new one of your own. For example, you may be able to work with a town/parish council or a charity to help you engage with the community and develop your proposal.

The [Charity Commission](#) can give advice to charitable organisations and those interested in setting up a charity.

Your [local Community and Voluntary Sector \(CVS\) organisation](#) can provide guidance and support about charitable structures and how to form them.

The [Enterprise Support Alliance](#) provide many free workshops at locations around the county, including “Setting up a social enterprise”.

## Funding opportunities [Criterion 14]

In addition to the [grant in ECC’s CRL support offer](#), organisations, charities and individuals may be able to apply for additional funding from lots of organisations, both local and national. This funding could be used to pay for resources, such as furniture or IT equipment, for training and capacity-building or to deliver activities. These will help develop your offer to your local community. The funding could come

from a national organisation, such as [Arts Council England](#) or philanthropic local businesses. Here are some possible sources:

- [My Community](#) supports groups and organisations running community-led projects and plans to build and strengthen communities across England. It includes information and guidance on repayable income sources, such as loans and non-repayable sources such as grants and crowd funding.
- [Power to Change](#) is an independent charitable trust that supports and develops community businesses in England. Applications to its Community Business Fund can be made in April/May.
- [Better World Books](#) provides literacy grants for libraries and non-profit organisations. The funding application window is early March to end April.
- [The Community Libraries Network](#) is a vital and source of information and ideas sharing for Community Libraries.
- [Arts Council England](#) funding links with multiple sources of funding with a mission to deliver great arts and culture.
- [The Community Infrastructure Levy \(CIL\)](#) allows local authorities to raise funds from owners or developers of land undertaking new building projects in their area, to help fund infrastructure
- ECC's [Support for Businesses](#) web page contains information on growth and funding as well as other help for new, growing and established businesses.
- The [Essex Community Foundation](#) are an independent charitable trust who invest and distribute funds on behalf of a wide range of donors.

## **Venue and property considerations [Criterion 4/9]**

A key consideration when designing your CRL is the location where it will be based. You may want to base your service in a building you already use, a community building, the existing ECC library building or a new site entirely. You might also consider co-locating your library with an existing community organisation or property. We will provide more information around your specific locality, including demographics information and some relevant costs, when we begin working with you.

### **Venue general considerations**

Wherever you choose to base your CRL you'll need to ensure it meets the needs of your service. This can include:

- Storage space for your stock (when in use/not in use)
- A flexible space for different activities
- A space for community information

- A location which is accessible to your community, both in location and for those with additional needs.

You may consider delivering your services from more than one venue where this suits the different aspects of your service. This could mean you only use, and pay, for space when needed. For example, you could use a local village hall to deliver activities needing a lot of open space.

### **Property general considerations**

Listed below are potential matters to consider. This is not a comprehensive list, simply some things to think about that may need further investigation.

You are strongly recommended to seek appropriate legal and professional advice. There are several [useful links listed in appendix 1](#) for your further consideration and wider research.

No matter what type of site you want to use you'll need to consider the following:

- Organisation model: consider which model best suits your legal and financial requirements. How you set up your organisation may have property implications. For instance, registering as a charity will normally allow relief on business rates
- Planning: contact your [Local Planning Authority](#) to confirm the building can be legally used for a library service and any other services you intend to provide. You may need to apply for planning permission to change the use of the building. This will depend on the current/previous use of the building
- Resources: how much is it going to cost you to buy, rent or use the building you have in mind? Do you have or can you raise sufficient resources to do so?

### **Considering an existing ECC Library site**

You may be interested in running your CRL from the existing ECC library site. This may be possible and will be considered on a case by case basis. You should let us know early on if you would like to use the current ECC site. You should note ECC rents some libraries (leasehold) and owns others (freehold). Appendix 2 contains the [ECC ownership status of each library](#). Exact details and arrangements for each property will be determined on a site-by-site basis. We will discuss these with you as part of the proposal development.

### **Leasing an ECC leasehold library site (where ECC rents part or all of the space):**

Where ECC lease a site, the default position is that a new lease will be negotiated directly between you and the landlord. Where this is not possible, the lease may be assigned or sublet to you until it expires (depending on the circumstances).

Assigning and subletting a lease:

- If a lease is assigned/sub-let to you, it will be on the same terms agreed between ECC and the landlord
- Most leases require the tenant to leave the property in the same condition as it was at the start of the lease. The landlord may charge repair costs for damages/wear (called dilapidations) if this does not happen. If the lease is transferred, ECC will pay the dilapidation costs for their lease period up to the point of transfer. After this, you become responsible for any new dilapidation costs.

Creating a new lease:

- You will need to work with the landlord to agree the terms of a new lease, including rent
- You will bear the costs of arranging the legal agreements
- It is possible landlords may ask for guarantees in some cases.

### **Leasing an ECC freehold library site (where ECC owns the building):**

You may wish to rent an ECC freehold site so that ECC becomes your landlord. ECC will decide if they are willing to offer a lease on a site-by-site basis and is based on whether they believe it is the best use of the site. But, where ECC are willing to lease the site:

- The duration and specific terms of the lease will be agreed in negotiation with ECC on a site-by-site basis
- The ECC lease will be on 'Full Repairing and Insuring' terms with a rent payable. This means you must pay rent and are responsible for all costs of running and maintaining the premises too
- You will have to pay any costs your organisation incurs in setting up the lease. (ECC will also pay its own costs incurred in this process)
- Premises will be taken in their current condition with a 'record of condition' forming part of the lease. A dilapidations assessment may apply at end of the lease
- You may want to start by leasing a building to help establish your service and a track record. This may help you raise funding to develop the service or buy a building at a later date.

### **Purchasing an ECC freehold library site (where ECC owns the building)**

If you are interested in purchasing an ECC building (and there is an option to do so) you'll need the general guidance in '[considering a new site](#)' as well as the specific information below.

If purchasing an ECC freehold site, we will sell at the prevailing market value based on existing use with an overage provision. This means:



- The transfer will include an overage provision which sets out a period during which the main use of the site must be as a library or other community service. Should the main use change during that time, the site be redeveloped or be sold, the owner will have to pay ECC a percentage of any increase in value
- Site value, availability and terms of any overage provision will be determined on a case-by-case basis. This will all be discussed with you as part of the proposal development and agreement process
- Where the property is registered with the Local Council as an Asset of Community Value (ACV), ECC has a [community asset transfer policy](#). This policy will be used to guide the terms of the transfer and possible discount applied.

