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Appendices

# A DELICATE BALANCING ACT:

# AN INVESTIGATION OF VOLUNTEER USE AND STAKEHOLDER PERSPECTIVES IN PUBLIC LIBRARIES

B CASSELDEN

A thesis submitted in partial fulfilment of the requirements of the University of Northumbria at Newcastle for the degree of Professional Doctorate of Information Sciences

Research undertaken in the i-School, Department of Computing and Information Sciences, Northumbria University

October 2016
Volume 2 of 2

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## Appendix A: Delphi questionnaire

**Delphi Survey: The challenges facing public libraries in the Big Society: Focussing on the role of volunteers, and the issues that surround their use.**

This Delphi survey aims to explore further **your views** concerning the use of volunteers, and issues that arise from the use of volunteers in your library authority. This is the first of three rounds of survey, and hopes to explore ideas and opinions to uncover what good practice exists, and uncover the variety of views held.

All responses from this initial survey will be collated, and resent as round 2 of this survey. The collated responses will be anonymised before being sent out, and you will then be asked to comment further on their accuracy and to answer any further issues that arise. This will then be repeated for round 3 of the Delphi survey. It would be greatly appreciated if you can try to respond to the survey within the week that you receive it – as we are working to a tight timescale, and it is important to keep the idea fresh in your minds – as such the timetable will be:

11th June – Round 1 of Delphi survey sent out

18th June – Responses collated and analysed

25th June – Round 2 of Delphi survey sent out

2nd July - Responses collated and analysed

9th July – Round 3 of Delphi survey sent out

16th July - Responses collated and analysed

It is hoped that findings from the Delphi survey will be phase 1 of what is a larger survey examining use of volunteers in public libraries, with Phase 2 focussing on particular case-studies in greater depth (participants for this phase will be chosen separately). It is also anticipated that the results of this initial survey will be published in a suitable academic or professional journal, although all names and authorities will be anonymised.

Please complete the following open ended questions, adding as much or as little as you wish. **Please note that the assumption will be made that the views expressed are your own personal views, as a library professional, and may not be representative of your employing authority.** May I thank you once again for taking the time to be involved in this research – and hope that you will find the process interesting and beneficial.

1. Briefly describe your Library Service – is it rural, urban, number of libraries, number of full-time equivalent staff (with an indication of levels, frontline etc) working in the authority? (the text box should expand as you type)

2. How many volunteers do you have working for your Library Service at present? Has this number changed over the past 5-10 years, how is it likely to change over the next 5-10 years?

3. In what ways do you currently use library volunteers in your Library Service? Please give their main roles. Have these roles changed over the past 5-10 years? Are they likely to change over the next 5-10 years?

4. Please detail how you currently recruit, select and train library volunteers?

5. What do you view as the benefits of using volunteers for the following key stakeholders in your Library Service?
   - the Library Service as a whole
   - the salaried library staff
   - the volunteers
   - the Library users
   - the wider community

6. What do you see as the key issues surrounding the use of library volunteers in your Library Service? Focus on this in terms of stakeholders, as above.

7. What is your view of using a formal written policy for volunteers (including use of application forms, referees etc. for selection purposes) Do you already do this in your Library Service, and why? If you don't, why don't you? Would you consider using in the future?

8. Are you aware of any good practice of volunteer use in the Public Library arena – either in the UK or further afield? Why would you cite this as good practice?

9. What do you see as the future of library volunteers for your Library Service, and public libraries generally?

10. Are there any other issues you would like to mention surrounding this topic?

## Appendix B: Final summary report of Delphi Survey

# Final Summary Report on Delphi Survey

**The Challenges facing public libraries in the Big Society: Focussing on the role of volunteers, and the issues that surround their use.**

## 1. Introduction

This final report summarises the main findings from rounds 1-3 of the Delphi survey conducted during the period 11th June – 16th July 2012. The survey involved a total of 15 library managers from England. (14 took part in round 2, and 13 took part on round 3)

The Delphi survey is the first phase of a professional doctorate study into the role of volunteers in public libraries, and resulting issues surrounding their use. Professional perceptions were explored, and potential ways forward were considered. The survey also sought to examine whether there was consensual option, and explore the variety of viewpoints that existed.

To clarify results – round 1 responses are shown in black, round 2 responses in blue, and round 3 red.

## 2. Briefly describe your library service – is it rural, urban, number of libraries, number of full-time equivalent staff (with an indication of levels, frontline etc) working in the authority?

