

Proposal to: All Souls College

MEMORY • REASON • IMAGINATION  
**A COMMUNITY LIBRARY FOR KENSAL RISE**

The Friends of Kensal Rise Library • September 2012

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# EXECUTIVE SUMMARY

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The Friends of Kensal Rise Library (FKRL) aim to acquire the currently vacant library building on Bathurst Gardens, renovate and restore it, and run an inspiring and sustainable community library service.

In the first phase of the project we aim to run a quality book borrowing service, but our long-term plans involve the development of a community space that supports employment, education, professional development, wellbeing and community cohesion amongst our residents. We will pioneer new ways to integrate technology and the arts into our library service, ensuring it meets the needs of current and future residents.

The Trustees of FKRL will manage the library through a number of strategic committees. It will be staffed by a professional Project Manager who will work with trained and committed community volunteers. We have excellent draft policies in place to ensure safe and effective working, strong internal evaluation mechanisms for our service and clear lines of accountability. Our main source of books will be donations from publishers and industry, many thousands of which have already been pledged.

We have the passionate support of local residents, as well as commitments from a range of specialist advisors and patrons. These include writers Maggie Gee and Zadie Smith, Tim Coates (former MD of Waterstones Books, library advocate

and founder of Bilbary - a web based independent seller of e-books), Darren Taylor (who runs four successful community libraries in Lewisham), and former Labour Minister for the Arts Mark Fisher.

We have partnerships in place with local services, charities and providers who have similar aims, such as IntoUniversity, an organisation which inspires young people's development and progression. We are also in conversation with local schools and businesses about ways we can work together.

We estimate that we can lease the building, set up and cover the day-to-day running costs of the library for approximately £47,000 in year one, £50,000 in year two (taking into account an initial rent-free period) and £120,000 in year three. We have costed essential renovations to the building over this period at an additional £315,000.

To meet these outgoings we will require strong and sustainable revenue streams. We plan to combine rent from sub-letting part of the building with income sources that have worked well in other community libraries (computer recycling, book sales) as well as revenue from our unique e-book partnership with Bilbary. To meet capital costs, we are applying for grants from public bodies and charitable trusts and will continue our successful programme of large-scale fundraising.

# EXECUTIVE SUMMARY

We would ideally like to buy the building outright to ensure that the future of the library is beyond doubt. As it will take time to raise capital for purchase and/or make the necessary financial arrangements, at this stage we would like to take a long lease of the building. We suggest that this be on full repairing and insuring terms with an initial rent-free period reflecting the condition of the building, and containing a formal option to purchase within the first seven years.

# INTRODUCTION

# INTRODUCTION

## **MEMORY**

The land for the library was generously donated by All Souls College, Oxford. In 1900 the author Mark Twain opened the Reading Room, which was funded by a combination of public subscriptions and rates. Between 1883 and 1929 the philanthropist Andrew Carnegie invested in 2,500 libraries in over a dozen countries. Carnegie believed in giving to the "industrious and ambitious; not those who need everything done for them, but those who, being most anxious and able to help themselves, deserve and will be benefited by help from others". One of the communities he chose to support was Kensal Rise and his generous donation enabled the library extension to be built, completing the library building as we know it today.

Over the last century the library has been treasured and well-used by the residents of Kensal Rise; in 2010-11 it received over 41,000 visits and catered for the different needs of our diverse and vibrant community. Following reductions in local authority funding, the London Borough of Brent closed the library in 2011. It's future remains uncertain.

# INTRODUCTION

## REASON

Kensal Rise Library is an essential resource for local residents. It is a space where everyone is welcomed and where individuals from across our community come together.

Kensal Green ward, in which the library is situated, is in one of the 15% most deprived boroughs in the country. We are also one of the most diverse communities in London and our wellbeing and literacy levels are lower than average. The library is a life-line to many of us and is at the heart of our community. As a result of its closure we have formed a group of deeply committed and competent residents and have developed a robust and detailed plan to deliver effective, free library services for everyone in Kensal Rise.

## A LOCAL SERVICE

Economic constraints and a change in policy led Brent Council to reduce the number of libraries it operates in Brent from twelve to six, with Kensal Rise Library a casualty of this process. Although a number of libraries will remain open in the borough, the planned new services are located too far away for many of our residents to travel to and necessitate tube or bus travel. Young families, children, disabled residents, pensioners and local schools and nurseries need a space and resource that can be easily incorporated into their daily routine.

## INTERNET ACCESS

Our public library is essential for people trying to adapt to challenging economic circumstances. It provides online resources for seeking employment, accessing advice and information, and learning about education for new careers or starting a small business.

Brent Council's figures on internet usage confirm that there is a gap in "digital confidence" between ages (97% of 25-24 year olds are confident using the internet compared to only 77% of those over 65) and at least 10% of the respondents to Brent's survey did not have internet access at home. The numbers of people without access to the internet are highest for those aged 55-64 years (14%) and those in social grades D (13%) and E (19%)<sup>1</sup>.

## LITERACY

The Evening Standard (ES) recently reported that one in three children in London does not own a book of their own, one in four 11-year-olds cannot read properly, and one million adult Londoners are functionally illiterate<sup>2</sup>. They found that 70 per cent of pupils permanently excluded from school have difficulties in basic literacy; 25 per cent of young offenders have the reading age of a six-year-old; and 48 per cent of prisoners have the reading level of a seven-year-old or younger.

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<sup>1</sup> [www.brent.gov.uk/egovernment.nsf/Pages/LBB-7](http://www.brent.gov.uk/egovernment.nsf/Pages/LBB-7)

<sup>2</sup> [www.brent.gov.uk/egovernment.nsf/Pages/LBB-7](http://www.brent.gov.uk/egovernment.nsf/Pages/LBB-7)

# INTRODUCTION

The ES also highlighted the economic impact of illiteracy on public finances, citing a KPMG study<sup>3</sup> that summarised the total cost to society of illiteracy in children at £2billion a year (relating to exclusion from school, reduced employment opportunities and increased risk of involvement in crime).