### **Considering a new site (or a site you already use)**

The following considerations are useful when using a site you rent/own or intend to rent/buy. Some may also apply to purchasing an existing ECC freehold site:

- What is the best approach to ownership for your organisation; purchasing or leasing? This may depend on your available funding, budget or the level of flexibility you require
- What is the condition of premises? How much effort is required for facilities management, repairing and maintenance?
- How much will it cost to run the site? This can include rent, rates, utilities, maintenance and cleaning cost among others
- Will you be able to run a library safely and lawfully from these premises?
  - Will you be able to do a fire risk assessment which shows the health and safety risks are minimised?
  - Will other health and safety requirements be met?
  - Does the building include asbestos?
  - Will a risk assessment show the premises are as safe as reasonably possible?
- Will the building allow you to run a high-quality and inclusive service e.g. is it accessible to disabled people, toilet provision, etc.?
- What type of legal agreement will you have with new landlord? How will this affect your ability to raise future funding for service development? The more secure the agreement the better
- Are there any legal considerations that come with the property? For example, existing conditions or restrictive covenants. These could affect your intended use or future plans



- Could you generate income by allowing others to use the space?
- Is the location well served by transport links and accessible on foot? Is there potential for footfall from other local uses, for example a retail or community centre? What may be happening in the locality over the next few years, like redevelopment?
- What security measure will you have in place? For example, if you are using a village hall, how long are they prepared to commit to your usage of it?

## **Other existing support, advice and guidance**

There are several useful resources you may wish to look into.

The [Community Managed Libraries Network](#) is a peer-led network giving community managed libraries advice and support, with information about funding opportunities, events and training, together with guidance on General Data Protection Regulation (GDPR), safeguarding, etc.

The [Equality and Human Rights Commission](#) is Great Britain's national enquiry body. It publishes advice and guidance on equality law and how to comply with it.

[Power to Change](#) is an independent charitable trust that supports community business and may be able to offer funding.

[Locality](#) is a national network which supports community organisations, offers training and guidance, signposts to funding sources and organises events.

The [Essex Association of Local Councils](#) (EALC) is a member led association for town and parish councils in Essex. It offers a range of services to its affiliated members.

[Rural Community Council of Essex](#) (RCCE) is an independent charity and membership organisation working to help rural communities achieve a thriving and sustainable future. It provides a range of professional services for rural communities, including supporting affiliated groups that manage village halls and community buildings.

[Volunteer Essex](#) is a web portal for information about volunteering and support for volunteers and voluntary groups across the county. It includes links to volunteer agencies in each of the districts and boroughs.

It's clear from our community engagement events there's a lot of interest learn from and support each other with your CRLs. Therefore, ECC will create a community library forum/network which will be available for CRL representatives.

## **Case study summaries of existing Essex community libraries**

ECC already supports [seven community libraries](#) operating within the county. These were formed before the Essex Future Library Services Strategy was adopted and are run on different models (we are also aware of a couple of independent community

libraries that currently have no affiliation with ECC). We've included two examples below with information summarising their organisation, stock and services approach.

### Finchingfield Community Library

Based in a dedicated room in Finchingfield Guildhall, the library has been running for many years. Finchingfield Guild Hall Charity operate the library with a staff of volunteers they recruit and manage.

- The library's stock:
  - A wide range of adult and children's stock provided by Braintree Library (approx. 2,000 items) a selection of which is periodically refreshed
  - Uses their own system (for managing loans of stock).
- The library's services:
  - Open average six hours per week
  - Rhymetime sessions for babies and toddlers, run fortnightly by the volunteers
  - Public computer
  - Braintree District Council recycling bag distribution point
  - Battery recycling
  - Donated books for sale.

### Jaywick Community Library

The library was established in 2007 following relocation of the ECC provision in the area. It is operated by the Friends of Jaywick Library (FoJL), a community group formed specifically for this task. FoJL recruit volunteers to run the library from the public hall in a shared use space alongside other groups.

- The library's stock:
  - A range of stock totalling around 2000 items (including spoken word and DVDs) with approx. 20% owned and refreshed by ECC and the rest are donations to FoJL
  - ECC stock is refreshed when required at the request of FoJL.
- The library's services:
  - Open 16.5 hours per week
  - Public computer
  - Free WIFI
  - Photocopier, laminator and shredder
  - Tendring District Council food waste bag distribution point

- Various items for sale including magazines and jigsaws.

## **Section 4: Setting up and operating your CRL**

In this section we focus on running your library, from setting it up to running it day-to-day. This includes the kind of stock you'll offer, legal requirements for operating a service as well as the recruitment and training of your people.

### **Planning for success [Criterion 10]**

As the driving force behind your CRL you'll need to ensure the service is set up to operate successfully. This includes identifying what steps are needed to put things in place, how you'll approach them (including how long they'll take) and how you'll ensure they continue running smoothly.

### **Your experience with delivering a service**

As with any endeavour, it's useful to have experience within a similar environment, such as running a business or operating a service for the public. However, the key qualities you'll need are passion and commitment. We encourage and actively support anyone with an interest in creating a CRL to develop a proposal.

We recommend working with other motivated people to 'share the load' and develop the strongest possible proposal as a group. This could include getting the help of people with relevant skills and experience to advise you throughout the process. This is a great way to involve them even if they do not have the availability to commit full-time.

### **Developing a plan to set up your CRL**

There are many things which need to be in place before the doors of your CRL open for the first time. We will guide you through this process, but you'll need to consider the specifics of your circumstances. Try to list all the key elements that must be in place, how long they may take and whether they depend on other factors. Identifying these elements allows you to plan appropriately and develop a timeline for when each item needs to be completed.

For example, you may intend to use the village hall as your venue but it's not available until March due to repair works. Knowing this you can plan your launch for March (or later) and spend the time before then putting everything else in place. You could focus more on recruiting volunteers, setting up systems, creating publicity, research and securing funding.

### **Legal requirements for a CRL [Criterion 4/10]**

Here we list the main areas of law that must be met in order to operate a legally compliant service. We will provide guidance, information and training to support you. But, each CRL is responsible for ensuring their service (including its people and partners) are aware of and compliant with the law at all times.

### **Health & Safety**

#### **Legal Lookout**

It is vital you maintain health and safety (H&S) standards as part of your CRL. The Government's [Health and Safety Executive](#) provide comprehensive information on all areas of H&S. This includes first aid, manual handling and developing your H&S policy.

### **Data protection and GDPR**

As a CRL you will be handling your customers' data. You will need to know their contact details and what they have borrowed, and you may have other information too.

