

Love Libraries Love Volunteering Final Report

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- **Executive summary**

The Love Libraries Love Volunteering project aimed to strengthen local communities' and engagement with London's public library services by supporting and creating volunteering opportunities. It is based on a model developed in Merton where Volunteer Centre Merton (VCM) manages a volunteering programme on behalf of Merton Library & Heritage. The project was awarded funding by the GLA in October 2011 and following inception and training volunteers were recruited, the project's achievements in a very short space of time have been remarkable and are a testament to the hard work and determination of London borough library services and volunteer centres and the success of an exceptional partnership approach to the project. Adopting this collaborative approach to the project proved to be highly successful, allowing each partner to contribute specialist expertise enabling the project to be successful, high performing and to deliver outstanding results for the community; an on-going collaborative partnership approach is essential to support local communities and deliver effective volunteering in public libraries.

There was a high demand for the volunteering opportunities and the Team London Love Libraries Love Volunteering project successfully encouraged people to volunteer in libraries and supported library services to expand and develop the volunteering roles available in libraries.

- The project involved 13 borough library services and volunteer centre partnerships. The concept of developing these partnerships built on emerging good practice by Merton Library service and Volunteer Centre and aimed to build sustainable partnerships across London. The Merton model recruits and places volunteers in 8 core volunteer roles to support staff in individual libraries and add value to the Library Service. The roles are developed with Union agreement through Staffside (London Borough of Merton's recognised staff consultative body) and VCM supports and trains Library staff to manage volunteers.
- The Project has demonstrated that volunteering in libraries provides opportunities for local people to engage with and contribute to their local community and that the rewards and benefits to individual volunteering is also invaluable and an effective way to help improve health and wellbeing, reduce social isolation and enhance skills.

Profile monitoring of volunteers revealed that all ethnic categories monitored were represented as were people ranging in age from under 16 to over 65 and people with disabilities. **95% of volunteers surveyed think that volunteering in the library makes the local community better for people and 84% reported that volunteering in the library had helped them to meet new people** with 68% thought that it helped them to meet people of different ages, ethnicities and backgrounds. Over 60% of respondents felt that volunteering in the library gave them a sense of purpose and made them

feel happier and 73% reported that they were more likely to encourage other people to use the library and 75% were more likely to recommend volunteering to others.

“It’s hard to say what I like the most about volunteering in the library because I’ve always loved books and libraries but what I like the most about this experience is the fact that I’ve made so many new friends and learnt so many new things that I probably wouldn’t have known before and explore the library a bit more.” Volunteer Redbridge

“It’s well organised. The role is clearly defined and expectations are set for staff and volunteer. I volunteer at other organisations too, and it is very frustrating not have a clearly defined role or tasks to do”. Volunteer Bexley

The Love Libraries Love Volunteering project has significantly increased the number of volunteers in participating boroughs overall to over four times the London average. As a result of the project a total of **2,884 volunteers signed up to volunteer in London’s libraries** and volunteers are regularly delivering thousands of hours of support in their local libraries each month, for example in July 2012 over 7,000 volunteering hours were delivered in London’s library services and in August 2012 at the height of the summer reading activities this rose to over 20,000 hours, **in total 44,958 volunteer hours have been delivered by this project to date**, which valued at the current London Living wage rate of £8.30 is the monetary equivalent of over £370,000. It is impossible to quantify the value added by enriching people’s lives, extending services to the community and supporting local libraries and library staff.

In line with CILIP¹ guidelines the project explicitly did not allow for any job replacement and agreement from trades union and staff representative groups was sought prior to the introduction of each role. Volunteers supported their library service in a number of different ways and added value to what was on offer to the local community, enabling more and enhanced activities to be delivered and reducing the pressure on library staff. Over 20 different activities are now supported by volunteers in London’s library services, these fall into three main categories, supporting children’s and adult activities, supporting IT and learning and acting as a champion for the library, promoting it in the local community. Most of these activities would not be possible to the extent that they are delivered without the help of volunteers.

The Love Libraries Love Volunteering project’s formal partnerships are set to continue until July 2013 to ensure that volunteering in Libraries is embedded and to provide an opportunity for a longitudinal study of the outcomes. The project has trained a number of peers and has developed a tool kit and guidance together with, case studies, training and other resources which are available to other library services that wish to introduce best practice volunteering into their library services to ensure sustainability and a lasting legacy for the Love Libraries Love Volunteering Project. The approach serves as a model for other local public services to add value through volunteers by developing a strong working relationship with their local Volunteer Centre. This report makes recommendations in section to build on the success of the project and maximise its impact.

- **Introduction**

This report sets out the achievements and progress to date of the “Love Libraries, Love Volunteering” project, which was funded by Team London in October 2011. Overseen by a steering group consisting of representatives from a consortium of partners² the project aims to strengthen

¹ Chartered Institute of Library and Information Professionals

local communities and involvement in London’s public library services through supporting and creating volunteering opportunities.

Following a competitive process 13 Borough Library Services and Volunteer Centres were selected to take part in the project.³ A comprehensive training and development programme was conducted and boroughs were supported by the volunteer centres and project steering group to develop volunteer roles, train staff and to recruit volunteers. Volunteer centre Merton was the lead Volunteer centre and provided training and toolkit development and the London Borough of Merton was the lead Library Authority, managing the project budget, the Reading Agency were steering group members, bringing the experience of a specialist charity used to working with both libraries and volunteers, enabling them to advise on project development and also to deliver specialist training.

- **Project Outputs**

Progress against agreed outputs are summarised below

Agreed Output	Progress
Recruit 2,000 volunteers (figures sign up from all 33 boroughs)	2,884 volunteers have been signed up by participating libraries and volunteer centres for the project. Appendix one is a table detailing monthly monitoring profiles. A further 285 volunteers have been reported as signing up to volunteer in by London boroughs not participating in the programme directly; this includes 114 via the Team London website. The project has found that there is a high demand for volunteering opportunities in some cases outstripping the capacity to provide and support the roles as providing and managing best practice volunteering opportunities does require additional time and input from library staff. The Summer Reading Challenge was a key focal point for attracting and supporting volunteers in the course of the project
Develop suite of role descriptions for range of volunteering opportunities in public library authorities	A range of roles were developed across the partnerships, reflecting local need and ensuring that the volunteers provided additionally to London’s public library services by: <ul style="list-style-type: none"> • Supporting the delivery of additional community activities, eg facilitating and increasing the number of adult and children’s reading groups. • Supporting learning opportunities for library

²Partner organisations: Association of London Chief Librarians (ALCL), Chief Culture and Leisure Officers Association (CLOA), LB Merton, Volunteer Centre Merton, and the Reading Agency

Steering Group Members: ALCL- Mike Clarke, LB Merton- Anthony Hopkins, CLOA -Sue Thiedeman, VC Merton Andy Norell, Sarah Hannigan and Beau Fadahunsi, GLA -Ben Cackett, Reading Agency - Sue Jones – project manager – Sue Thiedeman

³ Participating Boroughs: Barnet, Bromley/Bexley Shared Service, Croydon, Ealing, Enfield Hackney, Havering, Triborough(Westminster, Kensington and Chelsea and Hammersmith and Fulham) Redbridge and Waltham Forest