***Round 1:*** *There was a good mix of library services in this sample including urban, rural, and a mixture of both. Size ranged from some very small authorities with a handful of libraries and less than 30 FTE staff, to those with over 60 libraries and 180 FTE staff.*

*The majority of library services have more than 70% staff frontline, some reaching levels as high as 92%. Many have a small mobile library service, and a few also run prison libraries. At least 4 services actively run community managed/partnership/volunteer run libraries.*

3. **How many volunteers do you have working for your library service at present? Has the number changed over the past 5-10 years, how is it likely to change over the next 5-10 years?**

*Round 1: The number of volunteers in library services ranged from 17 to 850. The modal figure was less than 100 per authority, although there were 3 authorities where this number was much higher. Some volunteer use (particularly young people for the summer reading scheme) appeared to be seasonal. 2 authorities used the WRVS for their volunteers.*

*With regard to the past 5-10 years the majority (9) of respondents stated that the number of volunteers had increased, 2 respondents stated numbers were the same, and 3 respondents did not answer. The reasons for this increase were seen as partly due to a reduction in services, and partly due to specific initiatives such as home reader services, digitisation, Bookstart and 'friends of the library' groups.*

*Over the next 5-10 years 7 respondents felt use of volunteers would increase significantly, especially if jobs were lost. 1 respondent stated that there was no capacity in their authority to recruit further volunteers, and 1 respondent stated that it volunteer numbers would ebb and flow. 6 respondents did not give any indication of what would happen.*

4. **In what ways do you currently use library volunteers in your library service? Please give their main roles. Have these roles changed over the past 5-10 years? Are they likely to change over the next 5-10 years?**

***Round 1:*** *Roles ranged from formalised 'role definitions' to more generic areas that volunteers tend to help in. One respondent gave 17 specific roles their authority recruited volunteers to, whereas at the other end of the spectrum a respondent stated 2 generic roles – Library volunteers, and community group volunteers – the latter being at community managed libraries. Certain roles, such as helping with home library service, story times and IT appear to be relatively longstanding; the former being something that involves the WRVS in a number of authorities.*

| **Role** |
|---|
| Community managed library roles |
| Events (N. Children's book festival, summer reading challenge) |
| Family history |
| Friends group (promotion, ambassador, fundraising) |
| General support roles (shelving, data entry) |
| Home delivery service (and reading) |
| Hospital library service |

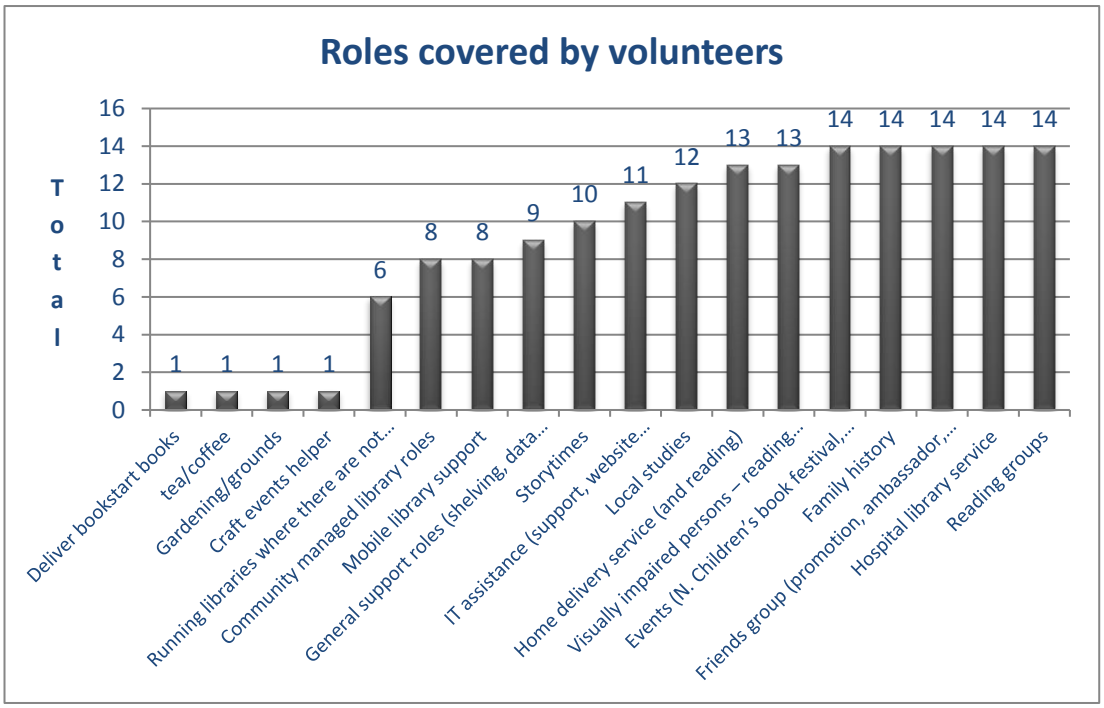
| |
|---|
| IT assistance (support, website maintenance, tutorials) |
| Local studies |
| Mobile library support |
| Reading groups |
| Running libraries where there are not the staff/hours |
| Storytimes |
| Visually impaired persons – reading groups and support |