#### **Legal Lookout**

When handling personal data (names, phone numbers, addresses, etc.) you must comply with the [General Data Protection Regulation \(GDPR\) and Data Protection Act 2018](#) (the UK's implementation of GDPR). GDPR is a legal framework that sets guidelines for the collection and processing of personal information of individuals within the European Union (EU). The key principles are:

- Making sure people know what you are doing with their data, and that it is fair and obvious. This should be done by giving notice to people when they join your CRL.
- Only use information for the purpose for which it was collected
- Only collect the minimum data you need
- Ensure the data is as accurate as is possible
- Don't keep information longer than necessary
- Ensure data is kept securely and be careful before allowing information to leave the European Economic Area.

You need to ensure you comply with the GDPR. As a CRL you these principles should lie at the heart of your approach to processing the personal data of your people and library customers.

This means you must take the adequate steps to ensure data is kept secure.

### **Safeguarding**

You should put in place policies and procedural guidance for safeguarding children, young people and vulnerable adults. You should make all your people aware of these during induction. Your people should read the policies and procedural guidance to understand how to raise safeguarding concerns.

Safeguarding of your people is also of paramount importance. Your policies may need to include good practice and procedures for lone working, emergency library closures, emergency contacts, confidentiality, data protection and personal safety.

#### **Legal Lookout**

As a general rule, roles that have contact with, or lone supervision of, children, young people or vulnerable adults may require a Disclosure and Barring Service (DBS) check. The DBS service helps organisations make safer recruitment decisions and prevent unsuitable people from working with these vulnerable groups. The Government provides a [useful set of tools for determining who is subject to the DBS check process](#). In most circumstances DBS checks are free for volunteers.

Note: it is important to determine which roles are subject to DBS checks as it is illegal to make people in non-eligible roles undergo DBS checks. For example, not everyone who works in an Essex library is currently DBS checked. We can support you to help you comply with this law.

### **Legal Lookout**

Data protection (GDPR) is also a key concern in the safeguarding area as it can involve handling very sensitive information. For more information review the [Essex Safeguarding Children Board](#) and the [Essex Safeguarding Adults Board](#) websites to ensure your CRL is compliant with this legislation.

## **Equality and discrimination**

### **Legal Lookout**

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. The Government's [guidance on the Equality Act](#) explains who is protected from discrimination, the types of discrimination under the law and what action can be taken when someone has been discriminated against. The [Equality and human Rights Commission \(EHRC\)](#) is also a good source of information about this.

## **Copyright**

### **Legal Lookout**

Copyright is still a legal requirement that must be considered as part of operating a CRL. The Government provides [guidance on the use of copyrighted material](#).

Section 40A of the Copyrights Designs and Patents Act 1988 allows the loan of books etc. by CRLs if they are run either on behalf of ECC or on a not-for-profit basis.

## **Insurance**

### **Legal Lookout**

[Employer's Liability Insurance](#) is required if you employ people.

The following insurances are not legally required but, as you bear legal responsibility for your service, we strongly recommend you have cover in order to protect both you and your customers:

- Buildings and contents insurance
- Public liability insurance (cover for injury/damage to a member of the public or their property).

## **Employment law**

### **Legal Lookout**

If you decide to pay someone you will need to consider the relevant employment laws. Firstly, identify their [employment status](#) to determine their legal rights and your legal responsibilities. Common considerations include [employee contracts](#), [working hours](#), and [holiday entitlement](#). Use the [Government's guidance on employing people](#) to learn more.

## **Planning permission**

### **Legal Lookout**

The [Town and Country Planning Act 1990](#) requires planning permission to be in place for building works or for a material change of use in the premises.

The [Local Planning Authority](#) can confirm the situation and whether planning permission is needed for any proposed use.

## **Stock and stock management [Criterion 12/13]**

As part of your service you will offer physical items for your community to borrow. Most commonly this will be books, but you may wish to offer other items as well such as DVDs or boardgames. We will provide you with advice and guidance about how you can manage your stock. To get you started, we've compiled some information on stock you could offer and how you can track your stock.

### **ECC library stock**

You'll receive an initial donation of stock from ECC. If your CRL is in an existing ECC library location this will be proportionate to current usage. We'll determine the amount of stock you can receive during your proposal development. If you're setting up in a new location it will be at a level that we will agree with you during the proposal process.

ECC library stock will be available to your CRL after that, as part of ECC's support offer, via:

1. [Regular refresh](#): a quarterly bulk-loan of ECC stock to your library. During this period, you'll house and manage this stock
2. [Community library card](#): CRLs that are not part of the statutory service will be offered a community library card to reserve ECC stock on behalf of your members. You could then collect/return this stock to your nearest council-run library before/after your member uses the item.
3. Customers who use a CRL that remains part of the statutory service will be able to use their Essex library cards to access stock and reserve items.

## **Ongoing book stock provision**

A range of good quality, current book stock is highly beneficial for meeting the needs of customers and attracting borrowers. In addition to the [initial donation](#) and ongoing refresh of books from Essex Libraries, you may want to acquire more stock on an ongoing basis.

Many CRLs receive donations of books from local residents. These may be very good but can't be relied upon to guarantee a good range. You may need to purchase new stock to supplement any donations.

You can purchase books online, through bookshops, supermarkets and charity shops and from some specialist book wholesalers and publishers. Many community libraries organise fundraising activities to purchase new books. Some may sell donated stock that they no longer want or need.

You may also want to stock DVDs, audio books, newspapers and magazines. You must ensure you abide by any restrictions on the items you stock. For example, you cannot loan regular 'retail' DVDs (whether bought or donated), only 'rental only' copies.

## **Library management system (LMS)**

A record is needed, whether electronic or paper, to catalogue and keep track of a library's stock. Simply put, an LMS is an organised means of keeping this record.

ECC will provide restricted access to the Essex Libraries Library Management System (LMS) for CRLs that are part of the statutory service. This will allow the CRL to securely manage stock and user information. It may also be possible to add additional CRL stock, such as book donations.

We will provide training and support to help you use the LMS as well as show you how to manage your stock (see ['Training your people'](#) section below for more details).

If you set up a CRL that is not part of the statutory service, we can help with advice and guidance on the options available to help you manage your stock and users.

### **Legal Lookout**

An LMS is a key area for [data protection \(GDPR\)](#) compliance. You must take appropriate steps to protect the data of your people and customers.

## **Recruiting your people [Criterion 11]**

### **Volunteers**

Volunteering has many proven benefits for communities, organisations and individuals. People who volunteer often reduce their stress, find friends, connect with the community, learn new skills and even advance their careers. Giving to others can also help protect the mental and physical health of individuals.



