

# **Beacon Villages Community Library**

## **Business Plan**

**Draft**

**27 July 2011**

## **Contents**

- 1.0 Executive summary**
- 2.0 Mission statement**
- 3.0 Governance, constitution and management**
- 4.0 Marketing and community engagement**
- 5.0 Library services and inclusivity**
- 6.0 Opening hours**
- 7.0 Staffing and volunteer commitment**
- 8.0 Finance**
- 9.0 Key issues and risks**

## **Appendices**

- A. Library population breakdown**
- B. Constitution: Ivinghoe Town Hall**
- C. Constitution: Beacon Villages Community Library**
- D. Engagement plan**
- E. Library manager job description**
- F. Summary of annual running costs and funding**
- G. Parish council bridge funding**
- H. Friends scheme**

## 1.0 Executive Summary

Buckinghamshire County Council (BCC) has to achieve significant savings in its budget. It has elected to reduce the cost of the library service by transferring 14 libraries from a wholly funded model to a community partnership model. Ivinghoe Library is one of the libraries affected.

The model offers exciting opportunities for Ivinghoe Library to become more user focused. Costs will be reduced and funding will be diversified as part of a plan that will see the library working towards the long-term goal of building sustainable commercial income. It is proposed that the library be moved into community management on 5 April 2012.

However, the transition will take time. Ivinghoe Library is popular and well supported, with more than 500 borrowers last year. But it is important to recognise that it has a significant challenge that will limit the capacity for fundraising and volunteering in the short term.

While the library is situated in Ivinghoe, in fact three-quarters of service users come from further afield, mainly Pitstone, Cheddington, Marsworth and Edlesborough (Appendix A). With only 1,000 residents and considerable existing charitable pressures, Ivinghoe itself has limited capacity for fundraising and volunteering. It is therefore crucial to ensure that residents from all the Beacon villages feel 'ownership' of the library.

Building engagement across this diverse and fragmented area is a significant exercise that, based on other local examples, might reasonably take 24-36 months. To reflect the wider catchment area and encourage ownership, the library will be renamed Beacon Villages Community Library (BVCL) and is referred to as such throughout this document.

Given these circumstances, it is not credible to suggest that the community could sustain significant costs immediately. Instead we are planning for a realistic, gradual build up of volunteers and income over the 3 year plan.

Notwithstanding this constraint, this document still outlines a plan to deliver a saving to BCC against their current costs of approximately 30%.

### Community partnership

The library is uniquely based below the village hall room in Ivinghoe Town Hall. In February 2011 the new shop and post office moved in, creating a valuable community hub. The convenience of local amenities being so closely associated is already paying dividends, with library users helping to sustain the new shop, and post office customers joining the library. This is crucial for the community but after the closure in 2007 of the youth hostel it is also vital to keeping the local economy viable.

Under community management, this important role will be recognised and enhanced. The library will be run by a management committee established as part of Ivinghoe Town Hall, the existing charity already responsible for the building where the library is based. This connection will facilitate the continued development of a vibrant hub and interaction with the village hall room, shop, post office and other local organisations, clubs and facilities.

### Services

While books and learning are at the centre of what that library provides, its other key role is as a one-stop-shop for civic and social information, signposting to local and national public services. Under community management this important role, which has gone under

the radar in the present arrangements, will be enhanced, with the library providing more local information to encourage Beacon Villages' residents to support their wider community and economy.

This specialist task in providing wide-ranging signposting and information, and active community development across five villages and beyond means that BVCL will continue to require the services of the existing skilled library manager (Appendix E), supported by unpaid volunteers.

Bearing in mind the constraints outlined above, in year one BVCL plans to match the service provided by BCC. With volunteer support BVCL plans to extend the opening hours to match those of the shop and post office to encourage usage and 'cross-pollination'. In future years, as community engagement grows, BVCL will develop, tailor and improve the service in consultation with the community to better meet its needs.

BCC will continue to provide book stock at the existing level, IT equipment and systems to connect BVCL to the Bucks Library service, and a support grant. BCC will continue to provide management and payroll support for the library manager.

### Finances

Costs will be reduced through efficiencies and because BVCL will no-longer benefit from a paid library assistant.

Funding will come from a number of sources (Appendix F). In year one:

- Rent from the neighbouring shop/post office
- A BCC support grant and credits
- Commercial income/fees and charges (including a Friends scheme, Appendix H)
- Bridge funding from parish councils (Appendix G)

Charitable and business grants will be sought for growth and development or capital projects in future years, but are not considered a reliable source of revenue funding. Over the first three-year operating period BVCL aims to build a minimum one year operating reserve of £20,000.

### Community engagement

The most pressing challenge for BVCL is community engagement. To encourage engagement, BVCL has embarked on a thorough and targeted programme to reach out to the parish councils, local schools and other influential existing networks such as clubs and societies in each of the five villages.

In tandem, a community-wide survey of Beacon Villages Top Reads is underway to promote links to the library and seek supporters, volunteers and donors. These and other activities will be planned to encourage a sense of wider community ownership and responsibility. (See Appendix D.)

### Risk assessment

The key financial risks identified are:

- Insufficient support from BCC during the first three years and longer term
- Inability to raise sufficient funds from the community (because of the fragmented nature of the community and lack of connection with neighbouring villages)

- Decreasing availability of funding from local businesses and charitable foundations as the recession continues and demand increases from the growing number of community libraries

Other risk factors include:

- Recruiting and retaining a sufficient number of volunteers to support the extended hours
- The size of the library room itself will limit what services can be provided on the library premises (including revenue raising activities)

Factors which will contribute to the success of BVCL:

- The existing good will towards the library
- The existing library manager
- The increasing number of registered users, boosted by the shop/post office footfall
- A group of committed enthusiastic villagers who have campaigned for the library

## 2.0 Mission statement

In its present form, Ivinghoe Library is much more than a room filled with books. Library users visit to borrow books but also to:

- Find answers to countless other civic questions (such as “how do I apply for a bus pass?” or “when is my recycling collected?” or “Am I eligible for the Passport to Leisure card?”)
- Meet and connect with other people
- Show support for their community and ‘keep the village/area alive’.

These important functions will be put at the heart of the BVCL.

The board mission of the BVCL is to:

- Provide access to information, education and literature to all residents of the Beacon Villages to inform, entertain, inspire and empower the community
- Support a thriving heart at the centre of the community to ensure that it remains sustainable for the future for the benefit of all, as part of a hub with the shop, post office and village hall

To achieve this BVCL will:

- Be a knowledge hub open for all residents of Ivinghoe and the surrounding Beacon Villages, providing books, information and signposting (as far as possible, no-one should leave without knowing the answer to their question or how to find it)
- Reach out and engage with the wider local community to build and support it
- Involve the community through volunteering opportunities, the Friends scheme and regular community meetings to ensure that they can direct the future direction and shape of the service
- Tailor and develop the service to better meet the needs of all age groups and all parts of the community
- Continue the existing library operation as part of the BCC library service network to provide flexibility, continuity and convenience for the community

BVCL will also continue to provide information and advice for passing tourists (who often visit to ask questions about local footpaths, refreshment and food services, and local B&Bs). Though indirect, this is an important benefit for the community because it helps to safeguard income to the local economy, which helps to guarantee its sustainability for the future for residents.