***Change in roles over past 5-10 years:*** *7 respondents agreed that the range of volunteer roles has increased greatly in the past 5-10 years, and there had been a development of the roles resulting in greater diversity. The main theme of this expansion of roles seemed to relate to augmenting and adding value to the library, focussing on supplementary tasks such as IT support and shelving. 1 respondent stated that the challenge of further change related to the fact that volunteers were now being asked to 'run' libraries when staff/hours were not there. 2 respondents did not see a change in roles over the past 5-10 years, and 5 respondents did not comment.*

***Future roles:*** *There were a variety of opinions about future volunteer roles (in the next 5-10 years), but many agreed that the roles of volunteers were set to increase as library services grow and develop. 5 respondents specifically stated that volunteers may have to do work currently undertaken by paid staff if budgets decrease and libraries are to remain open. 1 respondent stated their refusal to use volunteers to deliver paid work that staff currently do. 3 respondents mentioned council policy/ and or service reviews as an area which caused uncertainty over volunteer use in the future, and the role it would play.*

***Round 2:***

Below is a chart which details the main areas that you think volunteers should be used for (the detail of the categories can be found in round 2)




***Additional comments made relating to the above included:***

- *The volunteer support role should not include shelving, as this is part of a paid library assistant's job, and not service enhancement*
- *VIP – should be in a support role only, e.g. using volunteers as reading buddies, or putting information onto a 'penfriend' reader.*
- *Storytimes should be in a support role only.*
- *Introducing books to the under 5s is too important, requiring a level of book knowledge and child development, to be entrusted to volunteers.*
- *IT and local studies require specialist skills – may be acceptable to use a volunteer if they have these skills.*
- *IT assistance/support is fine, but web site updating and managing social media is for paid staff.*
- *Libraries should be run/managed by qualified and suitably trained staff.*
- *Support increased use of volunteers to provide value-added services that will never be affordable through the public purse.*
- *Volunteers should support additionality and assist paid staff.*
- *Need to differentiate between paid and support roles.*
- *Do not support handing over of core library services to volunteers, as I fear this will lead to a reduction in the range and quality of services provided, and will threaten the library ethos of being open, inclusive and non-judgmental.*

- *Don't feel the volunteer should run council libraries where there are not enough staff/hours and this would not be acceptable to unions, and should not be acceptable to employers.*
- *Replacing staff roles with volunteers for general library running is dangerous. It's not to say that volunteers do not have the skills to do this, but I feel that this is open to the provision of services which might not be of the quality we would expect as professional library managers.*
- *Believe in public services being run by paid staff who are impartial, and do not have their own agenda. That said, I understand why in some places, where councils have taken decisions to close buildings, local people have taken the steps to take over running themselves.*
- *Likely to become volunteer areas, but do not think we should be using volunteers, but may have to try to.*
- *If the choice is between volunteer run libraries and no libraries at all, then I would opt for volunteer run libraries.*
- *Require volunteers with knowledge and skills match.*
- *Not about the library, but my library. Volunteering is not just for this time – it is because libraries need to be delivered with you not to you. A 2-way street cementing libraries as life.*

***Round 3: The comments above suggest a need for a clear division between what salaried staff and volunteers do in a library. Would you agree with this assumption, or not – please give your reasons why?***

- *The majority of respondents agreed that there did need to be a division between the roles of salaried staff and volunteers*
- *Key roles for volunteers included service enhancement, providing additionality, offering support, and adding value*
- *Roles need to be clear, distinct and avoid confusion. Salaried staff should retain management and development, and have the ultimate say*
- *Roles and responsibilities should demonstrate the unique value and contribution of both volunteers and salaried staff, and work for the benefit of users and the service*
- *Conditions require flexibility and mutual respect*
- *There was also a spectrum of opinions from respondents, ranging from a respondent stating volunteering is a leisure activity and not a vocation, and therefore a service should never fully be replicated by volunteers – to a respondent stating that there was a requirement on the part of library managers to adopt a new mindset in the current austere times, whereby volunteer help is viewed in an entirely positive light, and not to feel threatened.*
- *One respondent divided the reasons for maintaining a division between volunteers and salaried staff into 4 areas: legal, moral, professional and safeguarding*
    - *Legal – it is against the law to replace redundant posts with volunteers*
    - *Moral – why should society expect anyone to a paid job for free*
    - *Professional – there is a reason for appointing professionally qualified managers, and spending time training staff*
    - *Safeguarding – libraries are considered a 'safe place' in the community – this could be undermined by untrained volunteers, especially where there are not adequate levels of paid staff to oversee*
- *One respondent mentioned that whilst a simple division between volunteers and salaried staff sounded attractive, they didn't think it was workable*
- *Two respondents acknowledged that the changing political, economic and social environment required a more flexible way of working, such that defining specific tasks for specific people was restrictive. Flexibility was what was required for the next 10 years or so.*
- *Five respondents considered the less clear role divisions created through partnership libraries, with some overlap in roles, and to develop a line so distinctly between salaried staff and volunteers may not be beneficial – there was potential for overlap. A mixed approach may develop where volunteers were working alongside salaried staff. One respondent noted that the key difference existed in that salaried staff were paid, contracted, and could be developed – and that differences were not around specific roles.*
- *What was also important was that salaried staff fully understood what roles volunteers were valuable in assisting with – which could help motivate them.*
- *It is evident that the current economic/political climate and type of community serviced has a direct impact on the pace and arrangement of volunteer use in a particular library.*