## **EVIDENCE OF DEMAND**

According to Brent Council's figures, in 2010-2011 there were over 200 visits to the Library per day that it was open. We believe that our enhanced and improved library service will attract more visitors.

Between November and December 2011, we surveyed local residents on this issue. With 280 completed responses to the survey, we can be confident that the survey is representative of the 10,668 population of the Kensal Green ward and also representative of the 268,000 population of Brent. The survey reflected the area's diversity in terms of age, ethnicity, and gender of respondents. The support for the library was overwhelming, with large percentages of those surveyed indicating a variety of ways they would use the library.

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<sup>3</sup> [www.brent.gov.uk/egovernment.nsf/Pages/LBB-7](http://www.brent.gov.uk/egovernment.nsf/Pages/LBB-7)

# INTRODUCTION

## **IMAGINATION**

We will build on the very successful ‘pop-up’ library and establish a quality community library in the Bathurst Gardens building. However, our ambitions and vision for the library go much further than this. We are proposing a new library model for the 21<sup>st</sup> century; one that both embraces tradition and looks forward to the future.

We believe that library services should operate as centres of learning and knowledge exchange. They should address issues of disadvantage, should be both inspirational and welcoming, and should be owned and shaped by the people in their neighbourhood. Libraries can act as portals to health, wellbeing, education and community cohesion and can build the capacity of local people to become leaders. They are the keys to unlocking the imaginations and creativity of all who visit.

We believe that everyone in our community has something of value to share with others, and our library will be a place where people are invited to share their personal expertise and skills. The library will be the place where individuals and organisations can come to regenerate Kensal Rise, to problem-solve, to innovate and to contribute to our collective future.

Our long-term vision for the library involves the provision of books and ICT to all, artist and writer residencies, fantastic seminars, courses, talks and events, the integration of science, engineering and maths with the arts and humanities, and the innovative use of technology to support our aims and delivery.

WHAT WE WANT TO DO

# WHAT WE WANT TO DO

**OUR VISION:** To develop a library for the 21st century

Our Library has always been at the heart of Kensal Rise. We will preserve this great history, and build an innovative institution of learning and culture.

# WHAT WE WANT TO DO

## **OUR AIMS:** The core aims for our library service

### **To build literacy and a love for literature in Kensal Rise and the surrounding area**

- Offer an innovative 21<sup>st</sup> Century library service that meets the needs of all our residents
- Support literacy by promoting the enjoyment of reading through events and activities
- Create opportunities for formal and informal learning

### **To support employment and life-long learning in Kensal Rise**

- Provide free internet access
- Provide advice and information on careers and education routes to young people
- Offer placements and work-related learning opportunities in the Library

### **To create civic pride and social cohesion in the local community**

- Provide local and community information
- Engender a spirit of volunteering
- Build stronger ties in the community through activities
- Offer skill-sharing opportunities for local professionals

For details of the demographics that affect our community, please refer to 'Evidence of Demand' in the appendices.

HOW WE WILL ACHIEVE OUR AIMS

# HOW WE WILL ACHIEVE OUR AIMS

In order to achieve our goals and create a sustainable Library service we will deliver our project in phases. This will allow us to build our partnerships, funds and commitment towards our aim of a 21<sup>st</sup> Century Library.

We envisage that we will complete Phase 1 within the first 3 months of taking possession of the Library. Phase 2 will commence immediately after, from month 3 to year 5, and will include the preparation and refurbishment work required for our long term vision. Because we will be laying the groundwork during these initial phases, we hope to be able to achieve our long term vision by year 5.

Full details of the repair and refurbishment processes mentioned in this document are included in the Capital section of this plan. Full details of our plans relating to staffing and volunteers can be found in the Staffing and Governance section.

# HOW WE WILL ACHIEVE OUR AIMS

## **SHORT TERM VISION: Phase I**

**Goal:** To establish a community library service

**Timescale:** 1 to 3 months

This will involve:

- Hiring the Library Project Manager
- Recruitment, training and deployment of volunteers
- Creating safe and welcoming space for library users
- Cataloguing, labelling and shelving our existing book collection (over 3,000 books)
- Expanding our book collection
- Procuring and installing library circulation software
- Installing WiFi and internet access for the community
- The creation of a library-specific website to enhance and expand our library services
- Partnership with new e-book lending service Bilbary
- Establishing core services and regular events such as printing and copying, Rhyme Time, homework clubs and book clubs
- Setting up evaluation and monitoring mechanisms on local need, library usage and our progress against our targets
- Fundraising and partnership development activities will be ongoing throughout this phase

### **Opening the Library**

We plan to operate the Library for 45 hours per week (Tuesday to Saturday 10:00 am to 7.00 pm). We have budgeted for initial repair and refurbishment of the ground floor of the Library to ensure the space is safe, efficient and welcoming. Our costings also include provision for fixtures and fittings, furniture and essential equipment such as a printer and photocopier.

### **Books**

Our existing book collection includes an impressive range of fiction, non-fiction, reference, foreign language and children's materials. It will form the basis of the Library's initial book collection.

We have already received a number of offers of large-scale and regular book donations from recycling companies and publishers, including Faber and Bloomsbury. We will actively solicit further pledges once we are installed in the building. In particular, we will seek donations in areas where the collection is under-strength, and will target specific providers to meet the needs of those groups who most heavily depend on the library service.

We recognise the need to accommodate the diverse needs of the local community and in particular to meet the need for books in other languages, as well as study texts, and books for the visually impaired (large print and audio). A modest

# HOW WE WILL ACHIEVE OUR AIMS

purchasing budget will be available for stock acquisition where donated books are insufficient to meet these needs.

## **Managing Library loans**

Loans will be managed using widely available library circulation software *Small Library Organizer Pro*. We have consulted widely with other community libraries and industry professionals in order to select the appropriate product to meet our needs.

## **Computers, Internet access and website**

FKRL will provide free public access to computer terminals and the internet, subject to an appropriate policy and suitable limits on internet use. Darren Taylor at Eco Computer Systems has offered us the use of six second-hand (but recent model) PCs that would be suitable for web browsing.