	<p>customers for example acting as “computer buddies”</p> <ul style="list-style-type: none"> • Increasing community engagement • Actively promoting libraries in their local communities as ‘library champions’ <p>Example volunteer role descriptions are available on the project resources website.</p> <p>Underpinning the project was the principle of non-job replacement and all volunteer role descriptions were approved by unions prior to introduction.</p>
Tool kit and guidance	<p>A tool kit and guidance is being developed to contribute to the sustainability and legacy of the project by enabling other organisations and services to learn from this project and to introduce best practice volunteering.</p>
Case studies	<p>A series of case studies has been developed to capture learning from the project and to contribute to its sustainability and legacy.</p> <p>Appendix two is a list of the case studies</p>
Best practice training programme	<p>A Best Practice Training Programme has been devised and delivered; over 100 library and volunteer centre staff attended seven training workshops and two practical training days. These were designed to build strong and effective partnerships and prepare for the introduction of best practice volunteering in participating library services.</p> <p>A staff focus group was held as part of a peer review of the project and all the borough representatives thought the workshops had been “incredibly useful” and gave them a chance to network and learn from each other.</p> <p><i>“The programme was really great and I really appreciated the training. I would definitely jump at the opportunity to attend more workshops in future run by Team London Libraries”.</i></p> <p>Results from the evaluation of the training programme include⁴:</p> <ul style="list-style-type: none"> • 94% satisfaction rate with training • Over 90% of respondents feel more confident in working with partners and volunteers since attending the training <p>The outline training programme is presented at Appendix three and the resources developed from the training programme are available on the project website as part of the project’s legacy.</p>

⁴ 31 respondents to overall evaluation of training programme

Final report / evaluation of performance and lessons log	The evaluation of performance is included at section five of this report, together with a record of unintended consequences. Survey responses are contained at Appendix four and the lessons log is presented at Appendix five
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- **Project Outcomes**

Progress against agreed outcomes are summarised below

Agreed Outcomes	Progress
Number of London Library Authorities signing up to and delivering best practice approach to volunteering 50%	19 out of 33 Borough Library service and Volunteer Centre partnerships applied to be part of the project and 13 were accepted. A further five boroughs have expressed an interest in introducing the programme and will be enabled to do so by the project's toolkit and guidance, resources developed and trained peers.
Increased community engagement and increased engagement with libraries and other community activities	<p>It is clear that volunteering in library services strengthens the engagement of people with the library and their local community. Results from a survey of volunteers⁵ confirm this:</p> <ul style="list-style-type: none"> • 95% of volunteers think that volunteering in the library makes the local community better for people • 84% felt that the volunteering that they had done in the library had helped get local people more involved in the services that the library delivers • 75% would recommend volunteering to others • 68% felt that volunteering in the library had helped them to meet people from different ages, ethnicities and backgrounds <p>As a result of volunteering in the library</p> <ul style="list-style-type: none"> • 37% were more likely to take part in community activities (examples – attending community meetings or being part of a community group) • 28% were more likely to socialise with people from different backgrounds • Profile monitoring of volunteers revealed that all ethnic categories monitored were represented as were people ranging in age from under 16 to over 65 and people with disabilities.
Increase in citizenship, proxy measure election turnout rate	Although it is clear from the results outlined above that volunteering in the library increases involvement with the local community and

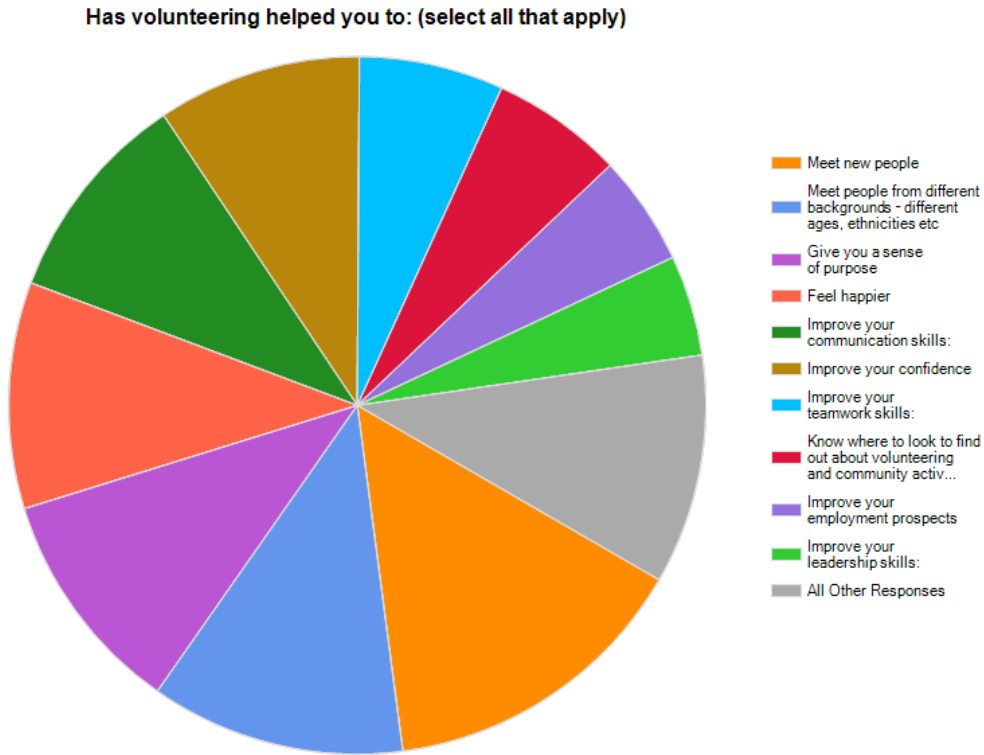
⁵ 126 respondents

	<p>citizenship it is not possible to attribute election turn out with volunteering in libraries in the very short term that this project has been operational.</p>
<p>Satisfaction of volunteers 95%</p>	<p>On a scale of one to five 92% of volunteers surveyed rated their satisfaction levels with their volunteering opportunity and the recruitment and selection process as 3 or above, with 58% rating their satisfaction levels at five - the top of the scale. Only 4% rated their volunteering opportunity at level one out of a possible five levels. 92% rated their satisfaction with the recruitment process as three or above out of a possible score of five with 57% rating their satisfaction levels at five - the top of the scale</p> <p>Comments from the peer review volunteer focus groups volunteer focus groups include:</p> <p><i>“All volunteers felt valued and welcomed and felt that they were an important part of the library service team. They all felt that they were helping staff a great deal and also helping customers, this they find very rewarding”</i></p> <p><i>“Volunteers felt that they had got out of volunteering what they had hoped for – eg improved confidence, an edge in the job market, personal satisfaction and feeling proud when customers obviously value their help.”</i></p>
<p>Improved employability of volunteers 95%</p>	<p>People volunteered in libraries for a host of reasons, the main reasons reported were to gain confidence and experience for c.v. jobs and further education, to give back to community and particularly to help children, to use the skills gained at work that are no longer utilised, due to retirement or ill health; to get out of the house and interact with people.</p> <p>It is too early in the project to judge how many people who are volunteering to improve their employment prospects go on to find paid work; however 29% of volunteers surveyed felt that volunteering had improved their employment prospects, 8% had actually got a new or better job as a result of volunteering and 22% felt that volunteering had made them more likely to look for paid work, these results need to be seen in the context of the survey respondents, 22% of whom were retired, 28% were students and only 20% were unemployed; cross tabulating the survey results with only those respondents⁶ eligible for work increases the percentage to 45% who feel that volunteering has improved their</p>

⁶ Out of only 67 eligible respondents – treat percentage with caution

	<p>employment prospects and 36% who are more likely to look for work as a result of volunteering. The project is monitoring the reasons people leave volunteering where possible, some volunteers have reported that they are leaving as they have found paid employment, however the numbers recorded do not constitute a statistically viable sample.</p> <p>Merton has however been working with volunteers for a number of years and their evidence indicates 18% of volunteers are successful in finding work as a result of volunteering, against a target figure of 8%</p>
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It is clear from both the peer review focus groups and the survey results that volunteering in libraries has had a significant impact on individuals as well as providing invaluable support to libraries and helping to enhance services to the community. At an individual level 84% of survey respondents volunteering in libraries helped them to meet new people and 68% to meet people from different ages, ethnicities and backgrounds. Over 50% felt that their confidence levels and communication skills had improved and over 60% felt that volunteering in libraries had given them a sense of purpose and made them feel happier.