- *Problems could occur if there was a blurring or responsibilities and a perception existed amongst salaried staff that their posts were being deleted and replaced with what might appear to be a cheaper option.*

**5. Please detail how you currently recruit, select and train library volunteers?**

***Round 1:*** *The majority of respondents reported there was a formalised process, whereby the volunteer applies formally after having consulted information about volunteering, including role profiles.*

*Recruitment was facilitated through use of technology, such as the Web (often through the council website) and was used alongside more traditional means such as word of mouth, former staff, leaflets, and posters. Use of intermediaries, such as volunteer organisations and schools, and other local groups and networks assist with the recruitment process.*

*6 respondents specifically mentioned they had (or planning to have) a member of staff with specific responsibility for volunteers, either based in the library service itself, or the wider council. 1 respondent stated their authority was seeking a formal established group to co-ordinate volunteers, and enter into a service level agreement (covering public liability insurance, data protection and safeguarding).*

***Recruitment strategies employed generally***

| | |
|---|---|
| Technological means | • Website<br>• Volunteer email<br>• Customer service telephone number |
| Press and PR | • Volunteers event<br>• Media/press |
| Library based | • Reading groups/library users<br>• Word of mouth<br>• Volunteer information folder kept in all library branches<br>• Volunteer pack sent out (roles and application form)<br>• Leaflets<br>• Posters |
| Intermediary | • Unemployment agencies<br>• County council publications<br>• Local volunteer organisations/bureaux<br>• Former staff<br>• Parish councils (voluntary groups)<br>• Community meetings<br>• Schools |
| Volunteer manager | • Volunteer co-ordinator (library service or council based) |
| Volunteers | • Volunteers approach the library themselves |

***Summary of general selection strategies***

| | |
|---|---|
| *Library based route* | • *Application form/expression of interest form*<br>• *Referees*<br>• *Interview by either librarian (often section manager) or volunteer co-ordinator – informal interview, discussion of roles, matching skills to role profiles*<br>• *LIV standard?* |
| *Intermediary – using council route* | • *Application to HR – fed to library for interview and discussion of roles* |
| *Intermediary – using local volunteer organisation route* | • *Application and discussion with volunteer organisation*<br>• *Fed to library if appropriate, for informal interview and discussion of roles* |

***Main components of a training strategy***

| **Training strategy** |
|---|
| Assigned a line manager |
| Volunteer orientation session (induction, including health and safety/equal opportunities) |
| Induction pack |
| Training arranged within the employing section (service manager) |
| Assigned a buddy |
| Volunteer communication file |
| Volunteer evaluation session (after 3 months) |
| Mentoring |
| Regular review |
| Volunteer manager oversees process |

***Round 2:***

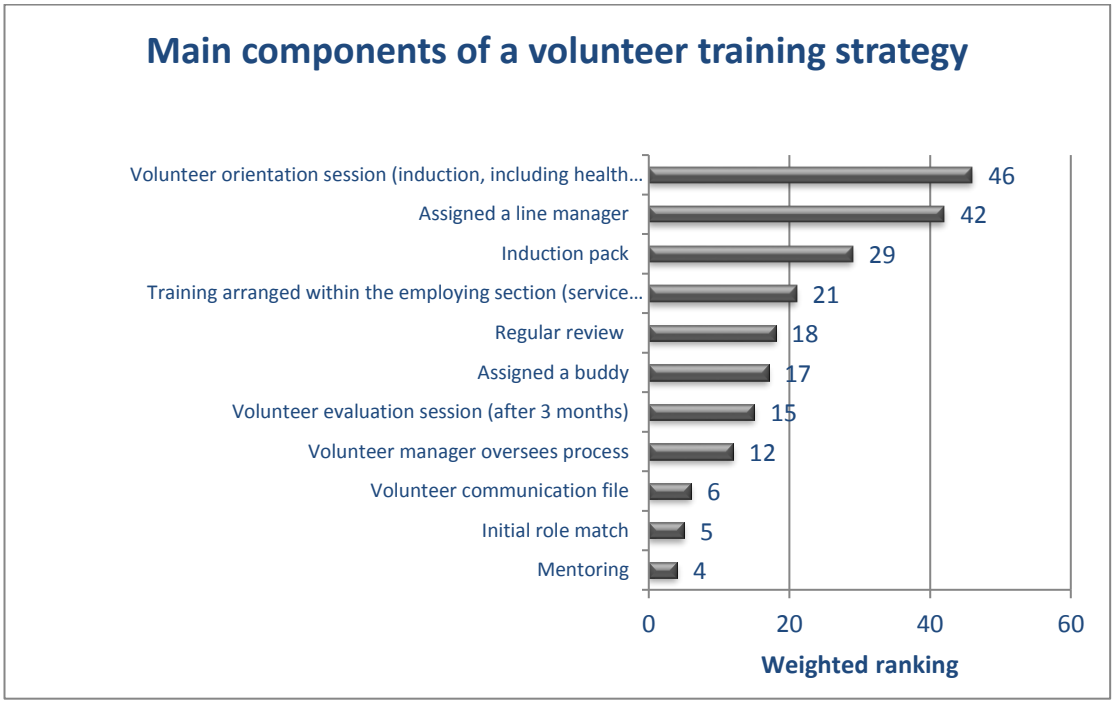
*Additional recruitment comments included:*

