



Moorland Road Community Library

Business Plan

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Moorland Road Community Library

Moorland Road Community Library (Bath)

1. About the organisation

Moorland Road Community Library (MRCL) was founded on the 30th August 2018 as a Charitable Incorporated Organisation (CIO), in response to Bath & North East Somerset Council's decision to reduce its branch library provision within the area by April 2019.

Local residents felt strongly about the need to retain the Library and set about working with the Council to take over the running of the service. As there was no other suitable organisation, local residents agreed to set up a new charitable organisation, now known as Moorland Road Community Library (MRCL). The first task of the Team was to write a constitution which was formally agreed on 17 August 2018. We then applied to the Charity Commission for charitable status which we received on 30 August 2018.

We are passionate about our local library and believe it is a vital resource for the community and surrounding area.

The charitable objectives are:

- the advancement of Education for the benefit of the public, in particular but not exclusively, in the area of Moorland Road, Bath and the surrounding area, by the provision of a community lending library and associated services
- the promotion for the benefit of the public, in particular but not exclusively, in the Moorland Road area of Bath and the surrounding area, without distinction of sex, sexual orientation, race or of political, religious or other opinion, by associating together the said residents and local authorities, voluntary and other organisations, in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the residents

2. The vision for the future use of the building

Moorland Road Library is one of a number of the Council's branch libraries and is located at the far end of the busy local shopping street. There are no other similar facilities operating in the area. Moorland Road is 2 miles away from the main library provision in Bath and there are no mobile library stops close by.

The Organisation wishes to enter into a lease with the Council for a period of 25 years. It is important that a long lease is secured as this will provide opportunity to unlock funding sources such as the National Lottery.

The building is approximately 5m x 10m, comprising of one public access room, a small kitchenette area and a toilet. Whilst the space is limited it is proposed that it will be

available for hire by organisations for meetings and events. The revenue received will become the principle source of income sustaining the library in the future.

We will aim to maintain the current level of service and have applied to operate Option A, 3,000 book stock. The Library will open for at least 21.5 hours per week, which is the current opening hours, with a view to extending operational hours in the future. We will offer, as a minimum, the following services:

- Lending library and access to LibrariesWest
- Click and Collect facility for local residents
- Free internet access
- Participation in national library literacy schemes
- Running small groups for children and a Book Club for adults

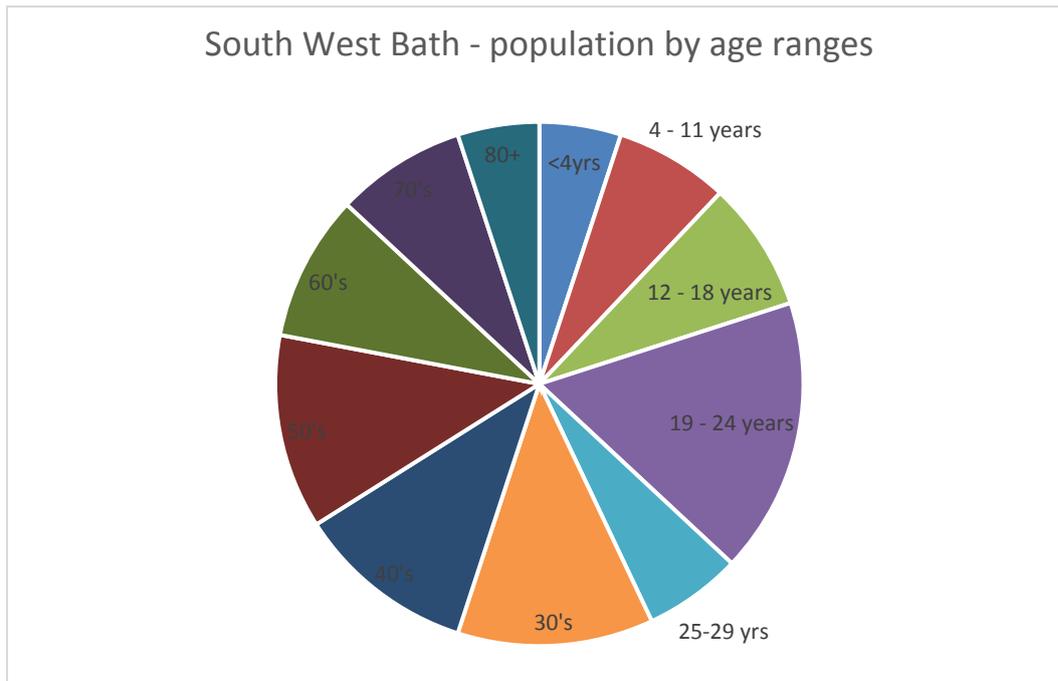
It is essential that MRCL engages with a broad spectrum of the community in offering groups, activities and events that meet the needs and interests of local residents, e.g. Youth Manga drawing, events for local authors, etc. We will continue to foster the strong connections we have already made with local schools and nurseries and we aim to engage with other interest groups to build a hub of services for disadvantaged people in our community, e.g. Job Club, “Knit and Natter”, book club, crafting. The large student population also creates opportunities for volunteering in the library, as well as engaging young people in learning and leisure.