Results from a focus group of library staff as part of the peer challenge indicate that Volunteer centres have assisted library services in a number of ways including: supporting the library services with the recruitment process, reducing waiting lists for volunteering opportunities, undertaking tasks such as screening the volunteers, carrying out the initial interviews, sorting out the CRB checks, helping to develop role descriptions and organising staff training This has proved invaluable to the library services, and has encouraged a good partnership ethos with the centres. During the Peer Challenge of the project the boroughs who have already established a good working relationship with their volunteer centre reported that the project has enhanced and improved their relationships

– whilst some other boroughs reported the project had encouraged the start of good partnership working with their volunteer centres. The role of the Team London project manager is seen as a key role in the successful implementation of the project. All the borough representatives thought the workshops were “incredibly useful” and gave them a chance to network and learn from each other.

I found the initial meetings in January of great benefit not only to reassure us as to how far we were 'down the line' with using volunteers but also that there were others who we could share experiences with or learn from. Also the enthusiasm of our Volunteer Centre co-ordinator made it a pleasure to work with them Workshop participant

The Love Libraries Love Volunteering project ensured that a best practice approach to volunteering was adopted across all the participating library authorities; as a result Bexley has been applied for and achieved the BSI standard. The quality of the programme has contributed to its success and is appreciated by the volunteers.

“The very efficient recruitment and selection process in Enfield has really helped volunteers to feel valued; one volunteer felt that the process was better than anything she had experienced in her working life.” Peer Challenge report

“All volunteers felt valued and welcomed and felt that they were an important part of the library service team. They all felt that they were helping staff a great deal and also helping customers, this they find very rewarding, especially when customers ask for them by name and come back to the library time and again for their help” Peer Challenge report

As a fundamental principle of the project was non job replacement it is difficult to identify direct beneficiaries of volunteers’ involvement in Library services, the majority of roles were developed to support existing staff and projects, so arguably the beneficiaries of the project include all library users which equated to approximately 700,000 over 13 London borough library services. Volunteers are able to report how customers value their assistance and this contributes to the volunteer feeling valued.

Parents and older people were particularly appreciative of volunteers. Parents used “word of mouth” to pass on particular volunteers that they thought had helped their children and one had said “you don’t know what you’ve done for my son”. Peer Challenge report

Library staff report that volunteers add value to the library services and allow staff time to focus on the core role and also take the pressure away from staff.

“In addition, the challenge for us is not only about the children reporting the titles of the books they are reading, we want to have a conversation with them about the books, they read to us from the books when they come to collect their stickers – staff have a very limited time to do this while a volunteer can spend time having a fantastic conversation with a child about what they have read, whether they enjoyed the book and what they liked most or least about it.” Manager, Redbridge

In addition the majority of boroughs have been able to introduce new services with the help of volunteers providing additional capacity and it has been possible to extend existing services by introducing more sessions to the public; for example the over 60’s club in Thornton Heath Library, Croydon successfully engages older people from the local community in activities and enables them to keep active and meet people, reducing social isolation; Vision Redbridge Culture Leisure Trust has adopted a very joined up approach with the library service improving opportunities for volunteers by

signposting to “Work Redbridge” and local skills and development training providers. The London Borough of Havering has recruited over 500 volunteers and introduced Library Ambassadors to actively promote library services; the volunteers are part of a strategic approach by the Council to promote volunteering in the borough. There are over 20 different kinds of activities now supported by volunteers in participating library services; these are listed at **Appendix six**

Examples include:

- The weekly work club in Croydon, which has helped approximately 300 people with job searching, filling in applications, CVs and interview techniques.
- 220 people per month attending reading groups in Bromley and Bexley
- A 5% increase in children taking part in the summer reading challenge in Redbridge
- Almost 200 Library Ambassadors recruited in Havering to promote the library service

The library volunteering project has strengthened partnership working and enabled local authorities to deliver other innovative schemes which are in effect unintended consequences or bi products of the project

- Havering Volunteer Centre moved their outreach brokerage service to the Central Library as part of the Love Libraries Love Volunteering pilot to wide access, strengthen partnership working and integrate recruitment pathways. The success of this pilot has led to the Volunteer Centre being offered permanent space to establish a “Volunteering Information Shop” which will be resourced by a staff member leading and supporting a team of volunteer information advisers and outreach brokers
- Volunteer run Conversation Clubs established in Libraries that have proved a useful place to recruit volunteers as well as helping people improve their confidence and language skills.
- Staff reporting that working with volunteers has helped them: increase confidence and develop skills such as managing volunteer processes, delivering presentations and talking to volunteers.

- **Evaluation**

The Love Libraries Love Volunteering project has delivered well against all of its output and outcome targets, however the short timescale in which the project has been delivered and the early stage at which it has been evaluated make it impossible to truly evaluate its impact. The partnership agreements with participating boroughs and Volunteer centres are in place until July 2013 providing the opportunity for a longitudinal study.

To evaluate the project surveys were conducted with samples of staff and volunteers. Anonymised survey results are contained at **Appendix six**. A peer review was also conducted by independent peers. This consisted of volunteer and staff focus groups and allowed for a more qualitative evaluation of the project/ the peer review report is presented at **Appendix seven**

Boroughs undertook regular monthly monitoring and quarterly profile monitoring of volunteers. The results are amalgamated into a table at **Appendix eight**. Collecting profile data was time consuming and problematic, not all volunteers were willing to provide all the profile data required for the extensive monitoring. Data was gathered from over 1,000 individuals and this provided a useful insight into the makeup of volunteers:

- 73%⁷ of volunteers were female
- All age groups were represented, 8% were under 16, 41% 16-25, 29% 25-40, 28% 41-45 and 3% over 65. The oldest volunteer was over eighty and volunteering several times a week.
- All ethnic groups were represented and the profile breakdown broadly matched borough profiles.
- 6% of volunteers reported being disabled.
- 11% of volunteers were employed fulltime and 22% were unemployed, 19% were students and 19% preferred not to say what their employment status was.
- Volunteers mostly found out about opportunities via the web (62%) with 21% using the Team London website and 30% the Do It website. The “other category” accounted for 30% which included finding out directly from the library.

Some analysis was undertaken with non-participating boroughs and benchmarking utilising CIPFA figures⁸. CIPFA reports that the average number of volunteers for a London Borough is 53 and although the numbers vary between boroughs this is borne out by CIPFA and borough survey evidence from non-participating boroughs; this information is available in **Appendix nine**. It is clear that participating in the Love Libraries Love Volunteering project has significantly increased the number of volunteers to over four times the London average.