- *The application should be online/immediate*
- *Use of a volunteer newsletter*
- *Word of mouth useful, but hard to manage*
- *3 contacts rule applies before someone approaches us*

*Additional selection strategies included:*

- *It is important to always interview volunteers within the library service, rather than rely on HR or an agency to do this.*
- *Another strategy is to actively approach volunteers e.g. looked after young people.*
- *Look to other cultural places.*
- *Not requiring CRB check except where necessary.*

*The table below shows your weighted ranking of the main components of a training strategy*



6. **What do you view as the benefits of using volunteers for the following key stakeholders in your library service?**

***Round 1:*** *Responses*

| **Benefits for library service** |
|---|
| Financial savings |
| Provides services we cannot afford to provide |
| Extend and enhance existing library service |
| Adds value to a not-for-profit organisation |
| Increases the skills base the library can offer |
| Gains time (taking roles away that are not appropriate for paid staff e.g. making tea) |
| Greater engagement with community |
| Audience expansion through new contact e.g. young people |
| More advocates and supporters of the library service |
| A different perspective on our offer |
| Greater integration between council policy and local need/delivery |

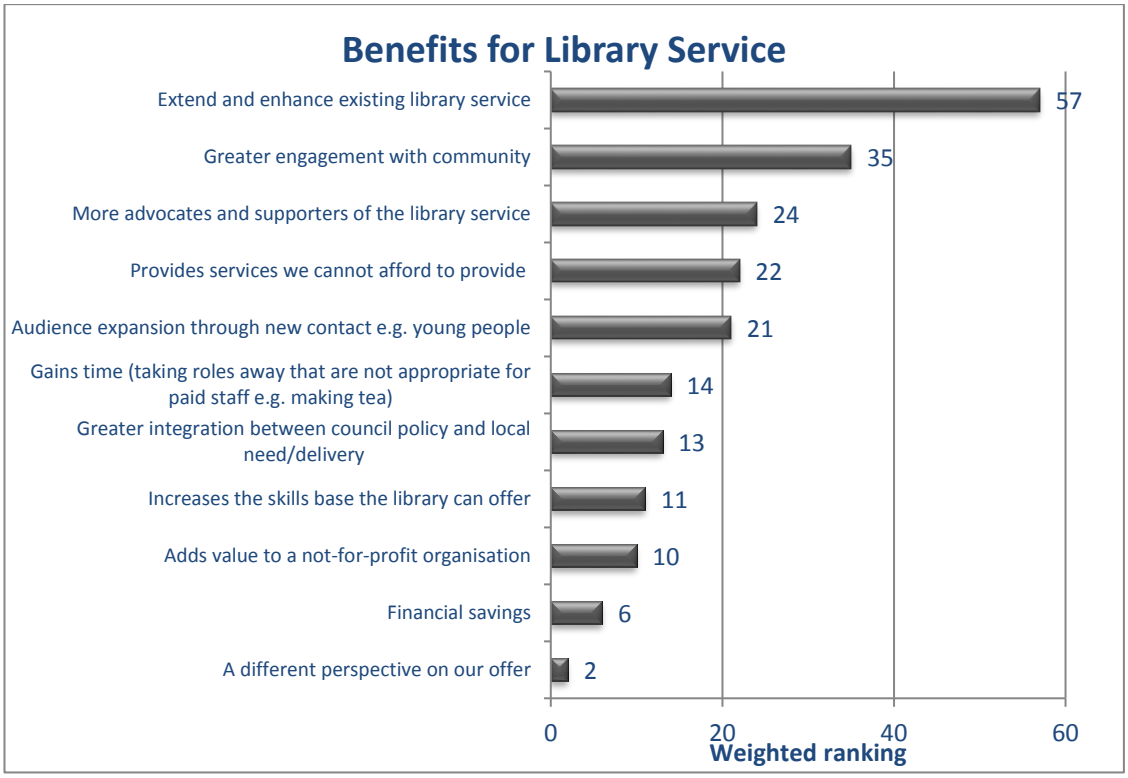
| **Benefits for salaried staff** |
|---|
| Supports their working/extra assistance |
| Volunteers can take on extra tasks that are not a formal part of anyone's job |
| Salaried staff can concentrate on roles appropriate to their experience/skills |
| Salaried staff are released from tasks so they can concentrate on the 'one day we will have time for this task' |
| Exposes salaried staff to people with different skill sets |
| Helps develop mentoring/supportive traits in salaried staff |
| Develops salaried staff confidence in working with volunteers |
| Experience of non-traditional library models |