MRCL will contribute towards the following Council’s Library Service Strategic Framework outcomes by:-

- Creating stronger, more resilient communities
- Increasing reading and literacy
- Improving digital access and digital literacy
- Improving health and wellbeing
- Providing information, support and signposting for our most vulnerable residents
- Supporting economic growth by encouraging people back to work and encouraging greater prosperity
- Helping everyone who accesses the library achieve their full potential through learning and access to information
- Providing cultural and creative enrichment
- Providing safe spaces and community cohesion

3. The need and benefits

Moorland Road is in the Ward of Westmoreland. We believe that MRCL serves a wider population including the wards of Lyncombe, Odd Down, Southdown, Oldfield and Twerton. The total population of these wards is 20,634. This is where we believe the people who currently use the library largely come from.



Data taken from <https://data.bathhacked.org/Population/Dwelling-led-population-projections-2014-2024/6p8a-nbyt>

We recognise that there is a generally even distribution across the age ranges. The significant figure of interest is the higher than typical 17% of 19-24 year olds which indicative of the highly transient student population.

The statutory library provision continues to be provided by the Bath Central Library. Moorland Road Community Library aims to continue a valued service local to the population of South West Bath where it has provided a service to the local community for many years. Its usage numbers are approximately 21,743 issues and renewals for 2018 (stats from BANES Library Service).

In January 2018, Councillor June Player called a fact finding meeting of interested parties from the Westmoreland Residents Association Group, to learn more about the Council's plans for Moorland Road Library. It was clear from this meeting that our community needed and wanted a library located in Moorland Road. Therefore, two open meetings were held in April 2018 at which a number of people volunteered to work on the project. The first team meeting took place on 24 May 2018 and we have met every fortnight since then.

During September 2018 we undertook a consultation with local residents. The aim was to gauge the level of interest and provide some information about what local residents wanted from their library. We received 261 responses to the consultation.

Some comments included:

"More choice of books-adult and children's"

“Open on more days”

“Put on more family events, like bounce and rhyme”

“Publicise it even more by linking with local schools”

We have an online presence on Facebook, Twitter and a website which all connect with local people, giving them a voice. This encourages greater participation in the library and future plans. A regular newsletter is circulated to all potential volunteers and anyone who has expressed interest in the project.

As an example of open community engagement we held a Christmas story-time for children in November to coincide with the Moorland Road Christmas lights switch-on. We held 3 story time sessions for 10 children each (plus parent/appropriate adult). 27 children attended the event and we received very positive feedback on our efforts. With this one-off early enterprise we have proved to ourselves that we have the capacity to put on relevant events in the future.