Volunteering has been shown to work well in community libraries across the country. Consider the varied roles and time commitment needed for each when recruiting your volunteers. You can design volunteering opportunities to suit different people and levels of commitment.

[Volunteer Essex](#) is a county-wide organisation who work with local volunteer centres to co-ordinate volunteering across Essex. They can give you support and guidance on managing and [recruiting volunteers](#), [ways to help you keep them](#) and [Voluntary Sector Training courses](#) to support you.

The [Department for Digital, Culture, Media & Sport \(DCMS\)](#) has also provided a series of [exemplar documents and templates](#) to support volunteer recruitment and management.

### **Legal Lookout**

Be sure to review the [DBS check Legal Lookout](#) to determine if your volunteer roles require DBS checks. In many cases DBS checks for volunteers are free.

### **Employees**

You may wish to hire paid staff to deliver some, or all, of your services. This makes you an employer, meaning you'll have additional considerations and responsibilities. These may include how to structure your organisation, what funding you will allocate to their salary and the type of positions you'll hire. For example, you may consider [hiring an apprentice](#). Take a look at the [Government's Information on Employing People](#) to learn more about what's needed.

### **Legal Lookout**

Along with the standard requirement for [DBS checks on eligible roles](#), you will also be legally responsible for your people as their employer. More information can be found in the [employment law Legal Lookout](#).

## **Training your people [Criterion 4/10/11]**

### **ECC provided training**

As part of the CRL support offer, ECC have committed to providing [training to CRLs](#) in order to support the set up and ongoing delivery of your service.

The exact format and contents of this training will be determined in conversation with each CRL. In general terms, ECC will 'train the trainer' enabling you to then to train your own people.

### **Training plans**

We recommend creating a training plan to list what, when and how often you'll train your people. Consider each individual as some may need different or more frequent training. The plan will help you prioritise when and what knowledge you'll provide to your people.

## **Knowledge sharing documentation**

Like every organisation, it is likely you'll experience some amount of people 'turnover', with people leaving and joining your CRL. It is important to consider how you will preserve the knowledge of those moving on and provide this knowledge to those joining. Committing knowledge to paper increases your organisation's ability to cope with people changes (especially unexpected ones) and operate more smoothly.

Some ways of sharing knowledge are:

- Handbooks, or similar, are an excellent way to provide information to new joiners. They also allow your existing people an easy way to refresh their knowledge. Well-constructed handbooks allow your people to easily find information for themselves, resolving many queries quickly and efficiently
- Process documents, such as step-by-step guides, are great for clearly showing how to do certain tasks. Having a series of these documents for key, difficult or rarely used tasks greatly improves your people's ability to do them quickly and accurately when needed.

## Section 5: Readiness self-assessment

Throughout this pack, we've provided you with many things to think about ahead of developing your proposal. The [readiness self-assessment form](#) in appendix 3 gives a summarised list of 'things to think about' and provides a 'health check' for you to check how ready you are to go ahead. This form lists elements that are 'required' (things you must have) and elements to 'consider' (things that are optional). Using this form will help you identify what areas need most attention so you can focus your efforts.

### Using the form

The checklist's structure shows a direct link to the viability criteria. You can identify in what areas you are most ready and what areas require additional development.

AREA:	Category listed in the viability criteria
ITEM:	The item being considered
CRIT.:	The criterion to which the item relates
REQ/CON:	Whether the item is required by the criteria or optional
DESCRIPTION:	A brief explanation of the item
0-3:	Your level of readiness regarding this item (see below)
NOTES:	Space for you to make notes about your status, readiness, questions, etc.

For each item tick the appropriate readiness level column. The higher the number the more ready you are:

Readiness level 0: Not yet considered this

Readiness level 1: Considered this but need help or advice to move forward

Readiness level 2: Considered this and we are developing plans

Readiness level 3: Considered this and have specific plans

Where possible use the Notes column to add details (e.g. "Use the village hall"), capture a problem (e.g. "Village hall under repair 'til March.") or ask a question (e.g. "Ask CLS team if...").

Lastly, you will see some items are marked 'optional'. If you do not intend to offer or address this item simply mark it as 'readiness level 3' and note your plan is to not offer this.

## Contacting the CLS team

Thank you for reading this pack. We hope the information provided is useful. We will be happy to help with any questions you still have about your locality and specific circumstances. And we are here to [support and guide you](#) throughout your CRL journey.

For general queries please check the [Community Library Services web page](#). If you need further information, want to let us know you're interested in developing a proposal, or to talk to us about progress, please contact us at [community.libraryservices@essex.gov.uk](mailto:community.libraryservices@essex.gov.uk).

We look forward to working with you.

## Appendix 1: Useful links

### **ECC community-run library information**

The [Community Library Services web page](#) is the main location for all CRL information and updates.

The [Essex Future Library Services Strategy](#) states the approach to the provision of library services in Essex from 2019/20 to 2023/24.

### **Community library guidance**

The [Department for Digital, Media and Sport](#)'s provides guidance, ideas and considerations in their [Community Managed Libraries: Good Practice toolkit](#).

The [Community Managed Libraries Network](#) is a peer-led network giving community managed libraries advice and support, with information about funding opportunities, events and training, together with guidance on General Data Protection Regulation (GDPR), safeguarding, etc.

[Libraries Taskforce](#) builds upon and adds value to existing good practice, partnerships and other activities that are already supporting public libraries.

[My Community](#) support groups and organisations running community-led projects and plans to build and strengthen communities across England.

### **Community and voluntary sector**

The [Charity Commission](#) can give advice and support to charitable organisations.

The [Enterprise Support Alliance](#) provide many free workshops at locations around the county, including "Setting up a social enterprise".

[The Essex Alliance](#) raise the voice of the voluntary sector in Essex. They facilitate a stronger and more coordinated representation of the unified groups.

[The Essex Compact](#) is a voluntary agreement which aims to underpin and support better joint working between statutory agencies, such as local councils, and the voluntary and community sector. It sets out principles and standards for a good, open, fair relationship between statutory and voluntary agencies in working together fairly and productively to improve the well-being of people living and working in the area.

[Essex CVS](#) is an association of the district-based support and development agencies (sometimes called local infrastructure organisations) working to provide help and services to front line voluntary and community organisations across Essex.

[Locality](#) is a national network which supports community organisations, offers training and guidance, signposts to funding sources and organises events.

[Power to Change](#) is an independent charitable trust that supports community business and may be able to offer funding.