- **Budget**

The total Team London funding for the project was £100,000. The project accommodated an additional £7,500 expenditure associated with accommodating 13 boroughs on to the programme due to there being two shared services among the borough partnerships selected to take part. The final project expenditure breakdown including an explanation of variances is at **Appendix ten**. The project did not secure any cash match funding at its inception, in kind contributions have been quantified to provide an equivalent cash value of £18,835 and a contribution by the London Borough of Merton of £2,350; a breakdown of this is presented at **Appendix eleven**.

- **Sustainability and Legacy**

The project was designed specifically to be sustainable and to have a lasting legacy in London. The partnership agreements with the borough partnerships extend until 31 July 2013 and the boroughs will continue to formally work together until then, which will allow:

- best practice volunteering to become embedded as a core offer in 13 London borough library services
- Participating borough partnerships to work together and share learning for an extended period
- Establish and build strong and effective relationships between borough library services and volunteer centres.
- Evidence to be gathered over a longer period to allow for a longitudinal study of outcomes

The project has produced a number of [resources](#) including [case studies](#) and [A tool kit and guidance](#) which are available on the website for participating boroughs to utilise or to assist new library services wishing to introduce best practice volunteering programmes. The project has also produced a lessons log (**Appendix five**) which will promote action learning and contribute to driving improvement, sustainability and legacy.

⁷ Percentages are rounded up

⁸ Latest CIPFA results are 2010/11 actuals and 2011/12 estimates

'The project serves as a model for strengthening local partnerships between Volunteer Centres and other Council services.

The key elements of the model are:

- Clear division of responsibilities set out in an Agreement
- Time spent working with staff and unions to prepare the way
- All roles agreed with staff and unions
- Small number of key roles but flexibility for each Library Service and each Library within an individual borough to develop additional roles
- Joint recruitment initiatives making full use of Libraries as recruitment centres
- Direct access to Volunteer Centre expertise in marketing, brokerage (recruitment and placement), role development and management of volunteers for Library staff (many of whom may have little or no experience of managing volunteers).

The time and capacity required to introduce and maintain best practice volunteering should not be underestimated and although effective working relationships have been developed with Volunteer Centres, some may not have the capacity and resources to continue with such high level involvement as their funding continues to be reduced.

A number of peers have been trained as part of the programme and they will be able to assist new boroughs who wish to introduce best practice volunteering in library services in the future. The peers will also be invited to join the London Cultural Peer Programme and form part of a wider resource for London Cultural services.

The project has developed a highly successful model to strengthen local communities by involving local communities in volunteering in local services. The learning from the project has applicability to library services across London and beyond and the potential to be extended to other service areas

The Association of Chief Librarians (ALCL) has been an integral part of the project with executive representation on the project steering group. As the representative body for London's public library chief officers the ALCL will be of vital importance after the project formally closes in July 2013; ALCL will continue monitoring the project until the end of the formal partnership agreements in July 2013 and thereafter will consider appropriate benchmarking. ALCL's role after the project has closed will be to provide sector specific leadership on volunteering and ensure dissemination and sharing best practice as well as promoting the project materials left as part of the legacy.

Early discussion with the Arts Council is currently taking place regarding possible promotion of the success of the project at their Libraries Conference which will be held in either December 2012 or January 2013.

The Universal Reading Offer offers an important way of taking the work forward as the main programmes and "spikes" have shared learning and resources, defined volunteer roles etc.

It is highly likely that this project has applicability to other areas and potential pilots are currently being explored for children's services and adult social care settings. As the partnerships and relationships developed by the project become embedded additional opportunities to progress funding bids are also being explored.

- **Recommendations**

The project steering group recommends:

- a. The achievements of the project be widely promoted to raise the profile of best practice volunteering and the successful partnership approach and encourage the London Libraries model to be used by other public services.
- b. Consideration be given to creating forum for staff to share experiences and learn from each other as well as to promote best practice more widely
- c. Team London establish a web portal for directing volunteers who register via their website (currently the on line form is hosted by LB Merton)
- d. Team London to consider funding:
 - i. Additional boroughs to introduce best practice volunteering in Libraries (five boroughs have expressed an interest in this)
 - ii. Further analysis and a longitudinal study of volunteering in Library services
 - iii. Supporting the introduction of the successful approach to volunteering to other services
 - iv. Additional marketing materials to continue to associate Team London with this volunteering initiative
 - v. A shared learning and celebration event for the project, including for library staff and volunteers

- **Appendices**

Appendix One – Monthly Monitoring Table

Team London Libraries Project Monitoring Volunteer Numbers and Hours									
Borough			Number of New Volunteers Registering						
	TGT No.s	Cuml Total Signed up	1 Oct 11 – 29 Feb 12	March -12	April- 12	May-12	June-12	July-12	August- 12
Bromley/ Bexley	100	239	40	10	19	60	72	31	7
Barnet	100	372	133	5	2	49	40	57	86
Croydon	150	422	16	25	60	78	82	109	52
H&F	350	26	0	0	1	3	6	8	8
Westminster		150	52	9	9	11	13	49	7
K&C		80	17	1	8	11	10	16	17
Hackney	100	22	8	2	2	2	2	6	0
Waltham Forest	100	141	0	12	2	5	41	62	19
Havering	100	547	385	57	14	20	12	40	19
Redbridge	100	291	25	46	40	40	57	23	60
Ealing	100	217	136	43	7	28	3	0	
Enfield	100	89	29	14	12	9	2	13	10
Merton	0	174	64	0	22	8	18	37	25
TL Website	0	114	78	0	0	0	0	36	
A Overall Cum. total	1300	2884	983	224	198	324	358	487	310
Borough			Number of Volunteers Leaving						

		Cum Total leaving	1 Oct 11 – 29 Feb 12	March -12	April- 12	May-12	June-12	July-12	August- 12
Bromley/ Bexley		51		12	5	4	30	0	0
Barnet		94	10			2	16	1	65
Croydon		0							0
H&F		0	0	0	0	0	0	0	
Westminst er		0							
K&C		21			15		6	0	
Hackney		2	0	0	0	0	0	0	2
Waltham Forest		3							3
Havering		4		1	3			0	
Redbridge		1				1		0	0
Ealing		68		1	67				
Enfield		15				2	7	2	4
Merton		41			2	3	7	0	29
B Overall Cum Total Leaving		300	10	14	92	12	66	3	103
A – B Cum. Overall Total		2584	973	210	106	312	292	484	207
Borough			Number of Hours Volunteering Recorded						
			1 Oct 11 – 29 Feb 12	March -12	April- 12	May-12	June-12	July-12	August- 12
Bromley/ Bexley		4168.5	59	46	88.5	136	130	500	3,209
Barnet		3131.5			2025.5	319	316	119	352
Croydon		7158.75			81	87	69	1619.5	5302.25
H&F		131	0	0	0	20	34	52	25
Westminst er		7411	1569	195	272	374	1113	1002	2886
K&C		1521	590	100	118	107	146	200	260
Hackney		663.5	260	39	56	40	42	105	121.5
Waltham Forest		26							26
Havering		3240	546	145	105	143	120	561	1620
Redbridge		3803			138	140	183	727	2615
Ealing		176.5	70				16	90.5	
Enfield		1804		141	130	119	242.5	320.5	851
Merton		11723.6			2291	1488	2462.1	2611	2871.5
TOTAL		44958.4	3094	666	5305	2973	4873.6	7907.5	20139.25

Appendix Two - Case Studies

Borough	Case study outline
Bexley/ Bromley	Implementing the project across a shared service
Croydon	Thornton Heath Work Club
Hackney	Contribution of Library Services to Health and Wellbeing
Redbridge 1	Working with young volunteers
Redbridge 2	Effective partnership working- including preparing staff for volunteering and link to wider programmes (eg Work Redbridge)
Havering	Using Library Ambassadors to widen participation and maximise the use of community assets and link to strategic coordination of volunteering across the borough
Ealing	Monitoring of staff attitudes – changes over the life of the project and how volunteers can help staff
Merton	Engagement and partnership with the volunteer centre including developing service level agreement
Reading Agency	Using volunteers for the Summer Reading Challenge in 13 London Boroughs
Project	Tool kit and Guidance for introducing best practice volunteering into public library services, incorporating training materials and sample role descriptions.