## 3.0 Governance, Constitution and Management

Plans for the BVCL have so far been driven by a core of active supporters. Initial public meetings were held between December 2010 and February 2011. At a public meeting in March the Friends of Ivinghoe Library community group was formed and a committee elected. In April a working group comprising the committee and several other willing supporters began to meet fortnightly to develop a business to convert to a community library. This plan is the result of those meetings.

The Friends of Ivinghoe Library committee proposes that the group should be renamed the BVCL Management Committee and absorbed into the Ivinghoe Town Hall charity as a sub-committee.

Ivinghoe Town Hall is a registered charity (number 300287) that already runs the building in which the library is based. Initial enquires with the Charity Commission have confirmed

that the management of the library would be consistent with the Ivinghoe Town Hall's charitable objectives, and that this could be achieved by delegation to the BVCL Management Committee.

Discussions with BCC confirmed that the library room can be brought under the same lease, which is due to be renewed in August.

The constitution of the Ivinghoe Town Hall charity is attached in Appendix B and the proposed constitution of the BVCL Management Committee, setting out how it would operate as a sub-committee of the Ivinghoe Town Hall charity, is attached in Appendix C.

BVCL financial control will be exercised through the treasurer and monthly cash flows statement and projections will be maintained. Accounts will be prepared in accordance with the requirements of Ivinghoe Town Hall management committee and the statutory requirements as monitored by the Charity Commission.

Operating in this way confers several benefits. Firstly it allows the creation of the community library to happen swiftly because the organisational structure and governance already exists. Activities such as fundraising could begin immediately.

Secondly, it allows the creation of a true community hub, bringing together a wealth of community groups and local services into one place for the benefit of all.

The charitable object of the Ivinghoe Town Hall charity is: "To manage and administer ... Ivinghoe Town Hall ... for the use of the peoples and organisations of Ivinghoe and the neighbourhoods". Under its constitution, it supports a number of other local groups, such as the WI, who are members of the charity and are represented on its committee. As such, being a sub-committee of Ivinghoe Town Hall would offer the unique opportunity of significant connection with the wider community and community groups. This would help to fulfil the important function as a community hub.

The model is also flexible. Should it be appropriate in future, it would be possible for the library to be established as a separate charity, which would become a member of Ivinghoe Town Hall, thus retaining the crucial link.

The main functions of the BVCL management committee will be:

- Financial management and accounting
- Income generation
- Marketing and community engagement
- Recruiting volunteers
- Event management
- Policy, procedure, data protection and regulatory/legislative considerations and obligations
- Health and safety and risk management
- Liaison with BCC and other organisations

Sub-committees will be established to lead on some of these areas, with sub-committees reporting back to the management committee monthly. In addition, the committee will be supported by the paid library manager (job description, Appendix E), whose role will include:

- Training of volunteers (including committee members)
- Management of volunteers
- Volunteer rota management
- Health and safety

- Day-to-day interaction with BCC

### 3.0 Marketing and Community Engagement

#### The BVCL challenge

As referenced above, BVCL faces a particular geographic challenge.

The library provides a popular and well used service with more than 500 borrowers last year and more people using other aspects of the service, such as using the computer terminals, and even tourists asking for information and advice.

However, the community is fragmented. Although the library is based in Ivinghoe, 76% of active borrowers reside in Pitstone, Cheddington, Marsworth and Edlesborough, including a small number from other surrounding villages (appendix A). This wider group is not a natural community. There is strong support and engagement from existing library users, but it is important for the future to engage the wider community, extending beyond Ivinghoe and into the neighbouring villages.

This will be a major undertaking because BVCL will need to reach out into each of the five main villages, meaning that unlike other libraries it must reach out to not one but five parish councils, schools, WI branches etc. This will be a tough task. But is crucial to build the sustainable support that is required to raise funds and recruit volunteers. Ivinghoe is too small to do this alone.

While the immediate challenge is significant, the long-term prospects are good. Once engaged, the wider community will offer a larger and more diverse base for fundraising, and the larger number of 'partner' organisations will offer greater sustainability. And the benefits are greater: the library will support not one but five sub-communities – it will bring them together to achieve what none could do alone.

#### Engagement plan

For the business plan to be credible, it is important to be realistic about timing. In the longer term the community is of a sufficient scale to support this service. But in the short term capacity for fundraising and volunteering are limited. Building engagement will take time. For example, the recently opened [North Marston Community Shop](#) took three years to develop sufficient support to move from an initial community meeting to reality – and that was in one village.

BVCL will therefore match the service provided by Bucks CC in years one and two, while it undertakes a series of activities to build community support and engagement. Once this is secured, BVCL will be in a position to work with the community to inform service improvements and refinements – and to raise money from the community.

As such, community engagement is the most pressing challenge for BVCL. The engagement plan takes a two-pronged approach: 1) Targeting specific influential organisations, and 2) mass communication to the entire community.

These and other activities will be planned to encourage a sense of wider community ownership and responsibility.

Targeted activity focuses initially on engaging with four local schools and six WI branches, with plans to extend to others groups later. Mass communication is achieved via the village



newsletters and websites, local press, the [Friends of Ivinghoe Library website](#) and email newsletter, village notice boards, and the village fetes.

BVCL plans to collect regular feedback to inform service improvements from an annual survey. The first is anchored around a survey that is underway to identify the Beacon Villages Top Reads – a list of our community's favourite books. The results will be used as an engagement tool and for promotional purposes. Additional market research questions will inform fundraising and service development plans. (Full details provided in the Engagement Plan, Appendix D)

## 4.0 Library services and inclusivity

Providing an inclusive service that is available to people of all ages and backgrounds from all of the Beacon Villages is at the heart of the BVCL plan. The vision is for BVCL to play a major role as part of a 'community hub', alongside the shop, post office and village hall facility that are all provided in the Ivinghoe Town Hall building.

Initially, BVCL will match the services currently available. It will continue to be linked to the County Library Management Computer System, Spydus and customers will continue to use a standard County Library card to borrow, reserve or renew stock. Stock can be returned to BVCL or to any County Library. Digital library services provided centrally, eAudio downloads, reference and "exclusive resources" and other future digital services will be promoted.

BVCL will also offer facilities such as photocopying, information on local events, magazines, newspapers and access to a range of books, including large print and audio books. The library will continue to provide the wider information role that it currently offers, helping service users with civic enquiries.

As engagement and volunteer resource grows, BVCL will seek to extend and improve this role in a number of ways and to better tailor the service to the needs of local people. The precise detail of what we will offer to achieve this will evolve over time as our capabilities and our understanding of the wishes of the people in our area develop.