## **Data and information**

[Essex Open Data](#) holds a wealth of information on multiple subjects, from population statistics to organisation strategies. It provides access to a wide range of demographic information.

## **General business advice**

The [Business Support Helpline](#) for businesses provides free business advice and support on behalf of the Government.

[COBRA](#) (Complete Business Reference Adviser) has information, facts and figures designed to help potential and existing business owners. This service is free for Essex Library Services members (you can [sign up for free membership](#)).

## **Legal and safeguarding**

The [Disclosure and Barring Service](#) helps employers make safer recruitment decisions each year by processing and issuing DBS checks

[Essex Safeguarding Children Board](#) and the [Essex Safeguarding Adults Board](#) safeguard and promote the welfare of children, young people and adults in Essex.

The [Equality and Human Rights Commission](#) is Great Britain's national enquiry body. It publishes advice and guidance on equality law and how to comply with it.

The [Health and Safety Executive](#)'s mission is to prevent work-related death, injury and ill health. They provide advice and guidance on all things H&S.

## **Local council organisations**

The [Essex Association of Local Councils](#) (EALC) is a member led association for town and parish councils in Essex. It offers a range of services to its affiliated members.

[Rural Community Council of Essex](#) (RCCE) is an independent charity and membership organisation working to help rural communities achieve a thriving and sustainable future. It provides a range of professional services for rural communities, including supporting affiliated groups that manage village halls and community buildings.

## **Property**

Your [Local Planning Authority](#) provides planning information, advice and guidance.

The [Royal Institution of Chartered Surveyors' \(RICS\) small business property guide](#) is an excellent guide and source of knowledge, particularly when sourcing a new site.

## **Volunteering**

[Volunteer Essex](#) is a web portal for information about volunteering and support for volunteers and voluntary groups across the county. It includes links to volunteer agencies in each of the districts and boroughs.

## Appendix 2: ECC ownership of current library locations

All 74 ECC libraries are listed alphabetically below. ECC's ownership of the library site is shown as 'F' for freehold, 'L' leasehold or 'PFI' for a private finance initiative. This information will be useful if you are considering an existing library site for your CRL. You can find out about [current services, activities and opening hours for each library](#) online.

### A-C Libraries

Basildon (F); Billericay (F); Braintree (F); Brentwood (L); Brightlingsea (F); Broomfield (F); Buckhurst Hill (F); Burnham (F); Canvey (F); Chelmsford (F); Chigwell (F); Chipping Ongar (L); Clacton (F); Coggeshall (L); Colchester (L).

### D-G Libraries

Danbury (F); Debden (L); Dunmow (L); Earls Colne (F); Epping (F); Frinton (F); Fryerns (F); Galleywood (F); Great Baddow (L); Great Parndon (F); Great Tarpots (L); Great Wakering (L); Greenstead (F).

### H-O Libraries

Hadleigh (F); Halstead (L); Harlow (mixed F and L); Harwich (F); Hatfield Peverel (F); Hockley (F); Holland (L); Hullbridge (F); Ingatestone (F); Kelvedon (L); Laindon (F); Loughton (F); Maldon (F); Manningtree (F); Mark Hall (L); North Melbourne (L); North Weald (F); Old Harlow (L).

### P-S Libraries

Pitsea (F); Prettygate (L); Rayleigh (F); Rochford (L); Saffron Walden (F); Shenfield (F); Sible Hedingham (F); Silver End (L); South Benfleet (F); South Woodham Ferrers (L); Southminster (F); Springfield (L); Stansted (L); Stanway (L); Stock (L).

### T-Z Libraries

Thaxted (L); Tiptree (F); Tye Green (F); Vange (F); Waltham Abbey (F); Walton (L); West Clacton (PFI); West Mersea (F); Wickford (F); Wickham Bishops (F); Witham (F); Wivenhoe (F); Writtle (F).

## Appendix 3: Readiness self-assessment

This form provides several ideas for what a community-run library may offer. Use this checklist to determine your level of readiness (0 low – 3 high). If you choose not to offer an optional (consider) item mark it as 'Readiness Level 3' and note your plan is to not offer this.

Use the [Criteria Connections](#) for each item to learn more about the context and suggested approaches.

AREA	ITEM	CRIT.	REQ/CON	DESCRIPTION	0	1	2	3	NOTES
Vision	Vision	1	Required	You have a clear idea and ambition for the service you wish to offer					
Organisation	Organisation structure	2	Required	You know the organisational model you intend to use					
Organisation	Community support	3	Required	Your community want to use and support your service. In some cases, this may require a consultation with the community					
Organisation	Community needs	3	Required	You have considered the needs of your community					
Organisation	Plan for implementation	4	Required	You have a plan for setting up your library including general timeframes and dependencies					
Organisation	Legal compliance	4	Required	You are aware of the relevant laws and how you will comply with them, including: <ul style="list-style-type: none"> <li>- Copyright</li> <li>- Employment law (where necessary)</li> <li>- Data protection (GDPR)</li> <li>- Equality and diversity</li> </ul>					



				- Health and safety - Safeguarding					
Service	Opening hours	5	Required	You know when and how often you want your service to be open and understand how this meets the needs of your community					
Service	Service offer	6	Required	You know what services you want to offer and what is needed to enable this					
Service	Service requirements	6	Required	You have identified the requirements/restrictions in order to provide your services and how you will address them such as: - Appropriate space - Specialist equipment - Specific time constraints					
Service	Inclusivity	8	Required	You have a plan for ensuring your service is inclusive					
Property/ Space	Venue(s) location	9	Required	You have identified a safe, well-located venue(s) which can suitably house the service(s) you'll deliver					
Property/ Space	Venue(s) use	9	Required	You have identified if you need to apply for planning permission to use your venue(s) to deliver your service(s)					
People	Your availability	10	Required	You have the willingness and availability to set up your service					