Appendix Three - Outline Training programme

**Love Libraries Love Volunteering
Training Programme**

Theme	Date	Workshop	Location and Lead Agency	Workshop content
Engage and Develop	12 and 18 January 2012	Engagement Workshop	London Councils Delivered by Volunteer Centre Merton	Introduction to the programme Key Messages Performance management Common Pitfalls Developing core volunteering roles Q&A
	7 and 20 February	Facilitated session	Arts Council Delivered by Volunteer Centre Merton	Working in partnership to deliver best practice volunteering Marketing and PR
Practical Training	21 or 24 February 2012	Getting the Basics Right Practicalities and reflective learning	British Dental Association Delivered by Volunteer Centre Merton	Introduction to volunteering Preparing the ground Volunteer enabling Recruitment and retention Induction Volunteer handbook Support and supervision Conflict resolution Reward and recognition
Specialist Interest Master classes	30 April	Peer Supported Improvement	Arts Council Delivered by Steve Wood	Introduction to the concept of peer supported improvement Training in the use of techniques to enable sharing of best practice and support peers in other Authorities to introduce best practice volunteering
	1 May	Supporting Reading Initiatives	Arts Council Delivered by The Reading Agency	Examine the range of volunteering opportunities to support <ul style="list-style-type: none"> • Reading Groups (for children, young people and adults) • Author Events • Reading Challenges(Summer Reading Challenge, Six Book Challenge) • Book Festivals • Reading Websites
	23 May	Working with Young Volunteers	Freeword Centre Delivered by The Reading Agency	Support participants to: <ul style="list-style-type: none"> • Increase confidence in working with young people • Suggest ways of creating a young person –friendly

				<p>environment</p> <ul style="list-style-type: none"> • Develop team building strategies • Discuss recruiting and retention of young volunteers • Developing volunteering roles and opportunities for young people
	29 May	Digital and Social Media Opportunities Through Volunteering	Freeword Centre Delivered by The Reading Agency	<p>This workshop will look at the ways in which volunteers can</p> <ul style="list-style-type: none"> • Support users in understanding how to access the digital opportunities offered by the library • Produce digital content for library websites and social media • Market/promote/advocate for the library using digital and social media opportunities

Appendix four- Survey results

Attached as separate documents due to size

Appendix five –Lessons Log

Issue		Lessons learned
Monitoring	Monitoring is time consuming both to collect and to chase up late returns	Establishing robust systems from the outset is essential. Everyone needs to be clear of their part in the process.
	Profile monitoring was the most difficult, information was inconsistent and not all volunteers wanted to provide the detailed profile information that was required	<p>Once the project is established consider collecting information less frequently to reduce the burden; however this needs to be balanced with the need to ensure partnerships are on track.</p> <p>Standardising, administrative processes, such as joining forms, record keeping, etc must be investigated and put in place to ensure efficiency and effective ways of working, and do more with existing resource</p> <p>Timely returns are appreciated and reduce the overall project</p>

		management time
	There was initial confusion over what figures were needed and how these were to be collected and presented, leading to initial inconsistency	Be clear and consistent about what is needed from the outset of the project, particularly where there are data protection issues
	Additional information was asked for part way through the project which caused additional work and which could not easily be obtained	
Measuring outcomes	The project was trying to evaluate long term outcomes in a short time scale	There is the opportunity for a longitudinal study which will more effectively deliver results on longer term outcomes
Volunteer recruitment	There is a high demand for volunteering which can easily outstrip capacity to provide placements	Ensure staff are trained and roles are developed in advance of recruitment
	Volunteers registering directly at the library were more likely to proceed to a volunteer placement and to stay for longer	Effectively promote volunteer opportunities, in particular “piggy backing “ on opportunities in town centres etc is useful Volunteers have requested that there be a way to indicate their availability to volunteer – ie days and times they are available on the expression of interest form or postcard Ensure that the postcode is asked for on forms
	Many volunteers leave because they are only recruited for short term projects	Devise ways to keep volunteers involved by offering long term opportunities to existing volunteers: The Reading Agency is actively working on projects that will now offer a year round opportunity for volunteers to become involved in reading initiatives, eg chatterbooksand Book Angels on World Book Day
	Marketing products should reflect the nature of the activity and the makeup of the community	Downloadable marketing materials have been devised by the project that allow for the insertion of bespoke images and text

	Generic marketing products should allow space for local information to be added , either by the library or volunteer centre	
	Volunteers may have to wait for some time before they are able to commence a volunteer placement, this can be frustrating for the volunteer who is usually keen to get started straight away	Be realistic about the waiting time due to CRB checks, references etc., the volunteering roles on offer and the time commitment Seek to provide training for volunteers and other opportunities, such as shadowing and familiarisation tours to fill the waiting time and keep prospective volunteers interested Volunteer centres proved excellent at screening large numbers of prospective volunteers and selecting the most suitable for the roles
Utilising volunteer's skills	Volunteers in some boroughs have been able to offer ideas and bring additional skills to complement the library services offer	Utilise the expertise volunteers can bring, for example in marketing and in being able to access non users in the community
Union and Staff representation approval	At a time when Local Authority budgets are reducing and council employees are facing reorganisation and the threat of redundancy it can be difficult to negotiate with Trades Unions about introducing volunteers	Non job replacement in line with CILIP guidelines is an essential component of achieving agreement from Trades Unions
Staff Involvement	Staff may be initially sceptical about the motives for introducing volunteers into a service, particularly at a time of cut backs to budgets	Involve staff from the start of the project and ensure they receive training and the opportunity to talk to peers in Authorities or services that have successfully introduced volunteering. Volunteer centres have the skills and experience to provide excellent training for library staff Staff are very keen to have the opportunity to share learning and issues , possibly through an

		online forum or regular meetings
	It is critical that front line staff are fully informed so that they can effectively deal with face to face requests from customers and prospective volunteers	Devise effective communication systems so all staff are kept informed, particularly at the front line
Partnerships	The borough's that were most effective were the ones that established strong working relationships with their volunteer centres and not all boroughs established an effective working relationship with their volunteer centre.	Investing time to build strong and effective partnership is the key to delivering successful projects It is helpful if each partner is able to play to their respective strengths by agreeing clearly defined roles and responsibilities
	Although libraries and volunteer centres are essentially set up to deliver standard services, their operating circumstances, general approach and level of resources is very individual.	It is important to recognise the differences between organisations and services
	The steering group formed an effective partnership to manage the project and invested additional time and resources	Clearly identify which partners will add value to the management of the programme at the outset
	Funding provided directly to boroughs and volunteer centres were small in comparison to the actual work involved.	A small amount of funding will act as an incentive to kick start and accelerate activity. The true costs of the project in terms of time investment should however be recognised, particularly at a time of reducing budgets.
Project management	The project management time to undertake the coordination of a complex multi borough programme was seriously underestimated	Do not under estimate the project management time required for a complex project across several London Boroughs A project manager with dedicated responsibility is essential to ensure the success of complex programmes operating across several boroughs
	Boroughs and volunteer centres were starting from a range of different levels and the rapid timescale required by the project did not allow for this	Recognise that organisations are starting from different points and build in sufficient time to allow for learning to be shared and partnerships progressing more slowly to be supported