Initial ideas include:

- Extending opening hours to ensure that people of different age groups and background are able to use the service (for example early opening to attract parents returning from the school run and later/weekend opening to attract full-time workers)
- Additional story time and sessions for children
- Computer sessions for adults
- Sessions to introduce library users to digital services such as [Ancestry.com](#) (possible family history group)
- Local history sessions designed to bring together children/young people with older people who have lived in the village for many years
- Community group area/resource to share details of the services and information available from local clubs, groups and organisations, as part of the library's role as a community hub
- Ensuring the volunteering opportunities are open to young people through Duke of Edinburgh, school community service schemes etc (secondary school pupils are among those who use the service least)
- Offering a homework club

- Establish a range of extra-curricular activities such as author talks through the Friends of the Library
- Explore possibility of e-books and/or using Kindles – possible way to expand access to greater range of books despite space constraints
- Scheme to share books among residents alongside the library, or to seek book donations
- Offering a toy library or toy sharing service

## 5.0 Opening Hours

Unlike Ivinghoe Library as it stands, BVCL will not benefit from a library assistant. In the short term, BVCL will use volunteer support to match the existing opening hours.

As soon as a greater level of volunteering support is available, BVCL plans to extend opening hours to align with those of the shop and post office next door, helping to create a community hub. Evidence so far suggests that the ‘convenience factor’ is working: library membership is creeping up every week as visitors to the shop and post office pop in and join.

The shop is open for 52 hours to the library’s 14 so the library will need to work up to the ultimate goal of aligned opening hours. Therefore the initial aim is to try to match opening hours on the days that the library is open (Tuesday, Thursday and Friday – see below):

	<b>Current</b>	<b>Initial target</b>
Monday	Closed	Closed
Tuesday	14.00 - 17.00	09.00 to 18.00
Wednesday	Closed	Closed
Thursday	14.00 - 17.00	09.00 to 18.00
Friday	14.00 - 19.00	09.00 to 18.00
Saturday	10.00 - 13.00	09.00 to 13.00
Sunday	closed	Closed

The targets may change based on feedback from existing service users and the wider community.

It is anticipated that BVCL will be in a position to work towards the targeted increased opening hours after year one.

In the short term, we may be restricted in the short term by pre existing rental agreement and factors such as a clause in lease that prevents use of the town hall room upstairs while the library is open below, as well as the need to build the volunteer force.

## 6.0 Staffing and Volunteer Commitment

The mission of BVCL is to provide not only books but community information and community support.

This requires an in-depth of knowledge not only of library systems but also of wider county and district council services, national public services, and local community groups. Knowledge and understanding of the community and its needs is also crucial to the

success of the model, which is founded on the concept that the library will actively help to build and develop community cohesion.

These functions are being provided to an excellent standard by our library manager, who often goes well beyond the job description to fulfil these valuable tasks and has used her initiative to lead on community development.

This skill and knowledge could not readily be replaced by volunteers and for this reason BVCL requires the continued services of a library manager at the current level, with BCC providing payroll, management/training support and holiday cover.

However, unlike Ivinghoe Library in its current form, BVCL will not benefit from the services of a library assistant. The library manager will instead be supported by a pool of volunteers. Initially, there will be a rota of up to 2-4 volunteers each working 6 hours a week in the library itself (with other volunteers working on school engagement and income generation projects). As more volunteer support becomes available, opening hours will be extended.

This is well within the capacity of our existing volunteer commitment. So far there 15 people have expressed an interest, even though no formal call for volunteers has been made.

In addition to the current duties, the library manager will be tasked with training and managing volunteers and managing the volunteering rota (see Appendix E). This will include co-ordinating with BCC over initial training for volunteers on BCC computer systems.

Given that some of the information presently provided by the library manager relates to services available from the district council, we have also opened discussions with AVDC about provision of training, information and support for the library manager and volunteers. AVDC has been positive about the provision of training and literature.

There will be times during the week when the library is open but the library manager is not on duty. At these times, one committee member will always be available or on call to resolve any problems. Over time as the volunteer workforce becomes experienced this role might then be delegated to an experienced and capable volunteer.

Volunteer recruitment will be closely linked with the engagement plan (see Appendix D). A more detailed volunteer recruitment strategy will be developed in due course.

## **7.0 Finance**

The BVCL financial plan is cautious and has been constructed in a prudent manner due to the fragmented nature of the various village communities to be supported and engaged with. It would be impossible to rely to any extent on community fundraising – there is not yet sufficient engagement with enough of the wider fragmented village communities, and the willing but stretched community in Ivinghoe and parts of Pitstone are already committed significantly to existing long-running appeals and activities, such as the Church maintenance fund.

This unique circumstance initially constrains the ability to raise significant sums (see executive summary). Instead we are planning for a realistic, gradual build up of volunteers and income over our 3 year plan.

Notwithstanding this constraint, we are still able to deliver a saving to BCC against their current costs of approximately 30%. This is achieved by reducing the running costs and diversifying income streams.

Expenditure has been reduced, primarily by reducing: staffing (operating without part-time library assistant), cleaning costs, and business rates (on account of charitable status). Full details are available in the annotated summary of annual running costs (see Appendix F). Over the three years, with increased volunteer support we will extend the opening hours, thereby providing an enhanced service without additional cost.

Our income strategy is based on a medium term strategy of raising funds through commercial type activity.

It is believed that it would be imprudent to rely on charitable grants to fund revenue costs since few foundations fund revenue costs, funds are under pressure because of the recession, and there is an almost exponentially growing number of community libraries across the country also seeking such funding, making competition fierce. Further, grant fundraising is very time intensive (and takes volunteers away from the community) and funding is insecure.

Commercial income is therefore preferable. This will begin immediately with a Friends subscription scheme, which will ask library members and supporters to pay a £10 membership fee that will allow them access to 'extra-curricular' services and events (see Appendix H). This will provide a small but growing income source from year one. Like volunteer support, this income will start modestly, growing during the three years as community engagement grows and BVCL experience increases.

Consequently, we will require an initial 50% contribution from BCC for the ongoing employment costs of the library manager, and some additional 'bridge funding' from the five larger Parish Councils whose communities are the main users of the library. It is the intention of BVCL to review and reduce the requirement for both these funding sources as soon as practicable as commercial incomes increase.

In the short term, we have opened negotiations with the five parish councils to request bridge funding of £7,500 per annum for the first year and also for the subsequent 2 years of operation, if required, until the new Villages Community library model has gained sufficient momentum and is established (see Appendix G).

In addition, rental income from the shop/post office will be paid to BVCL. This not only provides valuable income, but also ties library income to the success of the shop – an important incentive to underline the important role of the library at the heart of the community hub in the Town Hall. This financial link will reinforce the relationship, making joint working even more important.

The financial forecast has been prepared on the assumption that BCC will provide a resource grant of £5000, cover all IT equipment and network costs, PC and PN lease costs and fund book stock for the first 3 years. Various other income streams will continue at historic levels.

In summary, the service will be funded from:

- Existing income (computer hire, DVD income, fines, room hire, etc)
- Rental income from the shop/post office
- Friends scheme income

- Parish council bridge funding
- BCC resource grant and further credits/support

In the medium- to long-term, plans are in place to generate income from other activities, including a mini literary festival/event that would raise income from an entrance fee.

It is hoped that this will be bolted on to the existing popular and successful three-day summer ball, disco and community event that runs annually on the green in Ivinghoe (which itself raises sufficient funds to pay for the annual fireworks display and other village activities). The benefit of the literary event is that it will engage residents in an activity that promotes reading for learning and enjoyment. But it will also draw visitors in from outside the area, diversifying funding and relieving the financial burden on residents.