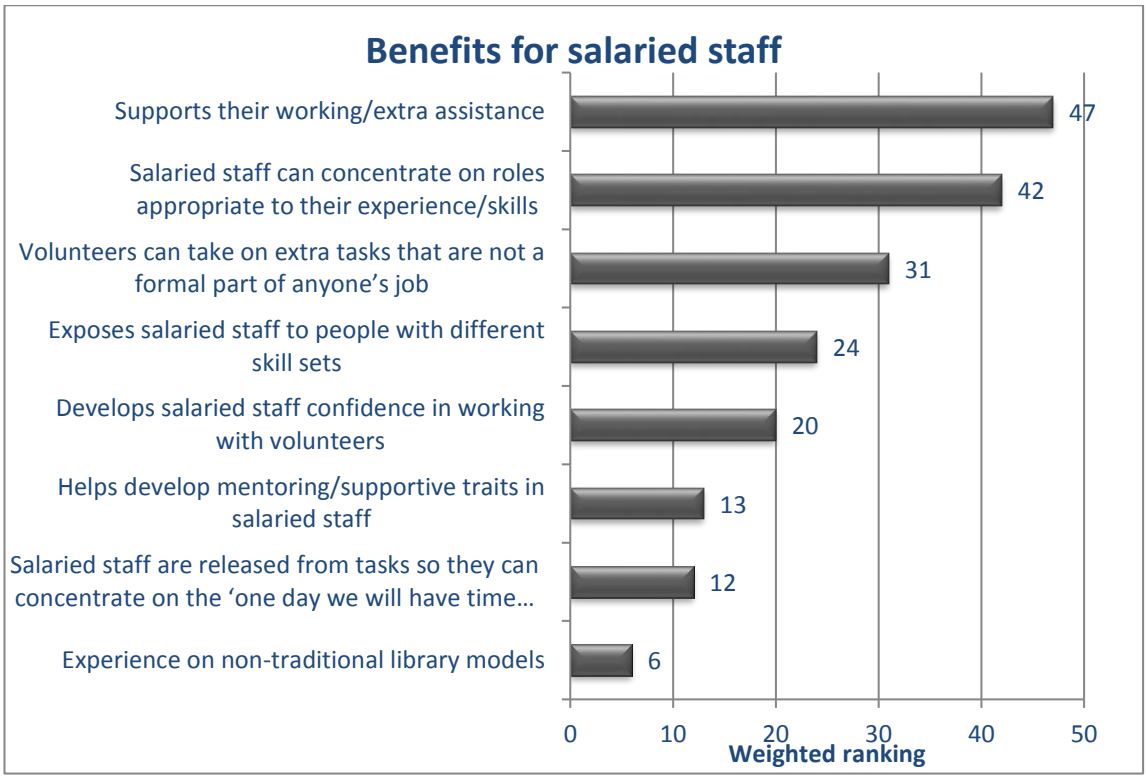
| **Benefits for volunteers** |
| --- |
| Contribution to the service – giving something back |
| Helping community |
| Feeling of fulfilment/satisfaction |
| Self confidence |
| Empowerment |
| Exploit a passion |
| Gain access to materials of interest (local history) |
| Learn new skills |
| Self development |
| Work experience |
| Social contact |
| Sense of belonging |
| Continue to work and train once retired |
| Share skills/knowledge with others |
| Helping maintain the library service in the community |