Training	Different people attended different training sessions according to the needs of the individuals and organisations	Ensure a recap / summary is provided to everyone, so they are all up to speed for each session
	Not all of the training facilities were ideal in terms of shape of room. flexibility of furniture arrangements, visibility of speakers and acoustics	Ensure training facilities provide the best possible experience for participants
Volunteer Training	Volunteers may not be effective if they are not clear about what they are doing and who they are reporting to	It is important that volunteers have a very clear role and receive induction and training so that they know who they can report to and what they are doing Volunteers requested that there should be opportunities to meet each other and share experiences, either at celebration or social events, or even through a volunteer newsletter Training volunteers in how to deal with difficult members of the public and inappropriate behaviour as well as ensuring they have a named member of staff to report to is important.
Promotion of the Project	There was a lack of awareness about the project, particularly by senior officers and Members, despite Member briefings and senior officer briefings being circulated	Utilise every opportunity to raise the profile of the project

Appendix six – List of volunteer supported activities

Over 60's club	Plan IT training for staff
Battlegamers,	Prepare books for sale
Children's' events support	Promotion/ leafleting
Computer Buddies,	Reading Groups-for Adults
ESOL (English for Speakers of other languages) conversation clubs	Reading Groups-for children
Homework support	Refreshments,
Library Ambassadors	Stitch and Sew,
Manga groups	Stock selection consultees
Meeter and Greeter	Summer Reading Challenge
	Support IT training

Appendix seven – Peer Review Report

Team London – Love Libraries, Love Volunteering Project Peer Challenge

Aims and Objectives (Terms of Reference – TOR)

This report is a summary of results of a peer challenge that was carried out on Team London – Love Libraries, Love Volunteering project between January and June 2012. It will summarise its successes and the lessons learnt along the way. It will identify areas for improvement and any recommendations or opportunities for the future of both this project and further volunteering programmes.

Introduction

In 2011 a consortia of partners⁹ secured funding from the Mayor of London’s Team London to develop a coordinated best practice approach to volunteering across London’s public library services. Ten library services involving 13 London boroughs and volunteer centres¹⁰ agreed to take part in the ‘Love Libraries, Love Volunteering’ project.

The project aimed to strengthen local community involvement with London’s public library services by supporting and creating volunteering opportunities. It also explored some of the issues and obstacles to volunteering in libraries and aimed to find flexible solutions as well as gathering useful baseline data. There was a high demand for the volunteering opportunities. The project explicitly did not allow for any job replacement; volunteers supported their library service in a number of different ways and added value to what was already on offer to the local community.

Methodology

Target Audience	Method
Volunteers	<p>Focus groups</p> <p>Three focus groups took place in:</p> <ul style="list-style-type: none"> • London Borough of Havering • London Borough of Enfield

⁹ Association of London Chief Librarians (ALCL), Chief Culture and Leisure Officers Association (CLOA), London Borough of Merton, Merton Volunteer Centre and the Reading Agency

¹⁰ Barnet, Bromley/Bexley shared service, Croydon, Ealing, Enfield, Hackney, Havering, the ‘Triborough’ (Westminster, Hammersmith & Fulham and Kensington & Chelsea) Redbridge and Waltham Forest

	<ul style="list-style-type: none"> • London Borough of Merton <p>Each group concentrated on the following areas:</p> <ul style="list-style-type: none"> • Previous volunteering experience • Individual impact of volunteering • Perceived impact on library/community
<p>Lead officers in library services and volunteer centres</p>	<p>Telephone interviews</p> <p>Seven telephone interviews were conducted. The interviewees were asked the following questions:</p> <ul style="list-style-type: none"> • What has worked well? • What hasn't worked well? • Impact / what has changed? • How have volunteers added value to your service? • Lessons learned • Suggestions for improvement
<p>Library staff</p>	<p>Focus groups</p> <p>A focus group consisting of library service staff was held at Arts Council England (ACE). The focus group was made up of 15 library staff from eight London boroughs.</p> <p>They were asked the following questions:</p> <ul style="list-style-type: none"> • What has worked well? • What hasn't worked well? • Impact / what has changed? • How have volunteers added value to your service? • Lessons learned • Suggestions for improvement

Volunteers' Focus Groups

In all, 19 volunteers took part in the three focus groups spread across the London boroughs of Enfield, Havering and Merton. The responses from each group were roughly similar; however, one of the focus groups was more guarded in their comments which appeared to be due to their concerns about possible future staff redundancies in their library service.

Both Merton and Havering have fully established volunteering programmes and have Library Ambassador schemes and the volunteers wear lanyards and badges with this clearly marked.

Previous volunteering experience

Of the 19 volunteers seven had joined since the start of the Love Libraries, Love Volunteering project. The remaining 12 were already library volunteers and many had previously volunteered at other organisations including Age Concern, Food Bank, the local Volunteer Centre and schools. Several of them had substantial experience of volunteers going back up to 30 years.

Volunteer Roles

Many of the roles the volunteers carried out over the three boroughs were similar and consisted of the following:

- Summer Reading Challenge champions
- reading buddies
- I.T. buddies/trainers
- choosing books for the house-bound service
- homework clubs
- reading rhyme/baby bounce sessions
- knitting groups - both for children and adults
- craft/art activities programmes
- external/outreach events
- answering general enquiries
- conversation/book groups
- Spanish lessons

Volunteers in Merton libraries were involved in some wider duties including shelving books, dance classes and poetry classes.

It became clear that the volunteers were very selective about the library they chose to work in. In one focus group all but one of the volunteers worked in one particular library. They all spoke very highly of the library manager there and how they were treated as part of the core team. Several had volunteered at other libraries in the borough but felt those libraries were too busy for the volunteers and they “felt swamped” in them. This came through in other boroughs as well; the make-up of the library staff and the size of the building were important factors for the volunteers.

All of the volunteers had worked on the Summer Reading Challenge programme. Many of them appeared to have started their volunteering experience on this before moving on to other roles. It was clear in two out of the three boroughs that volunteer suggestions and ideas were welcome and that many had been put into place. It was important for the volunteers to feel they could use their own skills and experience in the role.

Interestingly, one group of volunteers emphasised their dedication to the library service and felt that by volunteering they were helping to ensure that their local library remained open and did not close due to budgets cuts.

All the volunteers were clearly ambassadors for their library service, going out into the community to promote the library service and recruit new members. They all mentioned personal stories of one-to-one engagement with non-users such as encouraging their neighbours to use the public computers. Their pride and loyalty to their library service was very visible and expressed very vocally.

Several volunteers brought up situations where they would have appreciated some more support or particular training from the library service. This was mostly around interaction with difficult members of the public.

Individual impact of volunteering

Many of them cited more than one reason for their decision to volunteer.