Work will begin on the event immediately, but has not been costed into the financial plan at this stage because market research is not yet complete. This could offer significant upside, allowing us to reduce bridge funding. Likewise, the Engagement Plan (Appendix D) makes provision for possible joint activities with schools and other partners. This has also not been costed in, since it is not yet secured. Such activity would not only raise funds but also help to cement important relations with other groups in the community.

In addition, once the community is better engaged and we have plans for improvement, we plan to seek additional growth/capital funding from other local organisations and societies and sponsorship from local businesses for specific/discrete additional projects. This may include plans for kindles and e-books and other equipment.

BVCL Financial control will be exercised through the BVCL Treasurer and monthly cash flow statements and projections will be maintained. Accounts will be prepared in accordance with the requirements of Ivinghoe Town Hall Management Committee and the Charity Commission statutory requirements. BVCL is to be self-funding and will not be cross-subsidised by any income from Ivinghoe Town Hall room lettings.

Over the first three years, we plan to raise a reserve equal to a year's running costs, approximately £20,000.

## **8.0 Key issues and risks**

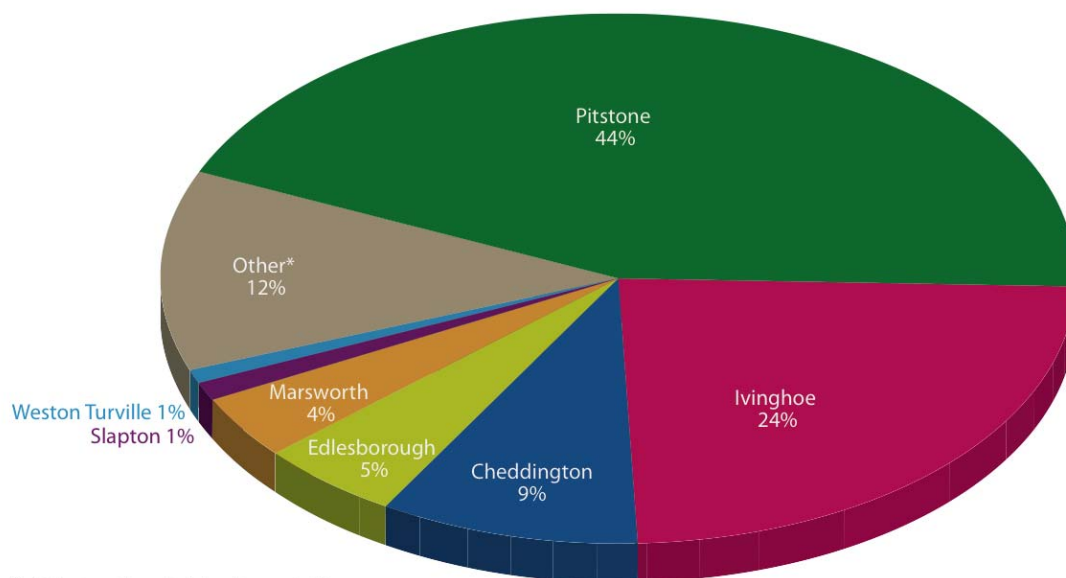
The normal risks of operating the library will be similar to those arising from any activity involving providing a service to the public. These will be assessed by the management committee and appropriate procedures and checks put in place to ensure that the risks are eliminated or at the least minimised. Appropriate public liability insurance will be negotiated.

Additional financial risks arise from the fact that the library's substantial income presently comes from fees and fines and DVD rentals. This is clearly not guaranteed funding and cannot be relied upon. In addition, the current lease agreement restricts rental of the upstairs hall during library opening hours.

# Appendix A: Library users by village

(The usage figures below are taken from BCC Ivinghoe library statistics as at Dec 2010).

Who uses our library? Our whole community uses the this vital resource...



\*Including Aston Clinton | Aylesbury | Beaconsfield |  
Bierton/Broughton | Buckingham | Buckland | Chartridge | Chesham |  
Downley | Edgcott | Great Brickhill | Grendon Underwood | High Wycombe | Iver |  
Mentmore | Princes Risborough | Stewkley | Stoke Mandeville | Wendover | Wing | Wingrave

## Appendix B: Ivinghoe Town Hall Constitution

The Friends of the Beacon Villages Community Library (BVCL) will operate within and under the existing 'Rules and Constitution of the Ivinghoe Town Hall Management Committee, as registered and approved by the Charities Commission. The Friends of BVCL will be represented on the Management Committee.

### RULES AND CONSTITUTION OF THE IVINGHOE TOWN HALL MANAGEMENT COMMITTEE

#### CONSTITUTION.

##### 1) Name.

The Ivinghoe Town Hall Management Committee. (hereinafter called the Committee).

##### 2) Purpose.

To manage and administer that part of the Ivinghoe Town Hall covered by the terms of the Sub-Lease for the use of the peoples and organizations of Ivinghoe and the neighbourhood.

##### 3) Membership

- a) Existing and any new organizations excluding political organization may each elect one Representative Member to serve on the Committee.
- b) The Committee shall have the power to co-opt not more than two members, who shall be deemed to be full members; to hold office until the end of the Annual General Meeting following their co-option.
- c) In the absence of the Representative member a deputy representative may attend meetings, and speak but not vote at such meetings.
- d) Membership of the Committee shall cease immediately a Representative of any Organization ceases to be a member of that Organization.
- e) Any member who is incapacitated from acting, or who communicates in writing to the Committee a wish to resign shall thereupon cease to be a member.
- f) Upon the occurrence of a casual vacancy the Committee shall cause a note thereof to be entered in their Minute Book at their next meeting and if in the office of Representative member it shall be notified as soon as possible to the proper appointing Organization. A Member appointed to fill a casual vacancy shall hold office only for the unexpired term of office of the Member in whose place he is appointed.
- g) The proceedings of the Committee shall not be invalidated by any failure to appoint or any defect in the appointment election or qualification of any Member.

##### 4) Organization.

###### A. G.

- a) There shall be an Annual General Meeting which shall be held in the month of April each year or as soon as practicable thereafter.
- b) The offices of Chairman, Vice-Chairman, Treasurer and Secretary shall be elected at the Annual General Meeting for a term of office commencing at the end of the Annual General Meeting at which they were elected and expiring at the end of the Annual General Meeting in the following year.
- c) The Committee shall provide a Minute Book and Books of Account and a report and accounts shall be presented every year at the Annual General Meeting.
- d) An auditor shall be appointed at the Annual General Meeting.

5) Meetings of Committee

- a) The Committee shall hold at least three ordinary meetings in a year, and may hold such other ordinary meetings as may be required. A Special meeting may be summoned by the Chairman or any two members upon seven clear days notice being given to all the other Members of the matters to be discussed.

Meetings

- b) A Meeting may be recognized and minutes taken when a quorum of not less than one-third of the members are present.
- c) Meetings shall be held in the evenings not earlier than 7.p.m.

6) Voting

- a) Every matter shall be determined by the majority of the Members present and voting on the question. In case of equality of votes the Chairman of the meeting shall have a second or Casting vote.
- b) Each officer shall have the right of vote only if his services are given free of charge.