Community volunteers Alfie and Caroline Kirkpatrick (who have extensive experience in software engineering and web design) have begun to design a website for the library. This will have information about the library's offer and will include books; events; classes; community information; local services; access to education and learning sites for community use (particularly for children and young people in education and training); and a link to Bilbary.com our e-book partner.

A local IT engineer has agreed to configure and maintain the computers with the necessary safeguards for public use. The

six terminals will be networked to an A4 black and white printer. We will also provide free Wi-Fi access to library users using a password that will be changed weekly to prevent misuse.

## **Partnership with Bilbary**

Bilbary.com is the international e-book service being launched in the UK by FKRL Adviser, Tim Coates (former MD of Waterstones). It provides access to thousands of e-books via e-readers, computers, tablets and smartphones.<sup>4</sup>

Bilbary has agreed that its point of contact with library users in the UK will be our Community Library and its website, providing the Community Library with a unique e-book offering. Bilbary has also agreed to donate 50% of the proceeds of any e-books sold through our website and library terminals to the Community Library, which will, in time, provide an additional revenue stream.

Tim Coates forecasts that this partnership will generate approximately £10,000 p.a. towards the Library's running costs. Further details of this partnership can be found in a recent article in the Evening Standard<sup>5</sup>.

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<sup>4</sup> Interestingly, 23% of respondents in the Brent Council Library Transformation Project Consultation said that they wanted to see an increased provision of downloadable e-books.

<sup>5</sup> Evening Standard article 24.08.2012

# HOW WE WILL ACHIEVE OUR AIMS

## **Core services and regular events**

The Library will offer a number of regular activities and events to residents. These will include existing services (such as the delivery of the popular Rhyme Time sessions) and regular clubs and meetings such as homework and book clubs.

We already have very strong partnerships in place with our local community nursery, Kensal Green Under Fives (accredited by ICan, The Communication Trust). It has agreed to offer literacy support sessions from the Library. These sessions will be delivered by an Early Years Professional.

We will charge a fee for printing and copying at the Library and anticipate such fees, as well as fines for overdue returns, will generate around £2,000 a year.

We will also offer advertising and sponsorship opportunities to local businesses within the library space and on our website. We expect to raise £2,000 per year from this activity.

## **Evaluation and monitoring**

It is important that the FKRL are able to monitor Library usage, local need and our achievements against our aims and goals. We will work with key partners such as Stephen Rolph at Locality to identify the right tools to do this effectively.

We will set very clear targets for the Library service, both quantitative and qualitative. For example, in the first year of

operation we expect 18,000 visitors, rising to 20,000 in year two and 25,000 in year three. Within the first five years we expect visitor numbers to rise to 30,000 per annum.

For details on the methods that we will use to evaluate and monitor our success, please refer to 'Measuring our Impact' in the appendices.

# HOW WE WILL ACHIEVE OUR AIMS

## **MEDIUM TERM VISION: Phase II**

**Goal:** To create a sustainable and innovative community offer

**Timescale:** 3 months – 5 years

This will involve:

- Developing and structuring our partnership with IntoUniversity and bringing them into the building
- Refurbishment of the second and third floors
- Launching of computer recycling scheme
- Creating artist studio spaces and residencies
- Retail sales of surplus book stock and stationery
- Expanding our book collection, online provision
- Developing new courses, services and events to meet local needs and interest
- Integrating signposting for e-learning opportunities
- Creating mentoring and youth work provision
- Temporary overflow classrooms for local school
- Developing local, regional and national partnerships

### **Partnership with IntoUniversity**

IntoUniversity provides local learning centres where young people are inspired to achieve. At each local centre IntoUniversity offers an innovative programme that helps young people from disadvantaged backgrounds to attain either a university place or another chosen aspiration.

We feel that the aims and ambitions of IntoUniversity are complementary to and compatible with those of FKRL. We have therefore agreed to sub-let part of the ground floor of the Library to IntoUniversity, subject to our success in this bid for the building. This partnership will generate approximately £20,000 p.a. in revenue towards our ongoing costs and will attract young people to engage with the Library and our services.

A letter of support from IntoUniversity is attached as an appendix to this document.

### **Computer recycling scheme**

Darren Taylor runs a very successful computer recycling service in Lewisham, which FKRL will join. Residents will donate their old computers and they will be reconditioned and repaired for resale. This partnership will operate as a profit share with the Library benefiting from a 25% share of all computers collected at our site and 50% of all that are then sold on. We estimate that this will generate £2,000 per year.

### **Artist studio spaces and residencies**

The third floor of the building will be refurbished to create studio space for local artists. We will work with our partners Brent Artist Resource (BAR) to create attractive, fit-for-purpose and affordable accommodation and to market the space to local artists. The space will be rented out for an estimated income of £350 per month. We will also work with

# HOW WE WILL ACHIEVE OUR AIMS

BAR to develop a small arts programme which will run from the Library. We will mount exhibitions of local work and will develop projects with our resident artists, which engage the community with our aims. BAR has also expressed a wish to become tenants of the FKRL and we are in discussion about the best spaces to sub-let for this purpose.

## **Retail sales for books and stationery**

Our donated stock already includes multiple copies of some books, and some stock of limited general interest, we therefore anticipate being able to sell some through platforms such as Amazon, as well as in the library itself, generating revenue in the region of £2,000 a year. We are also planning to raise some funds from the sale of a small selection of basic stationery. This is a proven revenue stream that has worked well in the Lewisham libraries and the estimate is based on their experience to date.

## **Expanding community classes and sessions**

As our Library service develops we will explore new partnerships with local schools, colleges, charities and providers and will continue to talk to residents about what they need and ways we can deliver our aims. We envisage the development of a range of services including:

- Writing classes
- Book clubs
- Author readings, book signings and writing workshops

- Exhibitions by local artists, sculptors and photographers
- Computer training
- CV writing classes and review services
- Literacy classes
- “Meet your local...” (MP, community policeman, station manager, pharmacist, councillor, estate agent)
- Baby and toddler sessions
- Small business support through partnership with BusinessLink
- Launching a local skill-sharing initiative
- Formal work-placements in partnership with HE and FE colleges

## **Mentoring and youth work**

In addition to our partnership with IntoUniversity we aim to offer access to other much needed children’s services.