Six main reasons came through:

- to gain confidence in public situations and in dealing with people on a one-one basis
- get experience for career opportunities and for further education
- for altruistic reasons/to give back to the community
- a reason to "get out of bed in the morning"/motivation including for those who were retired
- for health reasons
- because they love libraries and want to promote their benefits to others

All the volunteers felt appreciated and welcomed by the library staff they supported. They all felt "part of the team" and that they definitely "added value" to the library public offer. This gave them all a real sense of achievement and feeling of worth. Several were very proud that customers would ask for them by name and come back to the library time and again for their help.

The very efficient recruitment and selection process in Enfield has really helped volunteers to feel valued; one volunteer felt that the process was better than anything she had experienced in her working life. It is clear that both Enfield Volunteer Centre and the library service work well together to promote the library opportunities and recruit volunteers and there is a good reward and recognition scheme in place - the 100 hours certificates and civic reception were particularly liked by volunteers. Merton library volunteers were also very appreciative of the volunteers' rewards scheme and all of them both knew and praised personally the head of service for his support.

Five of the volunteers were open enough to say the experience had helped them with mental health/confidence issues. It had given them the social surroundings they needed to develop their confidence and expand their interpersonal skills. One of them had been given the role of "literacy ambassador" specifically to help with her phobia of dealing with strangers. She felt this was an award given to her for the progress she had made with her phobia at the library.

Two had taken early retirement and had become clinically depressed. One of them opened up in the meeting and spoke publically for the first time of his struggle with depression and how the library had been a life-line for him.

Two teenagers wanted to give back to the community in their school holidays and at the same time gain important experience for their college applications.

Volunteers felt that they had got out of volunteering what they had hoped for – whether it was improved social confidence, an edge in the job market or personal satisfaction. Some had been surprised at how libraries have changed over the years and amazed at what a modern library service can offer.

Perceived impact on the community

Most agreed that the library-using community was very aware of the role of volunteers within their library services; each volunteer wore a name badge and several were Library Ambassadors.

I.T. provision was perceived as a major public service by all volunteers particularly for those with learning difficulties or no previous I.T. experience. One volunteer had worked in I.T. for over 20 years and volunteered so she could help others to experience the positive sides of technology. Several volunteers talked about how an hour's training session could run into two or three hours if the member of the public was keen. Generally the volunteers were happy to give extra time if they felt they were making an impact and genuinely helping the person.

Children's provision was also perceived to have had a big impact on the public. This area is a big part of most volunteer's roles. Parents were particularly appreciative of volunteers. Parents used "word of mouth" to pass on the names of particular volunteers who had helped their children and one volunteer had received very positive feedback when one mother told her "you don't know what you've done for my son".

There was consensus in two of the focus groups that the community would definitely notice the lack of both the volunteers and the reduced offer from library services if the scheme were to end. Initially, in the third focus group some of the volunteers present felt that the public wouldn't notice if there weren't any volunteers there anymore; they did think they would be really missed by the staff who they help out on a daily basis.

They all agreed, however, that there wouldn't be such a wide range of extra services on offer without volunteers. Examples of these were knitting groups that helped people to get out of the house and conversation clubs for women who spoke English as a second language.

Suggestions for improvement

The following suggestions were put forward by the groups:

- Need to promote the scheme better to attract more volunteers
- Improve marketing opportunities to market the libraries and their offer to non-users – several volunteers felt they had the skills to do this and several local publications were cited as useful publications such as the Enfield Magazine
- All the groups were appreciative of the chance to meet other volunteers working in the same library service. The Havering volunteers suggested regular volunteer meetings for volunteers to meet and share their ideas and experiences. The Merton volunteers also expressed an interest in meeting up with each other again.
- Training for dealing with members of the public who want to get too close to the volunteers

2. Library Staff Focus Groups & Phone Interviews

There were two distinct groups within the staff focus group and interviews – those boroughs who already have some degree of joint library/volunteer centre partnership and utilised volunteers, and those who had had little or no experience of working with their local volunteer centre or using volunteers. The former saw the Love Libraries, Love Volunteering project as an opportunity to develop their existing processes further. But some boroughs that had no former experience were so far behind in the scheme that they had yet to recruit any volunteers or even agree the volunteer role descriptions.

What worked well?

The boroughs who have already established a good working relationship with their volunteer centre reported that the project has enhanced and improved their relationships – whilst other boroughs reported the project had encouraged the start of good partnership working with their volunteer centres. Each library and volunteer centre relationship had developed in a slightly different way. Some boroughs have worked with their volunteer centre to refine their existing volunteer recruitment process. Kensington and Chelsea, for example, rely on their volunteer centre to complete the whole recruitment process while Merton libraries prefer to be more involved in the process.

In Waltham Forest, Barnet and Bromley the volunteer centre had organised and run training sessions for library staff on working with volunteers, induction skills and volunteer job descriptions. They even gave advice and constructive criticism on draft role descriptions and induction tools.

Those volunteer centres who have been active have supported the library services with the recruitment process, reducing waiting lists for volunteering opportunities, undertaking tasks such as screening the volunteers, conducting the initial interviews (as in Havering), arranging CRB checks, etc. This has proved invaluable to the library services and has encouraged a good partnership ethos with the centres.

The role of Sue Thiedeman, Love Libraries, Love Volunteering project manager, is seen as key to the successful implementation of the project within the boroughs. She had regular interaction with all the boroughs and was “very supportive” when they needed help. All the borough representatives thought the workshops were “incredibly useful” and gave them a chance to network and learn from each other.

What hasn't worked well?

Bromley and Waltham Forest thought the timescale of the project was too restrictive. It did not give them enough time to put the ground rules in place. There was a perception that the boroughs were at different milestones within the project which caused some internal problems and a lack of commitment to the scheme. Two of the boroughs are still in negotiations with library staff and their union representatives over concerns about the use of volunteers and their job descriptions. There was a perception that even “some senior managers” were not enthusiastic about the project because of the fear that “the volunteers will take over and cause staff redundancies”.

Kensington & Chelsea reported issues with retention of volunteers. The latter were concerned that some of the younger volunteers were forced into the project by the volunteer centre and therefore had very little interest or motivation in the library. They were concerned about the lack of commitment from other volunteers who, although they had agreed fixed hours, would often ring in

to cancel or just not turn up at all. This was often an issue when the volunteer was involved in supporting public facing activities such as I.T. training.

Several volunteer centres thought the monthly reporting of statistics was too frequent and suggested that the report back should be reduced to quarterly or six-monthly. They also highlighted the fact that volunteer centres often record information in different ways, for example some centres don't log initial enquiries while others do. This could lead to "skewing of the figures making some boroughs look busier than others".

An issue that was brought up by a number of volunteer centres was the lack of publicity about the project. One observed that the "printing was done slightly late and that the project was moving before the publicity was ready". It was also suggested that for future projects the printed posters/flyers should have a blank space for the volunteer centres to add their own details on stickers. This would "speed up the marketing side" of the project.

Several people commented on the lack of knowledge of the project by councillors and senior directors in local authorities. The volunteer centres generally thought local "political buy-in" would have aided the initiative. They felt that as it was a London-wide project it could have used the wider London media to give it great public awareness and should also have used the Team London brand to better effect.

Impact on library service

Merton has been using volunteers for several years. In this service volunteers even get involved in core tasks such as shelving books. Kensington & Chelsea use their volunteers to "enhance the service" and other boroughs want to use volunteers for a similar purpose. When the project was initiated at Kensington & Chelsea the front-of-house staff were wary of the use of volunteers but, when the volunteer roles were recently suspended due to building work, the staff were keen for the volunteer programme to resume.