7) Finance

- a) The treasurer shall be given at least fourteen days notice at any time when the Account books are required for examination.
- b) Cheques shall be signed by either the Chairman or the Treasurer.
- c) All Capital expenditure in excess of £25 must be the subject of a 2-1 majority voting of the members present.

8) Use by other Bodies and Persons

The Committee may from time to time permit the Hall to be used otherwise than for the purposes specified, subject to a payment sufficient at least to defray the expenses incidental to the use in each case, but so as not substantially to interfere with its use for the said purposes.

9) Alterations and Modifications

The Committee may from time to time make and alter rules and regulations for the conduct of their business and for the summoning and conduct of their meetings.

. . . . .

List of Existing Organizations Represented

The Darby & Joan Club.  
The Boy Scouts Parents Association.  
The Mothers Union and Young Wives' Club.  
The Parochial Church Council.  
The Ivinghoe Social Club.  
The Women's Institute.  
The Youth Hostels Association.  
The Ivinghoe and Pitstone Dramatic Society.  
The Roman Catholic Organization.  
The Parish Council.



## **Appendix C: BVCL (Sub-Committee) Constitution**

### ***Beacon Villages Community Library – Members & Officers Overriding responsibility:***

**As a sub-committee of Ivinghoe Town Hall Management Committee (Registered Charity No. 300287) the Friends and Officers of Beacon Villages Community Library (BVCL) are required at all times to operate within and, if so required, at the direction of Ivinghoe Town Hall Management Committee (ITHMC) in order to comply with the charitable status so afforded.**

#### **1. MEMBERS AND LIBRARY USERS**

1.1 Membership of The Friends of the Beacon Villages Community Library (BVCL) is open to any individual interested in using and supporting their community library.

1.2 Any person who holds a valid library card issued by Buckinghamshire County Council may use the library, subject to rules laid down by the Management Committee and the Buckinghamshire County Library Service.

1.3 Any person who does not hold a valid library card may use the library facilities but may not borrow items from the library.

1.2 A BVCL management sub- committee will be set up and establish rules of membership and set the amount of any subscriptions, if required.

1.3 The Management Committee will keep a register of members.

1.5 A member may resign by written notice to the Charity.

#### **2. HONORARY OFFICERS**

At the BVCL annual general meeting the members shall elect from amongst themselves a Chair, a Secretary and a Treasurer, who shall hold office from the conclusion of that meeting.

#### **3. THE BVCL MANAGEMENT COMMITTEE**

3.1 The members of the Management Committee will be the appointed Officers of BVCL.

3.2 Two Officers will be nominated to represent BVCL on the Ivinghoe Town Hall Management Committee and attend their meetings.

3.3 The BVCL Management Committee when complete will consist of at least 4 and not more than 8 individuals, all of whom must be members. The Management Committee shall consist of: Up to 7 members of the Committee elected from the “Friends of the BVC Library”.

3.4 The Management Committee may co-opt members to fill vacancies on the Committee up to a maximum of 4.

3.5 Both co-opted and elected members of the BVCL Management Committee shall hold office until the end of the next Annual General Meeting, but they shall be eligible for re-election at that annual general meeting. A proposer and seconder are required to support each nominee.

#### **4. BVCL MANAGEMENT COMMITTEE PROCEEDINGS**

4.1 The Management Committee must hold at least four meetings each year.

4.2 A quorum at a meeting of the BVCL Management Committee is four members.

4.3 If the number of management committee members present at a management committee meeting is less than four, then they may act only for the purpose of filling vacancies or calling a general meeting.

4.4 The Chair or (if the Chair is unable or unwilling to do so) some other member of the Management Committee chosen by the members present presides at each meeting of the Management Committee.

4.5 Every issue may be determined by a simple majority of the votes cast at a meeting of the Management Committee and recorded by the Secretary in the Minutes.

4.6 Every management committee member has one vote on each issue except for the Chair of the meeting who has a second or casting vote in the case of equality of votes.

#### **5. BVCL MANAGEMENT COMMITTEE'S POWERS**

The Management Committee has the following powers in the administration of BVCL,

5.2 To open and operate such bank accounts and other accounts as jointly agreed between ITHMC & BVCL Management Committee's.

5.3 To appoint honorary officers from among their number if a vacancy occurs.

5.4 To make rules consistent with this Constitution to govern their proceedings.

5.5 To make regulations consistent to govern the administration of the BVCL (including the operation of bank accounts and the commitment of funds).

5.6 To make regulations for the use of The Library.

5.7 To resolve, or establish procedures to assist the resolution of, disputes within BVCL.

5.8 To exercise any powers of the Charity which are not reserved to a general meeting.

#### **6. ACCOUNTS AND RECORDS**

6.1 The financial year of BVCL shall end on 31 March in line with Ivinghoe Town Hall Management Committee (ITHMC) and accounting records shall be kept in accordance with ITHMC requirements.

6.2 The BVCL Management Committee shall comply with their obligations to ITHMC under the Charities Acts 1993 and any re-enactment of or modification to that Act.

6.3 The Management Committee shall ensure that:

- (1) full and accurate accounting records of the BVCL are kept;
- (2) annual statements of account are prepared in a suitable form;
- (3) the accounts are reviewed annually prior to the Annual General Meeting by an independent and suitably qualified person and
- (4) the accounts are presented to the Annual General Meeting for approval.

6.4 The Management Committee shall keep proper records of:

- (1) all proceedings at general meetings;
- (2) all proceedings at Management Committee meetings.

## **7. BVC: GENERAL MEETINGS**

7.1 Members are entitled to attend general meetings of BVCL. General meetings are called on at least 21 days' written notice to the members specifying the business to be transacted.

7.2 The notice must specify the date, time and place of the meeting and the general nature of the business to be transacted. If the meeting is to be an annual general meeting, the notice must say so. Notice may be sent to members at their address by hand, by post or by suitable electronic means.

7.3 There is a quorum at a general meeting if the number of members personally present is at least 5 individual members or 10 per cent of all the members whichever is greater. No business may be transacted at any general meeting unless a quorum is present.

7.4 The Chair or in his/her absence the Secretary of the Management Committee shall be Chair of the meeting. If neither are present then before any other business is transacted those present shall elect a Chair for the meeting.

7.5 Every issue at a general meeting is determined by a simple majority of votes cast by the members present in person. The Chair may have a second casting vote if required.

7.6 An Annual General Meeting (AGM) must be held in every year.

7.7 At an AGM the members:

- (1) receive the accounts of the BVCL for the previous financial year;
- (2) receive the report of the Management Committee on activities since the previous AGM;
- (3) accept the retirement of elected Management Committee members;

- (4) elect members to fill the Management Committee vacancies arising;
- (5) elect honorary officers in accordance with clause 5;
- (6) appoint an auditor or independent examiner for the Charity where required;
- (7) may confer on any individual (with his or her consent) the honorary title of Patron, President or Vice-President of BVCL; and
- (8) discuss and determine any issues of policy or deal with any other business put before them by the Management Committee.

**14 ARRANGEMENTS UNTIL THE FIRST GENERAL MEETING**

Until the first general meeting takes place this constitution shall take effect as if references in it to the Honorary Offices and Management Committee were references to the Founding Committee formed as a result of the meeting of Friends of Ivinghoe Library on 1st February 2011.