4. Impact of the activities

Activities	Outputs	Outcomes	Impact
Social impacts			
<ul style="list-style-type: none"> Delivering a community library service which includes a Click and Collect Service 	<ul style="list-style-type: none"> 3,000 books available in the Library and access to all the resources provided by LibrariesWest 	<ul style="list-style-type: none"> Increase library membership and usage locally 	<ul style="list-style-type: none"> Local service maintained Increase reading and literacy skills Improve the wellbeing of local residents Supporting residents to reach their potential
<ul style="list-style-type: none"> Creating new volunteering opportunities 	<ul style="list-style-type: none"> 60 new volunteers recruited 	<ul style="list-style-type: none"> Socially engaged active population, in particular older people 	<ul style="list-style-type: none"> Reduced isolation and loneliness and improved physical and mental wellbeing through volunteering
<ul style="list-style-type: none"> Providing internet access to local residents 	<ul style="list-style-type: none"> All visitors to MRCL able to access information on-line 	<ul style="list-style-type: none"> Improved access to social essentials, e.g. job market, local services, paying bills, and other competitive markets 	<ul style="list-style-type: none"> Capacity building within the community for those who do not own computers and smartphones Provide information, support and signposting to local residents

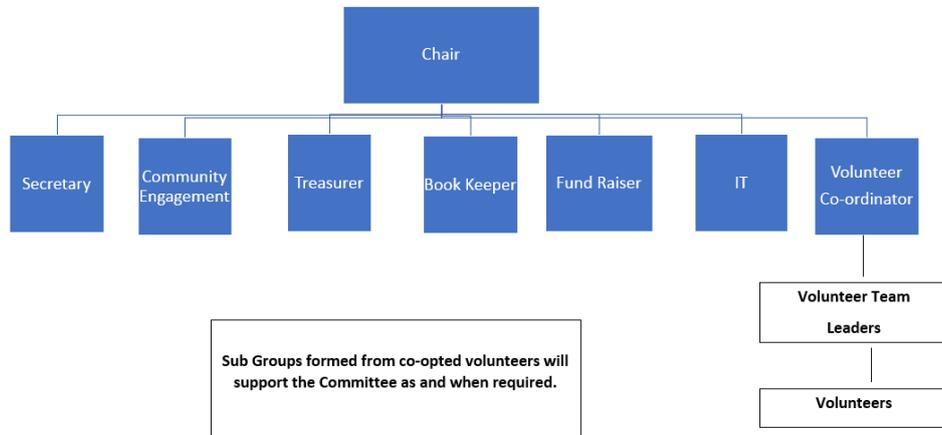
Activities	Outputs	Outcomes	Impact
		Social impacts	
<ul style="list-style-type: none"> • Providing book clubs for adults 	<ul style="list-style-type: none"> • Currently approximately 20 individuals attend book clubs 	<ul style="list-style-type: none"> • New social opportunities created for improving skills and knowledge. 	<ul style="list-style-type: none"> • Increase opportunities for friendship and community cohesion
<ul style="list-style-type: none"> • Providing group activities for children 	<ul style="list-style-type: none"> • Currently up to 12 children attend Storytime on Saturdays 	<ul style="list-style-type: none"> • Re-establish Lego Club • Develop a new and exciting programme for children and young people 	<ul style="list-style-type: none"> • Increase reading and literacy skills • Promoting lifelong love of reading and learning
<ul style="list-style-type: none"> • Creating space for hire within the local community 	<ul style="list-style-type: none"> • In Year 1 up to 100 hours rental of library space 	<ul style="list-style-type: none"> • Offer additional facilities for hire 	<ul style="list-style-type: none"> • Increase the opportunities for more activities and facilities available locally
Economic impacts			
<ul style="list-style-type: none"> • Keeping the library open encourages the diversity and vitality of Moorland Road 	<ul style="list-style-type: none"> • Potential increase in footfall to local shops and businesses 	<ul style="list-style-type: none"> • Mutual support with local businesses 	<ul style="list-style-type: none"> • Supports the vitality and sustainability of Moorland Road
Environmental impacts			
<ul style="list-style-type: none"> • Facility for local residents, in particular for older and less mobile residents 	<ul style="list-style-type: none"> • Potential to reduce journeys into city centre 	<ul style="list-style-type: none"> • Preventing the loss of local services and facilities 	<ul style="list-style-type: none"> • Reducing the need to travel has the potential to reduce carbon emissions