We are in discussions with local resident Beccy Turquet, a paediatric nurse who works with teenagers. Ms Turquet is interested in running a group that provides a safe place for young people to come and chat, play games, get advice, learn new skills, and ultimately to find a focus to their lives. Ms Turquet is in discussions with the Tom ap Rhys Price Memorial Trust, which may result in a funded project to meet this need.

# HOW WE WILL ACHIEVE OUR AIMS

## **Community Training and Education Space (TES) and skill-sharing initiative**

Following the refurbishment of the building we will create a space where local freelancers, self-employed professionals and small business owners can work together. A hub where skills and ideas and expertise can be shared and where individuals working in Kensal Rise can learn from and support one another.

We will run this training and education resource as a membership scheme, charging a modest fee of £200 per month to 'members'. Members will be able to hire meeting space, use resources and attend events. Each member will be required to pledge a set number of hours for skill sharing per year as part of their membership contract.

The set of skills based in the TES room will provide a valuable resource of mentorship and shared knowledge to the community; workshops such as "This is me, this is what I do" or "Work with me for a day" will be actively encouraged.

## **Work placements and work-related learning**

We will work with the College of North West London, Westminster College, Kensington and Chelsea College, and with local secondary schools, where we have established contacts, to offer well-structured work placements and opportunities at the Library. We will explore apprenticeship models that cover all aspects of running the Library as well as

more informal opportunities for individuals to support our fundraising, events, projects and community engagement. We will explore different ways to accredit and formally recognise young people's placements, talking to the Career Development Group and possibly working with the Duke of Edinburgh Scheme and the Young People's Arts Award.

We are also in discussion with Sue Hill Recruitment, a specialist agency that organises placements for librarianship and information technology graduates. They have already offered library placements for six-month periods to other community libraries and we will work with them to explore this option for Kensal Rise Library.

**Temporary overflow classrooms:** Brent Council has expressed an interest in renting space from the FKRL as a temporary overflow solution for a local school. Their letter is attached as an appendix to this document.

## **Developing local, regional and national partnerships**

**Local:** FKRL is a registered member of Brent Basis (the Brent umbrella organisation for voluntary sector organisations which provides free training and support). This will allow us to network effectively with other community providers and charities in the area.

# HOW WE WILL ACHIEVE OUR AIMS

We have good relationships in place with local nurseries, Kensal Green Under Fives, Hopscotch and College Green and primary schools, Kensal Rise Primary, Princess Frederica Primary and Manor School for children with special needs, We are also talking to local secondary schools about ways we can work together. Queen's Park Community School staff and students have been particularly supportive of our campaign to date and have hosted a number of fundraising events on our behalf.

The Library is located very near three local churches: St Martin's, St Mark's and The Church of the Transfiguration. All three have provided not only volunteers to the Library and campaign, but also practical help with premises for meetings.

In the medium term, and as the Community Library's collection becomes more extensive and attractive, FKRL expects to develop inter-library loan relationships with other neighbouring boroughs and libraries. We are networked with other community library projects (Little Chalfont, Lewisham Community Libraries, Keats Library, Primrose Hill) and we use the Community Knowledge Hub offered through Locality.

In particular we will work closely with Darren Taylor, a key adviser to FKRL who has set up and managed four successful community libraries in nearby Lewisham. We will use the templates and practices that Darren has developed to underpin our library vision.

**Regional and national:** This is an excellent time to develop a new kind of library service. The importance of libraries and of community and volunteer engagement has been recognised by policy makers, business and charities in London, and right across the country; from the Evening Standard's Get London Reading Campaign, to the Local Government Association's Local solutions for future local libraries report. There are a large number of supporting organisations and funding streams that we can utilise. These include but are not limited to:

- Locality: Stephen Rolph is currently working with us and he has raised our funding requirements with his colleagues in Social Investment Business who are administering Community Rights Grants
- Volunteering England
- The National Literacy Trust. We are in discussion with Andy Parkinson, who will advise us of the Trust's literacy programmes. He has also offered to link us to other agencies that can help us address literacy issues
- Arts Council England (who have recently taken on a national strategic role to support libraries)
- Go ON UK (a newly launched initiative which aims to support internet use for everyone)
- Next Gen (A National Endowment for Science Technology and the Arts Initiative)
- Mind
- National Children's Bureau

# HOW WE WILL ACHIEVE OUR AIMS

## LONG TERM VISION: Phase III

**Goal:** To create a Library for the 21st Century by integrating literature with science, technology, engineering, mathematics, art, and creative industries in our core library service.

**Timescale:** delivery within 5 years

This will involve:

- Opening a STEM and Creative Industries training and education resource for the community
- Integrating existing core services of Kensal Rise Library
- Building renovation including Loft extension (subject to planning), and the introduction of an accessible circulation core

**STEM, Art and Creative Industries:** Literacy and books are a vital aspect of core knowledge, and an essential step to higher education. We believe libraries should celebrate literacy while encouraging integration with STEM (Science, Technology, Engineering & Mathematics), Art and Creative Industries, to create a public place where all subjects are accessible. Further we want to offer an inclusive approach to STEM by exploring the creative applications of science and technology in every-day aspects of life.

"Integrating STEM and literacy has major implications for student development. It will take coordinated partnerships with

schools, government agencies, foundations and higher education. But given the long-term benefits for our children and our economy, it is the only real choice we have to ensure that our students can read and flourish in the subjects that are already defining this century. Should we invest our education resources in reading skills or STEM? The truth is, we can and must do both."<sup>6</sup>

"Crucial to success in STEM education is recognising and addressing the gaps that exist between the transitions, from elementary to secondary school, from secondary to university, from university to graduate school, and from school at any level to employment. These transitions are where so many prospective STEM students fall by the wayside."<sup>7</sup>

Our vision for Kensal Rise Library creates a bridge to address the gaps and fill a vital need. A library that can encompass these diverse yet essential subjects becomes relevant to the 'real world' and helps to address the resource imbalance between State and Independent schools. Kensal Rise Library will establish outreach programmes with local schools, from nursery through secondary and beyond, as well as serve the local community with professional training.