The Constitution was adopted at the meeting held at Ivinghoe Town Hall Library by the person whose signature appears at the bottom of this document.

SIGNED

Name ..... Chair of the Meeting

Signature .....

WITNESSED

Name .....

Address .....

.....

Occupation .....

Signature .....

Members signatures supporting the Constitution dated 29<sup>th</sup> July 2011

Signed

Name

1. ....

.....

2. ....

.....

3. ....

.....

4. ....

.....

5. ....

.....

6. ....

.....

7. ....

.....

8. ....

.....

## Appendix D: BVCL Engagement Plan

Community engagement is the most pressing challenge for BVCL.

The engagement plan takes a two-pronged approach: 1) Targeting specific influential organisations, and 2) mass communication to the entire community.

These and other activities will be planned to encourage a sense of wider community ownership and responsibility.

### 1) Targeted approach

This strand of activity is designed to help BVCL to access and benefit from existing influential networks, such as the parish councils, local schools and other such as clubs and societies in each of the five villages.

This is important because this approach will help BVCL to access the community more quickly. It will also allow BVCL to benefit from the influence and trust that these organisations command: they often have significant spheres of influence, and peer-to-peer communication is known to be more powerful because peers trust one another.

The Friends of Ivinghoe Library have been in contact with parish councils to keep them updated about progress and to request bridge funding. Beyond this, the initial focus of the plan focuses on schools and WI branches.

The main points of the schools engagement plan are:

- Writing to and then meeting head teacher, chair of governors and PTA at each of the schools (Initially: [Brookmead School](#), [Cheddington Combined School](#), [Edlesborough School](#), [Marsworth School](#), possibly following up with: [Dagnall School](#), [Long Marston VA CE Primary School](#), [Aldbury C of E Primary School](#) and the local pre-schools/Sure Start centres)
- Inviting teachers to liaise with BVCL over school projects and term topics so that BVCL can ensure a good stock of appropriate books and materials
- Inviting organised class visits
- Inviting children to submit their book reviews to BVCL for display in the library
- Provision of BVCL book marks/badges for book bags
- Requesting a regular mention/slot in school newsletter and/or providing a letter for pupils' book bags once a term
- Promotion of summer reading scheme and other holiday/child-focused activities at BVCL
- Inviting children and parents to take part in the Beacon Villages Top Reads survey (see 'mass communication' section, below)
- Inviting children to take part in school competitions (eg sending in designs for BVCL fundraising calendar etc)
- Request a stand at the school's annual fete/events
- Opportunity to become an official BVCL partner, including a tailored combination of the above activities, plus display space for school messages/activities in the library and use of a BVCL partner logo for school website/letters etc. Scheme designed to provide reciprocal benefits to schools and BVCL
- Opportunity for the PTA to take part in joint fundraising activities (eg book readings/author talks, book club, family history club etc) where participants are asked for a donation and proceeds are divided between PTA and BVCL

The main points of the WI engagement plan are:

- Contact the local branches (Initially: [Cheddington](#), [Edlesborough](#), [Ivinghoe & Pitstone](#), [Long Marsden & Puttenham](#), [Marsworth](#), [Slapton](#))
- Offer speaker from BVCL for upcoming meeting to explain how the community library will work
- Request time table of events/meeting subjects/activities and enquire whether any information support might be of interest (eg ordering books in, making computer terminals available)
- Offer library space for occasional or regular meeting use
- Offer access to library services (eg ordering books in, access to online databases such as [Ancestry.com](#))
- Seek feedback on library services, usage, improvements
- Seek volunteers
- Provide promotional literature for meetings and onward distribution
- Opportunity to become an official BVCL partner, including a tailored combination of the above activities, plus display space for WI branch messages/activities in the library and use of a BVCL partner logo.
- Opportunity to take part in joint fundraising activities (eg book readings/author talks, book club, family history club etc) where participants are asked for a donation and proceeds are divided between WI branch and BVCL

There are numerous other organisations that BVCL will wish to target in a similar way. These include:

- Beacon Villages Society
- Guides and Scouts
- Sports clubs (football, cricket etc)
- Local golf clubs
- U3A
- Probus clubs
- The Ivinghoe village centre/old school, based on the opposite side of the road from the library and town hall. Another community group, SOS, is currently putting together a business plan to rescue this disused building and bring it back to community use. Should it be successful, BVCL and SOS have discussed a mutual interest in working together to support the community.
- The village pubs (in particular, the Rose and Crown in Ivinghoe is itself a hub for 15 or so other clubs/societies). Specific activities might include: encouragement/support to set up 'a book and a pint' style book clubs, and fundraising collection pots, asking the pubs to add BVCL to the list of charities they support with their quizzes etc, asking them to add an optional £1 BVCL donation to one of their menu items

## 2) *Mass communication*

In addition to targeted activity, it is important to regularly engage the entire community. This includes both 'broadcasting' updates, and seeking views.

The Friends of Ivinghoe Library uses the following channels to broadcast messages to the whole community:

- The parish newsletters (The Beacon quarterly in Ivinghoe, [PPP](#) quarterly in Pitstone, [Cheddington Residents Association Newsletter](#), [Marsworth Village Newsletter](#) monthly, [Focus](#) magazine monthly in Edlesborough/Dagnall/Northall/Eaton Bray)

- The village websites (<http://www.ivinghoe.co.uk>, <http://www.ivinghoe.co.uk/phpBB2/portal.php>, <http://www.cheddington.org.uk>, <http://www.marsworth.org.uk/>, <http://www.edlesborough.gov.uk>)
- The Friends of Ivinghoe Library website: [www.ivinghoelibrary.wordpress.com](http://www.ivinghoelibrary.wordpress.com) and regular supporters email update
- [Bucks Herald](#) (the villages page), [Tring Gazette](#), [Leighton Buzzard Observer](#)
- Notice boards in all the villages
- Notices in the library itself
- Regular public meetings
- In addition, BVCL hopes to raise awareness of the library and service in neighbouring villages with brown/tourist signs. This must be [explored with Transport for Buckinghamshire](#).

In addition BVCL will need to invite comment and feedback using mass communication. The main regular feedback methods used are:

- The comments/feedback section on the Friends of Ivinghoe Library website: [www.ivinghoelibrary.wordpress.com](http://www.ivinghoelibrary.wordpress.com)
- The Ivinghoe Library email address: [ivinghoelibrary@gmail.com](mailto:ivinghoelibrary@gmail.com) (which can be updated to reflect the new BVCL branding)
- Comments box in the library itself
- Facebook group and twitter account
- Regular public meetings
- An annual survey
- Stalls at the relevant village/school/church fetes

The Friends of Ivinghoe Library are currently running a survey to discover the Beacon Villages Top Reads – a list of the favourite books and authors in our community. The questionnaire was launched at the June fete on Ivinghoe lawn, and is now available as an online version, which is being promoted in the media. The survey will offer an opportunity to start a relationship with many people in the community who don't use or are not aware of the library and the services it offers.

It will also offer a chance to start to gather feedback and views on future development. As well as asking for respondents' 'top read', the survey is also being used for market research (to gather contact details, sign people up to the regular email newsletter, seek feedback about the library and future services, gauge interest in the planned Friends/Member+ scheme, and invite volunteers).