5. Organisation structure

The Trustees

- The members of the CIO are the Trustees.
- The Trustees are responsible for overseeing the charity, including overseeing the management of the building and running of the library service.
- There are six Trustees: Liz Hearn, Jill Carr, Alice Boden, Kevin Swaine, Anne Swaine and Jeanette Cook. We are currently recruiting two further Trustees. With the exception of the first Trustees, the term of service is three years.
- The Trustees bring a wide range of skills including book-keeping, fundraising, IT etc.

**MOORLAND ROAD COMMUNITY LIBRARY
ORGANISATION CHART**



Volunteer resources

- There are currently 60 volunteers recruited. We plan to recruit additional volunteers in due course.
- Volunteers will be responsible for the day to day running of the library.
- Training will be provided to all volunteers by the Council: two sessions covering generic training such as data protection and more specific training on the Library systems

Management and supervision resources

- We have a Management Committee comprising of all the trustees and a number of supporting volunteers.
- We meet on a regular basis to establish our governance and progress our plans.
- All our meetings are minuted and meet with our constitutional requirements.
- The Management Committee will be responsible for allocating tasks and managing the operations of the library.

We have developed the following policies which are available on request:-

- Safeguarding Policy, Children and Adults
- Health and Safety Policy
- GDPR & Privacy Policy
- Volunteering Policy
- Equalities and Diversity Policy
- Risk Management Policy
- Financial Procedures (Accounting Policy & Procedures)

Partnership working and stakeholders

- Local Ward Councillors
- Local Schools and Nurseries
- Forest of Imagination & Bath Children's Literature Festival.

- Informal contacts with SCP (Student Community Partnership), the Library Service at Bath University and at Bath Spa University.

6. Managing the building

Moorland Road Community Library Trustees understand their duty of care with respect to the ongoing operation and maintenance of the building. This includes scheduling testing and maintenance work to ensure compliance with current legislation, ongoing safety of the public and the volunteers, and to prevent significant degradation of the building asset.

1. Electrical Testing of the wiring system was last completed by Southern Electrical Contracting on 6th May 2010 – This is now overdue a re-inspection as the frequency of testing is 5 yearly. Bathnes Council to ensure this is done before handover. The wiring will be tested again by a reputable and qualified electrical contractor 5 yearly thereafter. This is likely to be AWP Electrical contractors as they are a local company.
2. PAT Testing of all electrical items was last undertaken on 23rd April 2018 by the Council. Much of this equipment will be removed by the Council. Brand new replacement equipment does not need PAT testing in year 1. However, for the sake of completeness and to ensure no equipment is missed, tests will be arranged annually by a qualified PAT tester. AWP Electrical is our preferred supplier as they are a local company.
3. Alarms
 - a. Security alarm to be tested annually – currently tested by ADT annually, last done 13/11/18
 - b. Fire alarm and emergency lights – currently tested 6 monthly by ADT.
4. Fire Equipment is to be tested annually and as advised by a qualified expert in fire equipment. They will also advise when extinguishers are to be replaced or maintained. The equipment is currently tested by Firemark – last tested 6th July 2018.
5. Water testing: Water was last tested by the Council in 2017 as part of an exercise by Wessex Water looking at all educational establishments including the library. No further testing with respect to Legionella Disease is required at this time as the system design is considered 'low risk' by experts.
6. Health and Safety at Work Act
 - a. Ensure a continued safe place to work by ensuring all volunteers are aware to bring to light any and all damaged or faulty equipment or parts of the building that require maintenance or repair.