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<sup>6</sup> [http://www.washingtonpost.com/blogs/answer-sheet/post/how-to-integrate-literacy-with-stem/2012/06/13/gjQAX2DGbV\\_blog.html](http://www.washingtonpost.com/blogs/answer-sheet/post/how-to-integrate-literacy-with-stem/2012/06/13/gjQAX2DGbV_blog.html)

<sup>7</sup> [http://www.huffingtonpost.com/james-m-gentile/stem-solutions-summit-2012\\_b\\_1647209.html](http://www.huffingtonpost.com/james-m-gentile/stem-solutions-summit-2012_b_1647209.html)

# HOW WE WILL ACHIEVE OUR AIMS

It is vital to industry that access to these subjects are made available to as many as possible to increase the potential workforce in these emerging professions and we plan to provide science and technology 'labs' so that there is access for independent investigation as well as lectures and courses.

The vision for Kensal Rise Library is a library model for the 21<sup>st</sup> century that embraces tradition while looking forward to the future. A library that will be a hub for the community as well as a destination for those beyond. A library where literacy, STEM, Arts and the Creative Industries sit side-by-side.

Over time we hope to develop a sustainable 21<sup>st</sup> century library model so that our programmes can be adapted by other communities and ensure local libraries survive into the next century.

**Building Renovation:** The building will require extensive renovation. We envision a thoughtful approach that celebrates the library's Victorian heritage while maximizing its potential. By altering outdated spaces and expanding the loft, the renovation will make a clean architectural statement that honours the past and looks toward the future.

The services could be arranged to reflect the heritage of the building, with the lending library on the ground floor and the newer areas above.

Ground floor / Core library services including:

- Reading rooms
- Lending library

First floor / STEM, Art and Creative Industries:

- "Labs"
- Study rooms
- Offices

Loft extension / Community space:

- Classrooms
- Auditorium / Event room

The renovation will increase the area of the building and update the core services. It will also provide accessibility and incorporate green building technology to minimize its carbon footprint. We will aim to follow the highest standards where economically possible, and use the LEED and BREEM models as benchmarks for good practice.

# STAFFING & GOVERNANCE

# STAFFING & GOVERNANCE

The Friends of Kensal Rise Library are the industrious and ambitious men and women envisioned by Andrew Carnegie. We are a group of local individuals who care deeply about the future of our library, and who, critically, have the skills, expertise and experience to run an excellent and effective institution.

Our numbers include education specialists, librarians, chairs of local charities, designers, professional writers, directors of cultural organisations, lawyers, financial advisers, academics and community leaders.

# STAFFING & GOVERNANCE

## THE BOARD AND COMMITTEES

The FKRL have set up a board of trustees with four Directors and a Chair of Trustees. Outline biographies of the trustees are attached to this document as an appendix. This board will oversee the running of the Library, and will have a strategic overview, ensuring that the library operates within budget and meets its aims and targets.

To do this effectively, board members and volunteers will chair specialist committees. All of the Committee Chairs have shown outstanding long-term commitment to the preservation of the library and have previous experience or expertise relevant to the Committee's particular mandate.

### **The Chair of Trustees**

We are delighted that former Minister for the Arts, Mark Fisher, has accepted an invitation to become Chair of FKRL (pending due process for his election as a trustee) and will therefore, we hope, head up our new, re-opened library. His experience and vision will be invaluable.

### **Operations Committee**

To be chaired by FKRL Director **Margaret Bailey**.

This committee will oversee the general management and day-to-day running of the library:

- review operating policies such as health and safety and security
- ensure the overall quality of book stock and library resources and identify gaps in provision
- oversee the recruitment, training and management of volunteers and staff
- monitor and ensure the quality of events, learning provision and courses
- review and manage operational relationships with community partners and other providers including IntoUniversity and local schools
- oversee delivery of computer recycling scheme

# STAFFING & GOVERNANCE

## **Finance Committee**

To be chaired by FKRL Director **Paula Gomez Medina**.

This committee will oversee and plan all financial activity:

- proposing budgets
- controlling cash flow
- draft and manage contracts
- ensure the timely preparation of financial reports

## **Fundraising Committee**

To be chaired by FKRL Director **Rachael Newberry**.

This committee will oversee and plan all fundraising efforts for Kensal Rise Library:

- co-ordinate and manage the Friends of Kensal Rise giving scheme
- manage community fundraising events and initiatives (working closely with the Operations Committee)
- draft and develop submissions and applications to trusts, foundations and grant-giving bodies
- manage relationships with major donors and philanthropists

## **Property Committee**

To be chaired by FKRL Volunteer **Jodianne Gramigni**.

This committee will oversee and plan all repair, maintenance and renovation of the physical aspects of the building:

- draft and manage contracts relating to the ongoing delivery of the building and projects
- draft and manage contracts with vendors and those providing professional services to the renovation and ongoing upkeep of the Library (both volunteers and commercial providers)
- work with the Finance Committee to develop a procurement strategy which ensures best value for the Library
- work with the operations committee to ensure that health and safety is maintained at all times, and that the library remains operational as far as is possible during the renovation

# STAFFING & GOVERNANCE

## STAFFING

Initially the Library will have the following members of staff.

### Directors

Our local community nursery, Kensal Green Under Fives, has agreed to second its Director, Margaret Bailey, to the Library for one day a week. Margaret will be joined by local academic and researcher Dr Rachael Newberry, who has volunteered to match this pledge. Both Margaret and Rachael are trustees of the charity and will provide a vital link between the strategic work of the board and the day-to-day delivery.

Margaret will oversee the management of the library, including the Library Project Manager, and policy, partnerships and operations. Rachael will oversee the curation of the library, quality control, book procurement, events and fundraising.