The Top Reads results will be compiled and used as an engagement tool and for promotional purposes. The intention is to pull out trends for each village and compile adults and children's lists. These will be publicised in the media and local newsletter. The results may also help to inform book stock decisions.

The Top Reads survey provides a model for regular engagement with the community.



## Appendix E: Library manager job description

### LIBRARY MANAGER (TIER 4) JOB DESCRIPTION

<b>Service Area:</b>	<b>Culture &amp; Learning</b>
<b>Grade:</b>	<b>Range 2</b>
<b>Responsible To:</b>	<b>Group Manager</b>
<b>Primary Purpose:</b>	<b>To support BVCL management committee in running the day-to-day delivery of library services, ensuring that customers are provided with the highest standard of service at all times. Managing volunteers to help provide that service</b>

#### **Main Duties and Responsibilities:**

1. To ensure that volunteers welcome customers and interact with them in a positive and friendly way, and seek feedback and comments and achieve a good level of understanding of local need to inform future service developments
2. To be responsible for the efficient day to day operation of the services (including provisions of books and information, and community development)
3. To supervise and to undertake a range of customer service duties and transactions using the Library Management System, to include
  - issuing and returning items for loan
  - taking payments by cash or card, for library charges and sales
  - promoting, accepting and processing customer requests for books and other items
  - registering new customers, amending and updating records in accordance with Data Protection legislation
  - answering customer enquiries and requests for information
4. To support reading development by arranging and leading activities to promote reading, learning and library use to children and adults
5. To take a proactive approach to stock management, which includes
  - awareness of customer demand

- liaising with stock teams
  - monitoring quality by weeding, sorting and reallocating
  - promoting stock through display and presentation
  - maintaining the arrangement and appearance of the stock
6. To manage the volunteers on a day-to-day basis and ensure that:
- they are fully trained
  - they know what is expected of them
  - they receive regular feedback and support
  - the volunteer rota is maintained and volunteers are kept informed
7. To manage procedures concerned with the collection, recording and banking of library service income and other financial transactions and to ensure that the administrative routines, procedures and instructions necessary for the effective management of the service are followed.
8. To assist library customers in the use of library technology including public access computers
9. To promote the services that the library offers within the community
10. To assist with the diverse information needs of service users and to promote local services and groups for the benefit of service users, the wider community and community cohesion and development
11. To ensure that the building is maintained in a clean and tidy, safe and secure condition, reporting any faults
13. To deal with any situation that arises in connection with the activation of a library security system
14. To liaise with BCC as required on a day-to-day basis
15. To carry out the duties of the post in accordance with the BCC's policies in respect of diversity and community cohesion
16. To carry out all duties and responsibilities with reasonable care for the health and safety of self and others, and to co-operate fully with BCC in health and safety matters

**This job description will be supplemented by annual target based outcomes, which will be developed by the BVCL management committee in conjunction with the post holder. It will be subject to regular review and BVCL reserves the right to amend or add to the duties listed.**

## Appendix F: Summary of Annual Running Costs & Funding

### IVINGHOE / (Beacon Villages) COMMUNITY LIBRARY

#### INCOME & EXPENDITURE - DRAFT - (3% Inflation)

£	CURRENT BCC £'	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Note
Ground maintenance	0	0	0		1
Building repairs & maintenance	2,384	2,455	2,530	2,605	
Electricity	1,300	1,430	1,573	1,730	
Window cleaning	100	100	100	100	
Trade waste disposal	0	0	0	0	
Contract cleaning	2,439	1,500	1,550	1,600	
Water -metered	0	0	0	0	
Rates	528	150	155	160	
Insurance -Buildings & Public Liability		200	210	220	
Other Occupation costs	100	0	0	0	
<b>Cost of premises</b>	<b>6,851</b>	<b>5,835</b>	<b>6,118</b>	<b>6,415</b>	
Furniture & Equipment	500	550	600	650	
Security & Equipment maintenance	500	550	600	650	
Periodicals	69	75	80	90	
Printing & Stationery	150	155	160	170	
Telephones	174	180	190	200	
Consumables + Misc Other..	111	120	130	140	
Other Professional charges	124	130	140	150	
Photocopiers ?	0	0	0	0	
PC lease cost ?	500	500	500	500	
PN lease cost ?	760	760	760	760	
IT Network charge	3,000	3,000	3,000	3,000	
<b>Supplies/other expenses</b>	<b>5,888</b>	<b>6,020</b>	<b>6,160</b>	<b>6,310</b>	2
<b>Stock purchases</b>	<b>5,840</b>	<b>5,840</b>	<b>5,840</b>	<b>5,840</b>	3
<b>Staffing</b>	<b>13,300</b>	<b>10,604</b>	<b>10,925</b>	<b>11,255</b>	4
<b>Total expenditure</b>	<b>31,879</b>	<b>28,299</b>	<b>29,043</b>	<b>29,820</b>	
<b>Income</b>					
Photocopies	0	0	0	0	
Computer hire	80	80	80	80	
Book sales	200	200	200	200	
DVD income + Book Fine Fee's	1,600	1,600	1,800	2,000	
Other income (Reading Room Hire)	400	400	400	400	
<b>Total Other Income</b>	<b>2,280</b>	<b>2,280</b>	<b>2,480</b>	<b>2,680</b>	5
<b>POST OFFICE RENT</b>		<b>3,600</b>	<b>4,000</b>	<b>4,800</b>	6
Income - Friends subscriptions @ £10/annum	0	500	750	1,000	
Income - donations	-	0	0	0	
Fund raising events		500	750	1,000	

<b>Total Donation income</b>	<b>0</b>	<b>1,000</b>	<b>1,500</b>	<b>2,000</b>	
<i>BCC Resource Grant</i>		5,000	5,000	5,000	7
<i>BCC IT Credit</i>		4,260	4,260	4,260	
<i>BCC Stock Allowance</i>		5,840	5,840	5,840	
<i>BCC 50% Existing F/T Staff Allowance</i>		5,300	5,300	5,300	8
<b>Total BCC Costs</b>	<b>29,599</b>	<b>20,400</b>	<b>20,400</b>	<b>20,400</b>	<b>9</b>
<b>[BCC' Savings = £29,599-£20,400 = £9k 30%]</b>					
<b>1</b>					
<b>PARISH COUNCIL 'BRIDGE' FUNDING</b>		<b>7,500</b>	<b>7,500</b>	<b>7,500</b>	<b>10</b>
<b>Net (deficit)/surplus for year</b>	0	6,481	6,837	7,560	
<b>Balance B/Fwd</b>	0	0	6,481	13,318	
<b>Balance C/Fwd</b>	<b>0</b>	<b>6,481</b>	<b>13,318</b>	<b>20,878</b>	