People	Legal responsibility	10	Required	You are willing and prepared to accept legal responsibility for your service					
People	Management experience	10	Required	You have experience, or suitable guidance from an experienced person(s), in the management of people and a service					
People	Your people's availability	11	Required	You have people with the willingness and availability to deliver your service					
People	Your people's skills	11	Required	You have people with, or a plan to train your people in, the necessary skills for delivering your service					
People	Recruitment	11	Required	You have plans for obtaining people to deliver your service					
Stock	Range of stock	12	Required	You know the type of stock you will offer and how you will acquire it (now and in future)					
Stock	Stock management	12	Required	You know how you will store, process and manage your stock and ECC's stock securely					
Financial Sustainability	ECC grant support	14	Required	You have a clear plan for how you will use the ECC grant funding					
Financial Sustainability	Other funding	14	Required	You have identified other sources of income (e.g. grants/revenue generation)					
Financial Sustainability	Financial management	14	Required	You have policies and procedures in place for					

				managing your CRL's financial affairs					
Other	Publicity	3	Consider	You have plans for publicising your service (e.g. social media, website, information posters)					
Other	Insurance	4	Consider	You have identified the insurance you'll need to ensure both you and your customers are adequately protected.					
Other	Other digital services	6	Consider	Providing digital services such as: - Digital devices to borrow - Printer/copier services Note: be sure to consider the data protection requirements of offering these services					
Service	Digital services	7	Consider	CRL not part of statutory service: You have considered if the internet is needed. If you choose to offer public internet access you know how to provide safe public WIFI.					
Other	Insurance	9	Consider	You have identified the insurance required for your service, including: - Public liability - Buildings and/or contents					
Other	Amenities	9	Consider	You know what amenities you will offer to your people and/or your customers, including: - Toilet facilities - Parking availability					

				- Accessibility (e.g. for mobility needs or pushchairs)					
Other	Signage	9	Consider	You have considered the branding/signage needs (both internal and external) for your service					
Other	Service performance	12	Consider	You have a plan for measuring your service to see how well it's performing. CRL that is not part of the statutory service: ECC would need to be provided with a regular update about visitor and issues figures and number of users					
Stock	Tracking of stock	13	Consider	CRL that is part of the statutory network: You have considered adding your own stock to the ECC LMS.					
Stock	LMS	13	Consider	CRL that is not part of the statutory service: You have identified the system and equipment you are going to use to manage your stock and users					

## Appendix 4: ECC Support offer to CRLs

This table shows the support ECC will offer to CRLs.

Note: The [support offer is available in text-only format](#) in Section 2.

### Standard support offer

The standard support offer will be provided to all successful proposals:

#### Grant

Offer Description	Detail
3-year grant to assist with establishing a community-run library.  Could be used for: <ul style="list-style-type: none"><li>• maintenance</li><li>• furniture/furnishings costs</li><li>• property rent/associated costs</li><li>• purchasing additional stock</li><li>• purchasing/funding public computers and internet access.</li></ul>	Grant for 3 years - Year 1: £8,000 Year 2: £7,000 Year 3: £3,000

#### Stock

Offer Description	Detail
<b>Initial donation</b> - one-off donation of book stock.	The number of books will be agreed on a case by case basis and proportionate to usage.
<b>Regular refresh</b> - An additional ongoing bulk-loan of books from the council's stock, in proportion to usage which will be rotated quarterly.	The council deliver to and collect from community-run library.
<b>Community library card</b> (available to CRLs that are not part of the statutory service)	The council will provide a library card allowing the community-run library to reserve and collect from the council's stock from council-run locations on behalf of its users.

#### ECC Outreach and engagement

Offer Description	Detail
<b>Activities-</b> CRLs that are part of the statutory network will receive ongoing support and visits by library staff to deliver outreach activity in the best place for children and adults.	Designed on the basis of community need.

We will help train and support CRLs that are not part of the statutory service to deliver outreach activities in the best place for children and adults.	
<b>Support and guidance -</b> We will provide ongoing support, advice and guidance. Cascade training “train the trainer” will also be provided for areas such as keeping data safe, how to ensure the library is inclusive, or how best to deliver specific activities such as baby and toddler Rhyme time.	Included.
<b>Sharing of best practice -</b> The council will create a community library forum/network enable those running CRLs to get together regularly.	Included.

## CRLs that are part of the statutory service digital package

In addition to the standard support offer, all CRLs that are part of the statutory service will also receive:

### Digital Access

Offer Description	Detail
<b>Library management system</b> – Restricted access to the ECC library management system, with training and support (see <a href="#">‘Training your people’</a> section above), to manage stock and user information	Included.
<b>Safe public WIFI</b> - ECC will provide safe public WIFI so that your customers can safely access the internet, although your group may need to provide some or all of the hardware (computers or tablets) for this.	Included.

## Appendix 5: Viability criteria for proposals (expanded)

Your proposal will need to be designed to meet the following criteria at minimum. 'Strong' proposals, which exceed these criteria, are more likely to be successful.

Note: You do not need to meet these criteria at the start of the process, the CLS team will provide guidance and assistance so you can develop a strong proposal in line with the criteria before submitting your formal proposal.

### Criteria table

Criteria Number	Area	Minimum criteria for final proposal
1	Vision	A clear vision for the CRL and how it will benefit local people
2	Organisation	A formally established organisation
3	Organisation	Evidence of community support
4	Organisation	Plan for how the CRL will be set up and comply with relevant laws
5	Service	Minimum opening hours a week that suit local needs (to be agreed in negotiation)
6	Service	A library offer that benefits a local community within the Essex County Council area
7	Service	If your offer includes provision of internet access to your customers, a clear statement on how you intend to keep access safe and secure. CRLs that are part of the statutory service will be provided with safe and secure public WIFI.
8	Service	An inclusive service
9	Property/ Space	Venue(s) that is/are suitably located, fit for purpose, safe, open to all and its/their use for the proposed service is lawful
10	People	People with the capacity to set up and manage the service
11	People	People with the capacity to deliver the service
12	Stock	A policy to manage the stock in a way that reflects the diversity and needs/interests of the local community
13	Stock	CRLs that are part of the statutory network to manage all ECC stock via the ECC Library Management System

14	Finance	Financially sustainable proposal
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## Criteria explained and expanded

Each criterion is expanded and explained in further detail below. We explain what they mean, why they have been set and possible ways a proposal could evidence they have/will be achieved. Possible proposal evidence examples are merely suggestions for what you could provide. We'll provide guidance, but you have the freedom to decide what best demonstrates your proposal's strength when submitting.

### Criterion 1: A clear vision for the CRL and how it will benefit local people

#### Explanation:

- You can clearly state your ambition and passion for setting up a community-run library in your area
- You can provide a clear overview of what services you want to deliver, where, to whom and how your community will benefit.

#### Why this criterion is included:

- My Community's [Community Libraries: Key Considerations](#) guide advises: "It is important for any library transformation to be based around long term and shared aspirations by the community and the local authority."
- [Essex Future Library Services Strategy 2019-2024](#) says: "Empower and support communities and groups to shape and manage community-run library services that best meet the needs of the community they serve"

#### Possible proposal evidence:

- A written statement of your service vision, a summary of your local community's needs and how the service offer will meet those needs.