### Library Project Manager

FKRL will recruit a part-time Library Project Manager who will manage the volunteers, library stock, building, events and activities. It is very important to us that Kensal Rise Library is run by an appropriately qualified individual with the experience to ensure consistency and high-quality services. Initially, the Project manager will work part-time at four hours a day for five days. They will be paid at £8 per hour plus standard benefits.

We plan to extend this post to a full-time position by Year 2 of our strategy.

### Volunteers

Our volunteer workforce is at the heart of Kensal Rise Library. We have 33 volunteers already in place and anticipate recruiting several more once we are up and running. There will be two staff members on site at all times when the Library is open and this will require 90 man-hours per week. We have a roster of 33 volunteers, equating to over 150 man-hours, which allows the library to be successfully resourced. A copy of this roster can be found in the appendices.

All staff will be fully trained and CRB-checked to ensure suitability. A full array of policies and manuals, based on the experience of other community libraries, has already been drafted. We will offer all of our staff members modest incentives including a formal job title, a clear list of responsibilities, a reference letter, and whatever small perks can be made available (tickets to fundraisers, library merchandise, etc).

To build on our existing expertise and experience in managing volunteers, FKRL has become a member of Volunteering England.

# STAFFING & GOVERNANCE

## ADVISORY PANEL

In addition to our board, FKRL are able to access support and services from our extensive advisory panel. This panel includes industry experts who have each pledged to offer specialist advice to the Library when needed. Panel members include:

- Tim Coates, former MD of Waterstones and founder of Bilbary
- Darren Taylor, Community Library Director, Lewisham, and Social Entrepreneur
- Professor Sara Rankin, Imperial College London, and the Education Committee for the British Pharmacological Society
- Stephen Rolph, Development Officer, Locality
- Karl Hemsley, Head Librarian, Hampton School, and former Kensal Rise Library Manager
- Maggie Gee OBE, writer
- Nick Rankin, writer
- Tim Lott, writer
- Lorenzo Belenguer and John Blandy, Brent Artist Resource
- Perry Chen, Founder and CEO of Kickstarter (crowdfunding website for creative projects)
- Adizah Tejani, Broadcast PR agency (formerly at Apps for Good)
- Andrew Prescott, Professor of Digital Humanities at King's College London, formerly Curator of Manuscripts at the British Library
- Iqbal Wahhab, OBE, Entrepreneur and government equalities advisor
- Jane Ashley, Philanthropist, The Ashley Family Foundation
- Sally Wilton, Founder, The Lexi Cinema (the UK's first social enterprise independent boutique digital cinema)
- Elizabeth Crump, Arts and Cultural Learning Adviser

# STAFFING & GOVERNANCE

## **SUPPORTERS**

A large number of professional writers, artists, comedians and actors make up the Supporters of Kensal Rise Library. These individuals have all already contributed considerable time and talent to supporting the FKRL, either through writing bespoke pieces or through offering free readings and performances.

We will continue to work with our supporters to offer exciting, high-quality literary and artistic events at the Library. These will help to raise our profile, generate funds and will ensure that community of Kensal Rise is able to access the best that the cultural world has to offer. Our Supporters include:

- Alan Bennett, writer
- Dame Jacqueline Wilson, writer
- Philip Pullman, writer
- Zadie Smith, writer
- Tamsin Greig, actor
- Jeremy Northam, actor
- Samantha Spiro, actor
- Ben Miles, actor
- Oleg Kogan, cellist, Director of the Razumovsky Ensemble

FINANCES

# FINANCES

## **Revenue streams**

We are confident in our ability to raise the necessary revenue for the ongoing costs of the Library through a mix of:

- rental income from IntoUniversity and Resident Artists
- fee services and retail activity including computer recycling, Amazon partnership and stationery sales
- philanthropic partnerships (Bilbary)
- our fundraising strategy

Please refer to our Library vision and the financial tables for further details.

## **Financial controls**

The Finance Committee will ensure that we have suitable financial controls in place for both the capital and revenue elements of our Library. The Friends of Kensal Rise Library is a registered charity (Charity No.1141606) governed by Charity Law and also a company limited by guarantee. We have a charity bank account whose Directors are joint signatories of the account.

## **Budgets**

A full set of comprehensive spreadsheets detailing our income and expenses projections is attached to this document as an appendix. The tables on the following pages summarise these spreadsheets.

# FINANCES

## YR1

### Uses

Immediate repairs	15,000
IntoUniversity works	40,000
IT Set up	6,000
Furniture	3,000
1 Printer	3,636
Book acquisition	1,000
Computers	1,200
<b>Total uses</b>	<b>69,836</b>

### Operating Costs

Staffing	12,900
Rent	0
Business Rates	0
General maintenance	1,500
Fire safety systems	391
Security systems	704
Electricity	3,955
Water	388
Refuse collection	919
Insurance	3,617
Cleaning costs	2,064
Supplies	2,500
Internet access	1,800
Library system	1,000
Share of utilities to other tenants	(2,563)
Contingency @ 10%	3,174
<b>Total Costs</b>	<b>32,348</b>

<b>Total</b>	<b>£102,184</b>
Excess (Shortfall)	44,791
Check	0

### Sources

Bank balance	15,000
Pledges so far	64,000
Other donations	0
<b>Total Sources</b>	<b>79,000</b>

### Operating Revenue

IntoUniversity	15,000
Bilbary	9,700
Ecosystems/Darren Taylor	2,000
Temporary workspace	6,000
Artist space top floor	3,150
Sponsorship/Advertising	2,000
BookShop/Stationery	2,000
Printing and Late fees	1,500
Space film locations	0
Community Fundraising Events	10,500
Friends of Kensal Rise Library	16,125
<b>Total Revenue</b>	<b>67,975</b>

<b>Total</b>	<b>£146,975</b>
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# FINANCES

## YR2

### Uses

Additional repairs	10,000
IntoUniversity works	0
IT Set up	0
Furniture	0
1 Printer	3,636
Book acquisition	1,000
Computers	0
<b>Total uses</b>	<b>14,636</b>