An indirect, but positive, impact on several library services had been the development of staff working with volunteers. They had developed and gained new skills such as managing volunteer processes and delivering presentations.

How have the volunteers added value?

I.T. support has been a big part of the volunteer role in all the boroughs. This has given staff time to focus on the core role and also taken the pressure away from staff who themselves don't have I.T. skills. Volunteer I.T. support had "offered a gap in provision" to the public in both Merton and Kensington & Chelsea.

Volunteers also supported the additional activities in the libraries such as the Summer Reading Challenge and children's holiday activities. Some of the more able volunteers also ran homework clubs and reading groups. In Kensington & Chelsea volunteers have even been trained in cleaning the rare books so they could be accessed by the public.

Kensington and Chelsea feel the Love Libraries, Love Volunteering project has enabled them to "reach volunteers we wouldn't have done before" and that the project has "enabled people to volunteer without any pressure or judgement". In Merton volunteers run sessions such as Spanish, dance classes and poetry groups. In return Merton identifies the training needs of volunteers, offering a wide range of training such as buddy schemes and CV workshops.

Kensington & Chelsea reported that the project had also encouraged younger adults to apply and that generally the volunteers seemed really committed and anticipate they will stay for much longer than in previous years.

Lessons learned

For the library services that have little or no experience in working with volunteers a major lesson learnt was in relation to selling the project to the front-of-house staff. Some of them had not anticipated the negative feedback internally and would tackle the issue in a much more open way in future. One borough had already muted the idea of doing some staff sharing workshops with staff from a neighbouring borough that was far more developed in using volunteers.

Suggestions for improvement

The suggestions are divided roughly into three areas

1. To share best practice:
 - Internet forum/web space for sharing of ideas and issues
 - Provide support such as shadow training for new volunteers
 - Development of templates for volunteer job descriptions and feedback processes
 - Provide opportunities for volunteers to meet each other – this was a strong theme throughout the focus groups
 - Consider providing a London-wide volunteers' newsletter to provide a sense of ownership and connectivity between the boroughs.

2. To refine the process:
 - Project toolkit to help develop similar projects in the future
 - Need to make more pragmatic timescales, if possible
 - Develop marketing tools/material that can be easily individualised i.e. use of stickers
 - Reappraisal of reporting statistics and feedback
 - Standardisation of paperwork and supporting documents – ie risk assessments, joining forms, etc

3. Public awareness:
 - Use the Mayor of London and Team London as branding to promote the initiative more and act as an ambassador i.e. a letter of support for the project from the Mayor's office to all the London town halls.
 - Gain the support of local newspapers and even, if possible, the Evening Standard, to promote the initiative and get wider public knowledge

Conclusion and recommendation

Love Libraries, Love Volunteering has encouraged both more people to volunteer in libraries and library services to expand and develop the volunteering opportunities they offer.

Volunteering in libraries is a great opportunity for local people to give something back to their local community, but the rewards and benefits to individual volunteers is also invaluable and is an effective way to help improve health and well-being.

Joint partnership with local volunteer centres is key to the success of offering volunteering in libraries and this relationship should be developed and actively encouraged.

It would be worthwhile to investigate the possibility of standardising role descriptions and administrative processes to see if this would be helpful to library services. This could encourage more efficient and effective ways of working. But the individual nature and offer of the different library services should remain because each library service has a distinct history and community that they serve.

Appendix eight – Volunteer Profiles

Love Libraries Love Volunteering Profile Monitoring (Amalgamated)

Age

Under 16	16-25	25-40	41-65	Over 65	TOTAL
81	436	314	296	27	1073

Gender

Male	Female	Total
302	828	1130

Ethnicity	No. of Volunteers
Any other background	40
Bangladeshi	28
Black African	107
Black Caribbean	40
Chinese	26
Indian	110
Other Asian Background	44
Other Black Background	22
Other Mixed Background	30
Other White Background	106
Pakistani	50
White & Asian	7
White & Black African	7
White & Black Caribbean	21
White British	227
White British (English)	160
White British (Scottish)	3
White British (Welsh)	2
White Irish	11
Prefer not to say	168
TOTAL	1041

Employment, Education, Training Status	No. of Volunteers
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Employed	110
Employed Part-time	10
Houseperson	47
None-employed	86
Retired	61
Self-employed	51
Student	193
Unable to work	16
Unemployed	217
Prefer not to say	182
TOTAL	973

How did they hear about the opportunity	
Word of Mouth	68
Team London Website	221
NLT website	115
Other website (do it)	327
Search Engine	8
Press	14
Radio	
Other	323
TOTAL	1076

Disability	No. of Volunteers
Self-classified	65
Not Disabled	986
TOTAL	1051

Appendix nine – Tables of information from non-participating boroughs for comparison

Volunteer numbers and hours – non participating boroughs from borough survey 2012

Borough	Number of volunteers	Number of volunteers recruited in 2012	Average monthly hours	Interested in introducing best practice volunteering	Interested in collecting PI's
B&D	60	15	12	Yes	Yes
Camden	20	5	75 (varies)	Yes	No
City of London	106	56	112	No	Yes
Haringey	15	12	200	Yes	Yes
Hounslow	49	30	283	No	Yes
Islington	29	29	40(summer only)		
Richmond	52	4	129	Yes	Yes
Southwark	50	20	10	Yes	No
Totals	381	171	861		

Borough	2011 self-reported number of volunteers to borough survey	Cipfa latest data (2010/11 actuals 2011/12 estimates) Number of volunteers
Brent	5	6
Greenwich		47
Harrow	40	32
Hillingdon		18
Kingston on Thames		28
Lambeth	6	3
Lewisham		116
Sutton		102
Tower Hamlets	0	0
Wandsworth	109	109
Totals	160	461

Appendix ten – Project Expenditure breakdown

Heading	Project Budget	Expenditure to date	Variance
Project Staff and on costs	12000.00	12000.00	0.00
Volunteers (Recruitment, Training and Management)	68500.00	68610.00	-110:00
Marketing and PR	8000.00	8640.00	-640.00
Project Resources	9500.00	9500.00	0.00
Beneficiaries	0.00	0.00	0.00
Events (celebration etc)	0.00	0.00	0.00
Monitoring and Evaluation	0.00	0.00	0.00
Overheads	2000.00	2000.00	0.00
TOTALS	100000.00	100,750.00	-750
Please explain any unexpected variance in planned project expenditure	Marketing expenditure was over budget due to design costs Volunteer recruitment costs was over budget due to the additional costs of accommodating two shared services (Bromley and Bexley and Triborough) into the programme although the majority of this was assimilated in to the budget		

Appendix eleven -Match funding in kind contributions

In Kind Match Funding			
Resource input	Partner organisation	Estimated cash equivalent	Cash Match funding

		value of in kind match	
Provision of training facilities and meeting rooms including refreshments	Arts Council	£950	
Provision of training facilities and meeting rooms including refreshments	London Councils	£850	
Website development and hosting support 1 day	London Councils	£150	
Input peers to lead peer review 6 days	Two peers Islington and Bexley	£900	
Additional expenditure for unbudgeted items (additional training space) and marketing overspend	LB Merton		£2,350
Additional project management input 50 days	Sue Thiedeman S.T.A.R Cic	£15,000	
Additional Project support @3.5 days and refreshments for Freeword Centre courses	Reading Agency	£685	
additional project support 1 day	ALCL	£300	
Total		£18,835	£2,350