### Criterion 2: A formally established organisation

#### Explanation:

- Your organisation has a suitable legal status, with a written governing document, to accept funding and provide the proposed services.

#### Why this criterion is included:

- Any organisation delivering this type of service must be clear about its status. Also, who owns it, who is accountable for what happens and who make the decisions or how they are made
- [Government toolkit states](#): "Any organisation considering taking on the responsibilities of managing a community library needs to be a formally constituted body, with a representative and accountable governance structure."



- [mycommunity.org.uk](https://mycommunity.org.uk) states: “This will help protect the individuals involved from personal liability and give your community anchor organisation clear governance procedures, an identity, continuity and credibility.”

**Possible proposal evidence:**

- Registration paperwork confirming status as, e.g. a registered charity or social enterprise or a copy of adopted constitution
- Appropriate preparations to obtain status pending proposal approval

**Criterion 3: Evidence of community support**

**Explanation:**

- You have engaged with your community to secure their interest and support. This can be to use and/or deliver your services.

**Why this criterion is included:**

- We have assured there will be local community conversations where there are proposals to establish a CRL. This provides transparency in the process. It also ensures only appropriate groups are entrusted with providing these services
- My Community’s [Community Libraries: Key Considerations](#) guide states: “To successfully take on a community library, organisations will need substantial community support. They must be sure that there is a strong desire in the community to retain or develop the library service.”

**Possible proposal evidence:**

We need a short statement saying what you have done to engage with the community and what the outcome of that is. This could be accompanied by:

- Statements of support from local groups showing the want to use the service (e.g. schools, book clubs)
- Statements of interest from local businesses to co-locate their services in your venue (e.g. advice services, Sing & Sign classes)
- Letters of support from local residents
- Results of a local survey

**Criterion 4: Plan for how the CRL will be set up and comply with relevant laws**

**Explanation:**

- You have an understanding of the steps needed to establish your service. You will address the points raised in this information pack and know who will be responsible for this.

**Why this criterion is included:**

- [Government toolkit states:](#)

- “Before entering into a contract arrangement, a council needs to work with the community organisation to ensure it’s aware of, and can be compliant with legal requirements relating to safeguarding, copyright, data protection and the General Data Protection Regulation (GDPR) etc.”
- “Communities may wish to create a project plan which covers the proposal and business planning stage, the transfer of assets, potential refurbishment, recruitment, training and development of volunteers and any maintenance and anticipated delays.”

**Possible proposal evidence:**

- A plan showing the key activities to establish your service in the selected venue(s). The plan should state how appropriate policies and procedures will be put in place and when (if possible or appropriate).

**Criterion 5: Minimum opening hours a week that suit local needs (to be agreed in negotiation)**

**Explanation:**

- Your service’s opening hours are scheduled at a time when your community want to use it.

**Why this criterion is included:**

- [Essex Future Library Services Strategy 2019-2024 states:](#)
  - “Community-run libraries will be able to set their own opening hours, subject to a negotiated minimum number of hours”
  - “To be agreed by community-run library but there will be a negotiated minimum number of hours if the community-run library is to receive council support.”

**Possible proposal evidence:**

- Proposed minimum opening hours
- List of proposed initial opening hours
- Explanation of why the initial hours benefit the community (e.g. open 15:30 – 17:30 for homework club)
- Plans for ensuring availability of your staff/volunteers to fulfil these hours

**Criterion 6: A library offer that benefits a local community within the Essex County Council area**

**Explanation:**

- You have a clear plan for what services you will offer. You know how you will monitor and report on the service to ensure it continues to meet community needs. You know how you'll do this throughout the ECC funding period and future.

**Why this criterion is included:**

- [Essex Future Library Services Strategy 2019-2024 states](#): “As we work to support community-run libraries we will offer guidance, resources and support to help them reflect the core offer, but it will be up to each community-run library to determine their offer to best suit local needs.”
- [Future Libraries Programme 2019-2024 \(FP/461/06/19\) cabinet report states](#) that ECC expects CRLs to provide an ‘inclusive and high quality’ service’
- [Government Toolkit states](#): “The group will need to be clear on business case objectives and purposes (...) illustrating how the group would benefit by the proposal and how this would be measured and evaluated (...).”

**Possible proposal evidence:**

- A plan showing your services and the requirements to supply and manage them (e.g. homework club, computer access, toddler groups)
- Plan for monitoring and evidencing how your service meets the needs of your community

**Criterion 7:**

If your offer includes provision of internet access to your customers, a clear statement on how you intend to keep access safe and secure. CRLs that are part of the statutory service will be provided with safe and secure public WIFI.

**Explanation:**

- You have a choice to offer public internet access to your customers. If you choose to provide it, ECC will ensure that a safe public WIFI is provided if you are a CRL that is part of the statutory service
- If your CRL is not part of the statutory network, we will provide you with guidance and advice. This covers what measures you could put in place to ensure that your customers can access the internet safely and securely

**Why is this criterion included:**

- As part of the statutory service, ECC has a duty to ensure appropriate safeguards will be in place for all services

**Possible proposal evidence:**

- A statement confirming that you will use the safe public WIFI provided by ECC (CRLs that are part of the statutory service)
- Details of how you will ensure safe and secure internet access (CRLs that are not part of the statutory service)

**Criterion 8: An inclusive service****Explanation:**

- You will encourage use by all members of your community regardless of age, additional needs, gender, sex, race, religion or belief. You will not discriminate

on these grounds nor any others that breach the Equalities Act 2010. You will enable all users to engage with a wide range of reading materials representing diverse interests, take part in learning activities and connect with your community.

**Why this criterion is included:**

- Ensures compliance with the [Equality Act 2010](#)
- [Essex Future Library Services Strategy 2019-2024 states](#): “Libraries reach and support the whole community regardless of age, gender, socioeconomic status or educational attainment.’ (...) Ongoing council support through advice, guidance and training to the community-run library to train and cascade information to their volunteers such as Equality and Diversity training.”

**Possible proposal evidence:**

- A service inclusivity statement and/or charter
- Training plan including appropriate guidance for accommodating people of different abilities, faiths, genders etc. (equality and diversity training)
- Plan for venue additions/modifications to assist with accessibility
- Engagement plan for interacting with and encouraging use by all groups

**Criterion 9: Venue(s) that is/are suitably located, fit for purpose, safe, open to all and its/their use for the proposed library service is lawful**

**Explanation:**

- Your venue(s) provides enough space and facilities for delivering the services you propose to the people of the community. It has suitable access and accessibility, and its use for the CRL is lawful. Its location means your service introduces, complements or adequately transitions delivery of library services in the area.