### IVINGHOE/(BEACON VILLAGES) COMMUNITY LIBRARY

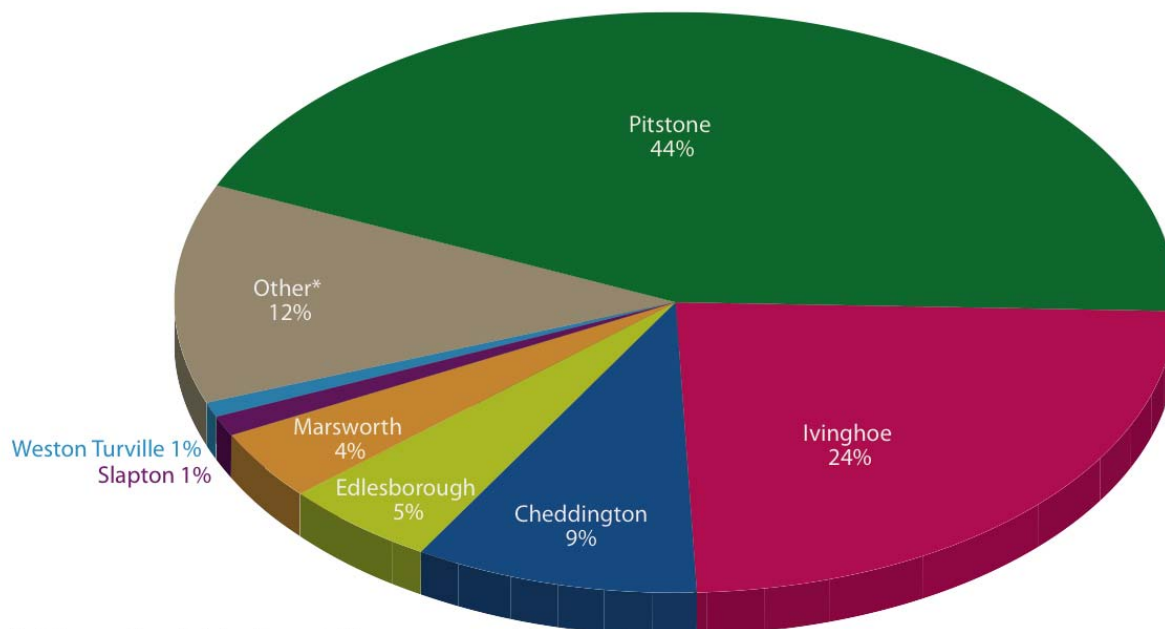
#### Notes to the financial forecast

1. The forecast shows a full 12 months costs and income for year 1 regardless of when the library is transferred. In practise the first financial year will end on 31 March 2013. All of the costs are subject to further investigation and/or negotiation with BCC. Allowance has been made for 3%/annum inflation of costs (Electricity 10%). It has been assumed that credits, grants, allowances from BCC will be in place for at least 3 years.
2. All BCC IT network costs, PC and PN lease costs will be provided by a credit from BCC.
3. Book stock purchases. The historic figures (from BCC original schedules) for the last financial year show a total cost of £5,840. It has been suggested that this figure is inaccurate. However, whatever the figure it is assumed that the cost will be borne by BCC.
4. Staffing = The cost of the Full-Time Staff only.
5. Other income will continue at historic levels.
6. The new( 2011) Ivinghoe Post Office rent which is paid into the BCC Ivinghoe Library A/C was not accounted in the original figures supplied by BCC. It has been assumed that as this income is unique to Ivinghoe that this rental income will continue to be credited to Ivinghoe Library, thereby helping to offset the Library running costs.
7. A BCC resource grant of £5000 for the first 3yrs year will meet some of the shortfall & cover set-up costs.
8. 50% 'Support' funding for F/T Staff Member.
9. Direct Savings of approx.. £9000 (30%) per annum in BCC current Library funding are achieved.
10. Local Parish Council(s) 'Bridge' Funding Support Grant for 1st 3 yrs until Community Library is established.

## Appendix G: Parish Council 'Bridge Funding' Requirements

(The usage figures are taken from BCC Ivinghoe Library statistics as at Dec 2010)

Who uses our library? Our whole community uses the this vital resource...



\*Including Aston Clinton | Aylesbury | Beaconsfield |  
 Berton/Broughton | Buckingham | Buckland | Chartridge | Chesham |  
 Downley | Edgcott | Great Brickhill | Grendon Underwood | High Wycombe | Iver |  
 Mentmore | Princes Risborough | Stewley | Stoke Mandeville | Wendover | Wing | Wingrave

The table below indicates bridge funding being sought annually for up to 3 years from the main Parish Council user communities, to commence 1<sup>st</sup> April 2012. (The bridge funding will support the transition from a County to a Community library and contribute to establishing a minimum 1 year operating reserve).

PARISH COUNCIL		£' Min.
Pitstone	50%	3,750
Ivinghoe	30%	2,250
Cheddington	10%	725
Edelsborough	6%	425
Marsworth	5%	350
Others *	N/A	-
<b>Total</b>		<b>£7,500</b>

- Note: The bridge funding contributions have been increased by 6% above current use for Pitstone and Ivinghoe Parish Councils as their communities are the largest users and by proximity should benefit most. The contributions of Cheddington, Edelsborough and Marsworth Parish Councils have been increased by up to 1% above current users.
- The allocations will be reviewed each year and adjusted to reflect usage by each village. Parish Councils are requested to budget for the Maximum figure but this will not be drawn unless required.

## Appendix H: Friends scheme

The Friends scheme is designed to raise funds and build engagement.

Details are still under development, but the initial concept is to charge a membership fee of approx £10-15, which will enable Friends access or preferential booking for extra-curricular activities.

We also plan to explore the possibility of making the Friends card into 'Beacon Villages Passport': local businesses in each of the five villages will be asked to support the library and the scheme by offering a benefit to Friends (eg 10% off a room booking at the village hall, 5% off a meal at the Kings Head or a haircut at Vision, a free trial of X etc). Friends will be able to redeem each benefit once.

Benefits will not be funded by BVCL – businesses will be asked to provide them as in kind support. This will raise funds for the library while also promoting local business/economy and encouraging residents to visit other Beacon Villages. This is important to helping to create a wider 'Beacon Villages community'.

In addition, subject to negotiation it may be possible to include a 'loyalty' element, where frequent borrowers are offered a benefit at the neighbouring shop/post office (a free cup of coffee etc), which will reward borrowers/visitors and encourage them to use the shop. This will help to support BVCL's role in the community hub, and support the post office/shop, whose rent supports BVCL.

### Eligibility:

Anyone with a Bucks CC library card

### Price:

- £10-15 per person (to be informed by market research)
- Child membership available
- Reduced rate for eligible persons (eg OAPs)
- Family membership at lower per person cost

### Benefits (provisional):

- Free access to four sessions a year from a programme of events, such as author talks, IT sessions (sessions open to non-Friends, fee charged)
- Preferential booking and discount on premium events (eg 'major author' talk where a higher than normal fee is charged)
- Free/reduced fee access to play story time sessions that would otherwise be charged for (ongoing or for a limited number of sessions)
- 5% discount on admission price to Village Ball
- 'Beacon Villages Passport' discounts, as described above
- Loyalty benefit, as described above
- Club/pack for children (badge, bookmark etc)

In future Friends might also gain access to preferential booking (or exclusive booking rights) to Kindle loan (deposit required), and/or other new services.

It may be appropriate to 'stream' benefits to offer a Gold and Silver friends option, with the more comprehensive offer charged at a higher rate.