- b. Trustees to ensure all such repairs are completed in a timely fashion using recognised and qualified contractors.
7. COSHH – Control of Substances Hazardous to Health: Trustees to ensure all cleaning fluids are stored safely away from the public.
8. Uphold a Maintenance Schedule of planned works to ensure the ongoing life of the building. Trustees will manage fundraising and capital expenditure to enable future works. Any alteration to the building must be approved by the Council’s property team. We understand that at that time full project proposals would need to be provided before any execution of the plan.
9. A 5 yearly survey (as in once every 5 years – quinquennial) of the building is required to ensure that the Trustees are made aware of urgent works and to help plan for future maintenance.
10. Asbestos Survey: Last carried out 21/ 7/ 17 no ACM’s found. No further work required at this time.

Electrical Testing	Due before handover by council,, thereafter by MRCL April 2024	Bath&NES AWP Electrical
PAT testing	Next due April 2019	AWP Electrical
Alarms – security & Fire	Security next due Nov 2019 Fire next due ?	ADT ADT
Fire Equipment	Next due June 2019	Firemark
Water supply	Review at quinquennial	Wessex water
HASAWA	Work to be carried out immediately as arises	TBD
COSHH	Review by Trustees annually	Trustees
Maintenance Schedule	Review by Trustees quarterly	Trustees
5 yearly condition report	Next Due April 2023	TBD D J Mills?
Asbestos	No further work required	Nil

7. Equalities, accessibility and diversity

We will ensure that all our volunteers are aware of their responsibilities with regard to equalities and diversity. All volunteers will receive appropriate training in this area. The organisation will continue to monitor compliance with our policy.

We are aware the teenagers and working people do not access the library as much as other groups, so we will connect with schools to encourage more teenagers and we will open the library more in the evenings to enable working people to use the library.

We will participate in national campaigns such as Black History Month in October 2019 and LGBT month in February 2020 and, with the help of Libraries West, we will ensure that our book stock in the Library reflects this.

We will work with the Council to agree the types of books our local community needs. The Management Team wants to offer foreign language books such as Polish and Syrian to reflect the most significant international populations in our community and we welcome the opportunity to discuss this with Libraries West. We are delighted that large print books will continue to be available by Libraries West but as talking books will no longer be provided, we have targeted this one of our future areas for development. One of our volunteers is hard of hearing and so we would like to encourage opportunities for signing and lip reading. The induction loop will be very useful.

We believe that access to the Library is currently appropriate for people with physical disabilities and we will ensure that it continues to be so. All volunteers are aware of the necessity of keeping the space free from hazards.

8. Project timescales

Our aims is to take over the running of the library from the 1st April 2019.

Phase 1 - Consultation and set up (Summer – Autumn 2018)

- Public meetings held
- Founded Charitable Incorporated Organisation
- CiL Funding application submitted
- Recruitment of volunteers
- Consultation undertaken

Phase 2 - Application process (Winter 2018)

- CiL Funding decision confirmed
- Draft Heads of Terms
- Submission of the Full application
- Decision notified of application
- Libraries agreement signed
- Approval sought for CAT

Phase 3 – Transition (Winter / Spring 2019)

- The training of our volunteers will take place in January & February 2019
- Draft Lease prepared
- Building works undertaken if required
- Training undertaken with volunteers

Phase 4 – Completion (Spring 2019)

- Lease signed
- Launch of Library

Phase 5 – year 1 of operations

- Monitoring meetings with B&NES Libraries
- Continue to recruit volunteers and undertake training
- Review of activities and monitor numbers

9. Monitoring and evaluation

We will ensure that we monitor our activities by:-

- Growth of new members
- Increase in number of items loaned
- Increase in total number of library users
- Keeping a log of the number people who visit
- Seeking feedback from users
- Recording additional activities and events organised
- Monitoring activity and feedback on social media and website

10. Risk analysis

Lease of the building: we have received draft heads of terms from the Council. Until the Community Asset Transfer is approved, we are unable to take over the running of the facility. However, we are working closely with BANES to ensure that a smooth transition is not jeopardised.