### Operating Costs

Staffing	25,800
Rent	0
Business Rates	0
General maintenance	1,500
Fire safety systems	391
Security systems	704
Electricity	3,955
Water	388
Refuse collection	919
Insurance	3,617
Cleaning costs	2,064
Supplies	2,500
Internet access	1,800
Library system	1,000
Share of utilities to other tenants	(4,039)
Contingency @ 10%	4,464
<b>Total Costs</b>	<b>45,063</b>

<b>Total</b>	<b>£59,699</b>
Excess (Shortfall)	34,317
Check	0

### Sources

Estimated cash (50% previous yr)	22,395
Pledges so far	0
Other donations	0
<b>Total Sources</b>	<b>22,395</b>

### Operating Revenue

IntoUniversity	20,000
Bilbary	9,700
Ecosystems/Darren Taylor	2,400
Temporary workspace	6,000
Artist space top floor	4,200
Sponsorship/Advertising	2,000
BookShop/Stationery	2,400
Printing and Late fees	2,000
Space film locations	0
Community Fundraising Events	10,500
Friends of Kensal Rise Library	12,420
<b>Total Revenue</b>	<b>71,620</b>

<b>Total</b>	<b>£94,015</b>
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# FINANCES

## YR3

### Uses

Accessing the top floors	250,000
IT Set up	0
Furniture	4,000
2 Printer/Photocopier	7,272
Book acquisition	1,000
Computers	900
<b>Total Uses</b>	<b>263,172</b>

### Revenue Costs

Staffing	25,800
Rent*	50,000
Business Rates	0
General maintenance	1,500
Building maintenance	4,800
Fire safety systems	391
Security systems	704
Electricity	6,591
Water	582
Refuse collection	1,379
Insurance	4,000
Cleaning costs	4,128
Supplies	4,800
Internet access	1,800
Library system	1,000
Share of utilities to other tenants	(10,418)
Contingency @ 10%	10,747
<b>Total Costs</b>	<b>107,804</b>

### Total

<b>Total</b>	<b>£370,976</b>
Excess (Shortfall)	11,062
Check	0

### Sources

Estimated cash (50% previous yr)	17,158
Trusts/Grants	250,000
<b>Total Sources</b>	<b>267,158</b>

### Revenue Income

Bilbary	15,000
IntoUniversity	20,000
TES Room	30,000
Second Partners	10,000
Meeting room	3,096
Artist space top floor	4,200
Ecosystems/Darren Taylor	2,400
Sponsorship/Advertising	2,000
BookShop/Stationery	2,400
Printing and Late fees	2,500
Space film locations	0
Community Events	10,000
FOKRL Membership	13,284
<b>Total Revenue</b>	<b>114,880</b>

### Total

<b>Total</b>	<b>£382,038</b>
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Rent\*: Given the condition of the building we have suggested an initial rent-free period of seven years on a full repairing and insuring lease, with an option to purchase during the first seven years. The figure given in the budget above of £50,000 is indicative only and it is not intended to be binding on either party.

# FINANCES

## CAPITAL WORKS

**Phase I:** On day one we will arrange for essential repairs so that the lending library on the ground floor can be re-opened as a matter of priority. Works are estimated to cost £15,000.

In Phase I we will also start the necessary works to enable IntoUniversity to move into the building. Works are estimated to cost £40,000

Further detail regarding these estimates can be found in the appendices.

**Phase II:** We will renovate the building and bring it up to date with current code requirements in Year 3. Building works to include installing central heating, rewiring, window repair and replacement, new roofing, external repair to brick and stone façade. Works are estimated to cost £250,000.

### **Phase III:**

We will ideally programme the building renovations for Phase III with the works in Phase II to maximise cost efficiencies and minimise disruption. Phase III works to include a new public circulation core with an ambulant accessible stair and lift, and a loft extension. Costs for these works are not yet available.

Note: all works are subject to relevant statutory approvals.

# FINANCES

## FUNDRAISING STRATEGY

### Trusts and Foundations

Our Trusts and Foundations Strategy will prioritise fundraising for infrastructure costs and improving the library.

We have already created a list of targeted trusts and foundations for which we are eligible, and are building on existing relationships, and local expertise, so that we can apply for funds as soon as possible.

We are already in discussion with the Heritage Lottery Fund and have submitted the required pre-application letter to the Fund for a grant. We have also been encouraged to apply by the Chair of the London Grants Committee, Wesley Kerr, as he believes we have a great opportunity not only to explore and promote the heritage aspects of the library and area but also because the London Borough of Brent has made relatively few applications for grant funding.

We are also in discussion with local housing provider, Octavia Housing and have been invited to submit a grant proposal for £5,000 to them. Octavia may also support the project in a number of other ways; for example, by helping us with the capital development or by partnering us in the delivery of digital learning projects.

### Major Donors

A separate strand of work would seek to target major donors either as individual philanthropists or corporate investors. We would seek to target gifts starting at £5,000 and above and each gift would enable us to pay for specific activity or projects. The emphasis here would be on personal relationships – for example with celebrities and businesses associated with literacy and public libraries. We could seek to develop a sponsor package and menu of options that would give a range of gift opportunities to potential investors.

# FINANCES

## Local fundraising

We have been extremely successful in raising funds locally to date, particularly through community events, activities and direct appeals. The following table indicates some the activities which went towards funding the judicial review process:

Events	Total
Donations	7,437
Alan Bennett	5,275
Comedy Night	3,909
Philip Pullman	3,018
Zadie Smith	2,851
Ebay	2,503
Posters	2,350
Merchandise	2,148
Jacqueline Wilson	1,865
Fairs-Schools and other	1,641
Classical Music Concert	1,244
Poster's event	915
Pub Quiz	909
Wine Tasting	650
Dinner @ Ida	300
Cake Sale	£204
<b>Grand Total</b>	<b>£37,218</b>

**Pledge drive:** Our recent appeal for funds to support this proposal has resulted in **over 536 pledges in less than 4 weeks, raising more than £77,309** and surpassing our goal of £70,000. Donations were made from all over the world, and Daniel's Estate Agent in Kensal Rise made one of the largest, a generous pledge of £10,000.