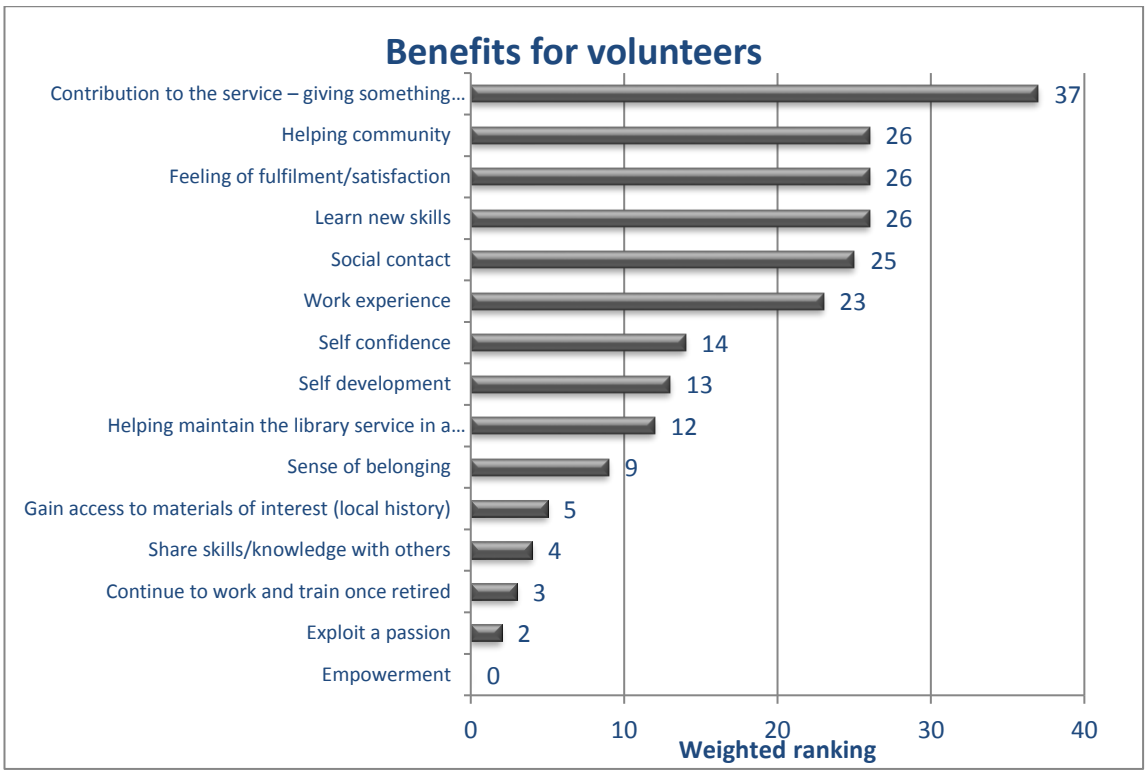
| **Benefits for library users** |
| --- |
| Enhanced service – IT, events, digitisation |
| More services/activities provided |
| A greater range of services/activities offered |
| Extra hours, thereby increasing access |
| Service provided that would otherwise not be provided if staff were paid |
| Salaried staff can give more time to users |
| Extra hours, thereby increasing access |

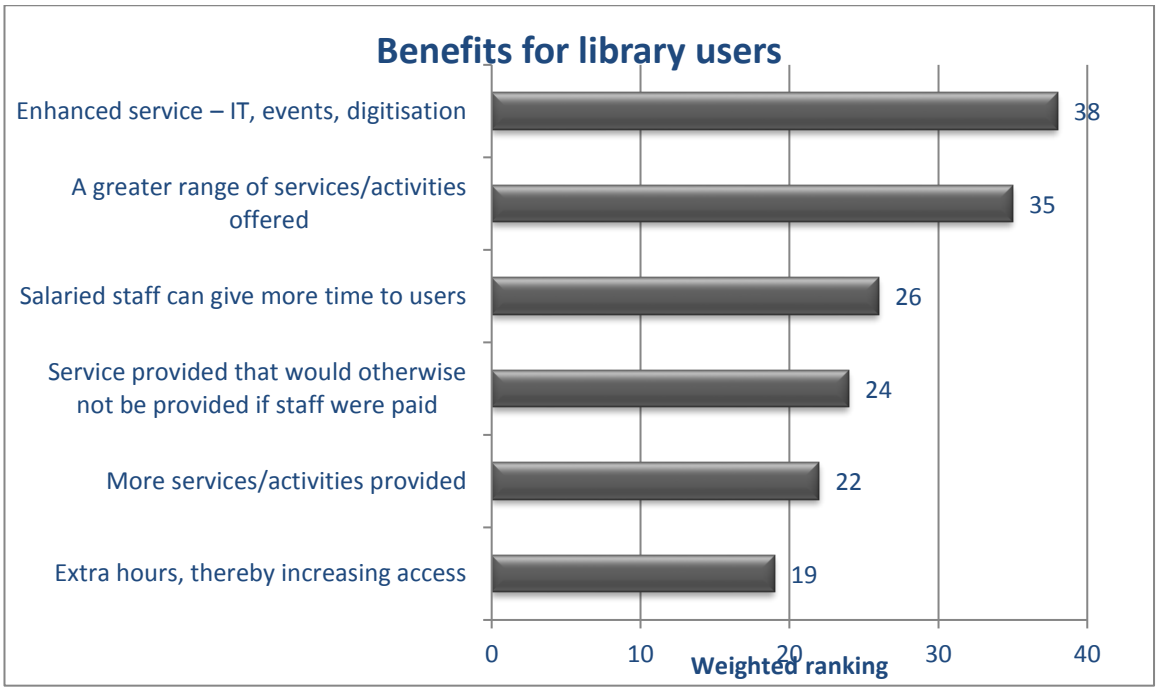
| Benefits for the wider community |
|---|
| Works for social change |
| Strengthens community/ cohesion |
| Includes the community in what we do |
| Ownership by community |
| Rich communication channel with community |
| Gives something back to community |
| Library buildings are used more |
| Worth money to community |
| Sense of pride |
| Advocacy role of volunteers |
| Raises awareness of what role of a library is |
| 2 way communication – community knowledge and links people have |