Condition of the building: a conditions report has been received by the Council. An independent building survey on the property has been carried out to establish whether there are any unforeseen problems with the building that may delay the transition. We are awaiting the results.

Lack of volunteers: Shortfall in volunteer numbers may impact on our opening hours: we have committed to an extensive recruitment campaign to raise interest.

Increased costs: Overall costs, including hidden unexpected costs, when budgets are completed may prove too high for our planned income. We are committed a broad spectrum of fundraising initiatives and applying for grant funding to supplement our income.

11. Project costs - Five Year Income and Expenditure

Business Plan - Income & Expenditure Template		Moorland Rd Community Library - January 2019					Notes
Income		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
1.	Start-up funding	5000					This is a one off grant from BANES
2.	Grants - CiL Application	8000	6000	4000			CiL funding has been provisionally confirmed for three years.
3.	Rental / room hire	1000	1800	2600	4000	4200	Projected figure based on number of hours room is available to rent at £10 per hr
4.	Other income: printing/office services	200	200	200	200	200	Modest income projection from the sale of services such as printing etc.
5.	*Volunteer time in kind						See footnote
6.	Fundraising	2000	2200	2400	3200	3400	It is intended to explore other funding opportunities such as National Lottery, St Johns Foundation, Tudor Trust, Arts Council and local fundraising events
Total Income		16,200	10,200	9,200	7,400	7,800	
Expenditure		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
7.	*Salaries inc on-costs of NI, Pensions, Management, Staff, volunteer time in kind						We are not intending to employ anyone. See footnote.
8.	Training and development, e.g. First Aid Course, DBS Checks	350	350	250	250	250	Allocation of funding for additional training needs.
9.	Caretaking/ cleaning costs: Cleaning materials, Refuse collection, Security	230	70	70	70	70	Provisional sum for cleaning materials and equipment. Volunteers will undertake tasks.
10.	Utilities: Water, Electricity	2,500	2,500	2,500	2,500	2,500	This is an estimated figure.
11.	Rent / Mortgage	1	1	1	1	1	The rent is £3,000 which is hoped to be rebated to £1

	Business Plan - Income & Expenditure Template	Moorland Rd Community Library - January 2019					Notes
	Income	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
12.	Building management fees	0	0	0	0	0	Building to be managed by in house by appropriately skilled volunteers
13.	Business Rates	0	0	0	0	0	We hope to receive a rate relief as a charitable organisation.
14.	Repairs and Maintenance (inc. alarm, PAT, fire equipment)	1,290	1,290	1,290	1,290	1,290	Estimated figure based on annual costs supplied by the Council for repairs and maintenance for over last 3 years
15.	Transport and Travel	0	0	0	0	0	
16.	Centre Supplies: Furniture, IT, clothing, equipment	3200	550	550	550	550	In the first year we will be required to purchase new items to equip the library. A provisional sum has been allowed the following years.
17.	Telephones and Internet	480	430	430	430	430	Estimated figure based on 3 independent quotes.
18.	Promotion and publicity	1000	150	150	150	150	This is an estimated figure.
19.	Insurances and Professional Fees	1,400	1000	1000	1000	1000	This is an estimated figure based on initial quotes
20.	Other CONTINGENCY	1100	600	600	600	600	
	Total Expenditure	11,551	6,941	6,841	6,841	6,841	

*Volunteer time, whilst it has a monetary value, is never represented in cash terms, so it is not included on this balance sheet. However the CiL application form advised that we calculate volunteer time @£10 per hour and on this basis we have made the following calculations:

Volunteer time in the Library

3 hrs per shift x 2 volunteers x 9 shifts per week x 52 wks per annum = 2,800 hours @ £10 per hr = £28,000 per annum

Trustee time (work outside opening hours volunteering in Library)

4 hours per mth for meetings + additional 8 hrs per mth for work carried out between meetings= 12 hrs per mth x 8 Trustees = 96 hrs per mth x 12mths per annum = 1152 hours @£10 per hr = £11,520 per annum