**Why this criterion is included:**

- Compliance with [Health and Safety at Work etc. Act 1974](#) and [Equality Act 2010 \(re disabled access\)](#)
- [Government toolkit states](#): “Community groups will be responsible for the health and safety within the library and for those working in and visiting it once they take possession.”
- To comply with the Town and Country Planning Act 1990 and Town and Country Planning (Use Classes) Order 1987
- To ensure the use is not in breach of any lease terms or covenants on premises

**Possible proposal evidence:**

- The address and ownership status (own/lease) and condition of the venue(s) you intend to use
- Confirmation the venue location(s) does not compete with other community-run/council-run libraries. It is either further than two miles away or your service will complement/transition theirs. ECC will assess this on a case-by-case basis
- What work is required to open the venue and how this is to be undertaken
- How the venue(s) is accessed (e.g. transport links, parking)
- An assessment of how accessible the building and its facilities are
- Plans for how the space will be used to deliver the services
- Any correspondence with the local planning authority setting out permitted use
- A planning permission if necessary
- A copy of any lease if necessary

**Criterion 10: People with the capacity to set up and manage the service****Explanation:**

- You have willing people capable of setting up and running the CRL. They will ensure systems are in place to meet the obligations placed on the organisation

**Why this criterion is included:**

- [Government toolkit states:](#)
  - “The council needs to assess the likely skills, experience and capacity of volunteers to take on the management of a library.”
  - “Before entering into a contract arrangement, a council needs to work with the community organisation to ensure it’s aware of, and can be compliant with legal requirements relating to:
    - safeguarding
    - copyright
    - data protection and GDPR
    - Public Lending Right
    - data provision
    - health and safety
    - public liability and contents insurance”

**Possible proposal evidence:**

- Organisation/management structure showing who is responsible for set up and/or running the CRL
- Names of key personnel and their relevant experience. This may also include a list of highly experienced advisors who will mentor/guide the proposer in setting up and running the service.

**Criterion 11: People with the capacity to deliver the service****Explanation:**

- You have enough people with the appropriate knowledge and abilities to deliver the service to the community. This includes plans for appropriate recruitment and training as needed.

**Why this criterion is included:**

- [Government toolkit states](#): “Council needs to assess the likely skills, experience and capacity of volunteers to take on the management of a library.”
- [Essex Future Library Services Strategy 2019-2024 states](#): “Training and guidance will be offered to community-run libraries in how to recruit, train and support volunteers. This will include advice on ensuring DBS (safeguarding) checks - which are free - are completed on community-run library volunteers if necessary.”

**Possible proposal evidence:**

- Recruitment plan stating approach to staffing (employing/volunteering) and how to obtain them. This should include plans to complete DBS (safeguarding) checks (where applicable)
- List of people pledging their time to staff and/or manage the library
- Training plan to provide employees/volunteers with relevant skills to ensure a good service.

**Criterion 12: A policy to manage the stock in a way that reflects the diversity and needs/interests of the local community****Explanation:**

- You will offer a range of stock that meets the needs of your community and an idea of how you will grow your range (outside of ECC offer if appropriate). You will ensure ECC stock in your CRL is looked after appropriately, tracked and can be returned at the end of each refresh period.

**Why this criterion is included:**

- [Government toolkit states](#): “To attract borrowers community managed libraries need a range of quality book stock that meets user needs. Stock needs to be reviewed, renewed and replaced to keep collections current.”

- [Essex Future Library Services Strategy 2019-2024 states](#): “Place books and reading at the heart of our library service offer.”

**Possible proposal evidence:**

- A written statement describing the type of stock you will offer. A plan for how you might grow your stock if appropriate (e.g. donations, making use of community library card etc.)
- Details of how and where ECC stock will be stored when not on loan, e.g. suitable shelving, security measures in place

**Criterion 13: CRLs that are part of the statutory network to manage all ECC stock via the ECC Library Management System.**

**Explanation:**

- If you are part of the statutory service, you will use the ECC Library Management System (LMS) to issue and manage stock and user information.

**Why this criterion is included:**

- To assist ECC with:
  - Its mandate to report public lending rights (PLR) figures when required under the [Public Lending Right Act 1979](#)
- Stock refresh management and logistics. This allows ECC to provide an appropriate, efficient and scalable service to CRLs to meet the needs of community groups as expressed in CRL community engagement workshops (Spring 2019)
  - The desire to operate modern, efficient library services rather than rely on pen and paper
  - To generate accurate data on the levels of use of the CRL which will continue to be included alongside data on the council-run network
  - Address concerns for managing a high volume of stock in larger CRLs.
  - To enable library users to continue to access library services with their existing card in a similar way to now, even though provision is being run by the community rather than ECC

**Possible proposal evidence:**

- Training plan which includes LMS training
  - Note: initial ‘train-the-trainer’ training provided by ECC.

**Criterion 14: Financially sustainable proposal**

**Explanation:**

- Your service can be set up and run for at least five years with the funds available to you (from ECC or otherwise). You have a clear plan for

monitoring and reporting on how the money will be spent. You have identified plans to ensure you can continue delivering your service after the funding from ECC has ceased.

**Why this criterion is included:**

- [Government toolkit states](#): “A successful business case will need to include a financially viable and sustainable business plan. Initial financial projections should include funding arrangements for a 3 or more years. Community groups should be required to show anticipated income, expenditure and cash flow; and state their resource requirements and how these will be generated and sustained. This is to ensure that the community managed library will be sustainable in the longer term.”
- [Essex Future Library Services Strategy 2019-2024 states](#): “We will explore additional sources of funding for our services, including:
  - encouraging local fundraising to support local delivery of library services. (...)
  - generating income from hire of library space, chargeable events, sale of complementary products and by reviewing our current chargeable services. (...)”

**Possible proposal evidence:**

We will normally expect to see a plan showing the expected costs and the proposed income of your service. However, if your organisation is already viable and secures financing, a full plan might not be required. A financial plan should include:

- Financial projection and expenditure plan over the 5-year period (incl. breakdown of anticipated costs)
- Plan for monitoring and evidencing how your service has spent grant money
- Risk assessment (inc. financial risks)
- Details of alternate sources of funding obtained/applied for (e.g. grants or revenue generation)
- Clear proposals for identifying and securing additional, sustainable funding beyond ECC funding period.



**This information provided by:**  
**Essex County Council**  
**Community Library Services**

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The information contained in this document can be translated, and/or made available in alternative formats, on request.

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