**Change.org petition:** Our petition asking for Kensal Rise Library to be restored to the community has received over 3,843 signatures, and 508 comments of support.

**Facebook:** The Save Kensal Rise Library group has over 892 members and is an active forum for the community to share information about library news and events.

**Twitter:** The @SaveKRLibrary account has 1,215 followers and a strong network of library supporters who share information and support library activities across the country.

**Friends of Kensal Rise Library Scheme:** Building on our existing support, this scheme will provide a membership at a small annual cost of £36 per year, and will offer "privileges", including access to FKRL literary and artistic events.

We estimate that the "Friends" library scheme will raise approximately £16,000 in the first year of operation, and £12,000 in subsequent years.

PROPOSED OWNERSHIP  
ARRANGEMENT

# PROPOSED OWNERSHIP ARRANGEMENT

## Long lease with option to purchase

The Friends of Kensal Rise would like to purchase the building outright, ensuring the Library's legacy in perpetuity. However, it will take time to raise the necessary capital and/or make appropriate financial arrangements.

In the first instance, the Friends seek to take a lease of the building for a minimum of 25 years but ideally 99 years. This will facilitate effective fundraising, particularly from trusts and foundations. Therefore we suggest the following:

- A lease on full repairing and insuring terms with an initial rent-free period of seven years
- A rent review in year seven and every fourteen years thereafter
- A formal option to purchase (within the lease agreement) at any time within the first seven years at a fixed (but index linked) price reflecting the building's current condition.

Note: If for any reason the Friends decide not to proceed with a purchase of the building within the first seven years, they would continue with the long lease and would be subject to the seven year rent review.

In his letter to us of 6th June 2012, the Bursar wrote that "subjective as well as objective criteria would be used to formulate any decisions" made about the future use of the library.

We do not know what the "subjective criteria" are, but we do hope that the College takes into account the commitment of this community to retain its library, demonstrated by a campaign of almost two years culminating in this proposal. And we hope that the College will consider their original generosity of the Fellows who bestowed the gift of land to Kensal Rise. **A gift that is – to this day – treasured by the community to which it was gifted.**

# APPENDICES

# APPENDICES

## TRUSTEE BIOGRAPHIES

**Margaret Bailey** (Director) is manager of a local voluntary sector community nursery. She has experience of financial management, fundraising, and project planning/management. She also has experience in management, training and mentoring of staff, students and volunteers. She is responsible for and familiar with legal obligations relating to child protection, health and safety and equality and diversity.

**David Butcher** (Director) had early experience as a teacher and a television producer, and then became a journalist and TV critic. He now writes reviews and columns for the Radio Times. He has helped to run charities and arts organisations.

**Paula Gomez Medina** (Director) is the treasurer of the Friends. She has 15 years' experience in financial services. She has been involved in business planning for a number of small businesses locally. She is treasurer for a local nursery in Brent.

**Rachael Newberry** (Director) is the secretary of the Friends. She has a PhD in English, and wide experience of teaching and researching. She has been involved in a voluntary capacity in setting up and running charity events at Princess Frederica Primary School, a two minute walk from the library. These events have included risk assessments, health and safety, and co-ordinating of volunteers.

**Jonathan Bertulis-Fernandez** has been a trustee and member of the executive committee of the Willesden District Scouts for the past three years. He has also been an assistant Scout Leader, and has been involved in the governance and provision of Scouting locally. Jonathan has experience with accounts, budgeting, management of volunteers, child protection, health and safety (including risk assessments), and equality and diversity. He is trained in child protection issues and holds two enhanced CRB checks.

**Caroline Bottomley** has experience running venues and has been responsible for generating an annual turnover of £4m with a line management of approximately fifty staff. She has managed over thirty programmes with budgets of £60,000 each, and has experience with health and safety risk assessments. Caroline held a public entertainments licence, which included responsibility for health and safety regulations. She also has experience as a lead project manager for a building refurbishment (worth £600,000). She led a team to deliver the project on time and budget, as well as overseeing thirty volunteer staff who assisted.

**Pam Clarke** has worked as a property manager, supervising the fitting out space for serviced offices. This involved management of a team of contractors dealing with partitioning, plastering, decorating, electrics, etc. whilst ensuring compliance with health and safety obligations. She has some teaching experience, having worked as a literacy

# APPENDICES

tutor for three years and run her own tutoring business. She has experience of fundraising for community projects.

**Alix Lawrence** has worked as a librarian, and was company secretary for the National Association of Toy Libraries. She has fundraising and management experience in the charity sector, including overseeing volunteers. Alix worked as a literacy tutor, taught English as a second language, and has worked in a centre for Muslim women, teaching literacy, citizenship and language skills. In addition, Alix has previously overseen building maintenance, and has experience with larger building projects.

**John Palmer** is a solicitor at England Palmer solicitors. He has been in practice for over 20 years. He has been lead partner in his law firm for over ten years and so is also experienced in dealing with organisational and staffing issues.

**John Walsh** is a practising barrister at Doughty Street Chambers. He is also chair of a small charity with a turnover of about £400,000. The charity has eight employees with around 20 volunteers. There are ten trustees and they meet around 5-6 times a year, with some sub-committees dealing with finance and other issues.

**Jodianne Gramigni** (volunteer) has a Masters degree in Architecture with over 15 years of design experience in Retail, Residential, and Interiors. She has practiced in New York, San Francisco and London, developing design concepts and strategies for Global and National retailers. In addition, Jodi has been running project teams since 1998. Her responsibilities included client presentations and proposals, programme management, workflow management, hiring and staffing coordination, invoicing, and business development. Jodi has offered to chair the Property Committee.

**Laura Collignon** (volunteer) is a barrister specialising in employment, personal injury, and property law. She is familiar with workplace health and safety regulations, risk assessment, and employment and discrimination legislation. Laura has kindly offered to provide free legal advice to the Friends of Kensal Rise Library.