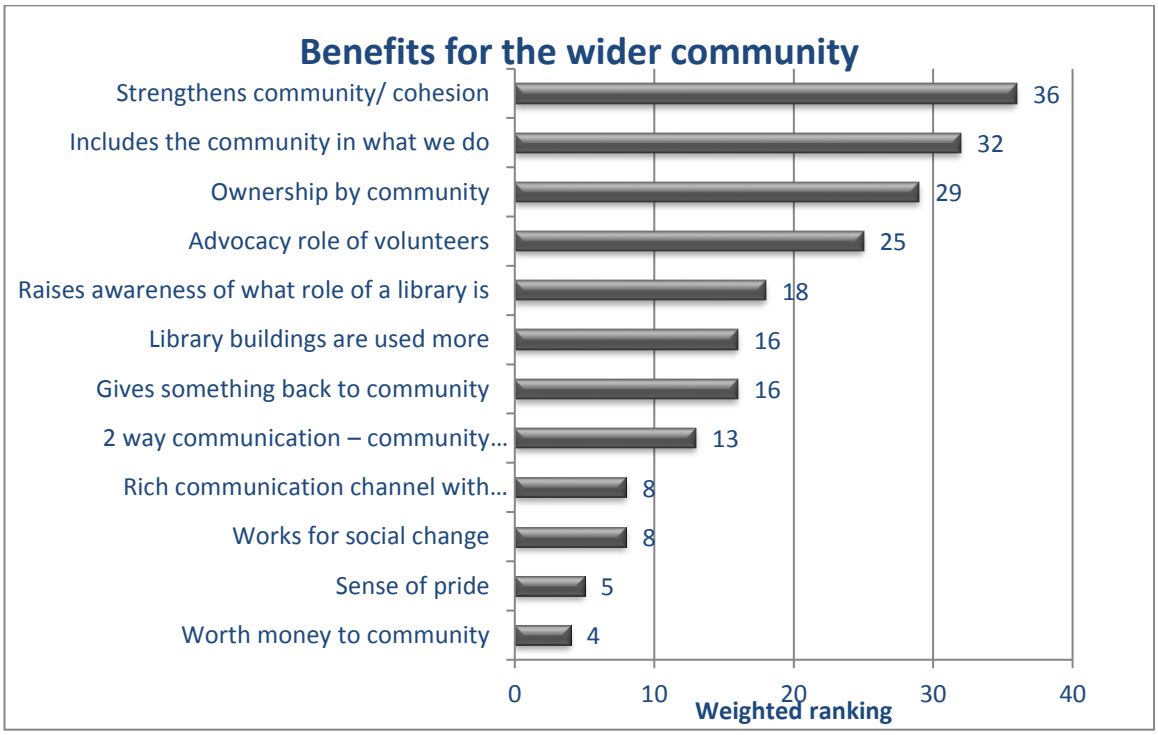
### *Round 2: weighted ranking graphs*




Benefits for salaried staff
Supports their working/extra assistance
47
Salaried staff can concentrate on roles appropriate to their experience/skills
42
Volunteers can take on extra tasks that are not a formal part of anyone's job
31
Exposes salaried staff to people with different skill sets
24
Develops salaried staff confidence in working with volunteers
20
Helps develop mentoring/supportive traits in salaried staff
13
Salaried staff are released from tasks so they can concentrate on the 'one day we will have time…
12
Experience on non-traditional library models
6
0
10
20
30
40
50
Weighted ranking


Benefits for volunteers
Contribution to the service – giving something…
37
Helping community
26
Feeling of fulfilment/satisfaction
26
Learn new skills
26
Social contact
25
Work experience
23
Self confidence
14
Self development
13
Helping maintain the library service in a…
12
Sense of belonging
9
Gain access to materials of interest (local history)
5
Share skills/knowledge with others
4
Continue to work and train once retired
3
Exploit a passion
2
Empowerment
0
0
10
20
30
40
Weighted ranking


Benefits for library users
Enhanced service – IT, events, digitisation
38
A greater range of services/activities offered
35
Salaried staff can give more time to users
26
Service provided that would otherwise not be provided if staff were paid
24
More services/activities provided
22
Extra hours, thereby increasing access
19
0
10
20
30
40
Weighted ranking


Benefits for the wider community
Strengthens community/ cohesion
36
Includes the community in what we do
32
Ownership by community
29
Advocacy role of volunteers
25
Raises awareness of what role of a library is
18
Library buildings are used more
16
Gives something back to community
16
2 way communication – community...
13
Rich communication channel with...
8
Works for social change
8
Sense of pride
5
Worth money to community
4
0
10
20
30
40
Weighted ranking

*The top ten key benefits agreed by the group were (based on the top 2 rankings from each category):*

- *Extend and enhance the existing library service*
- *Enhanced service for library users (IT, events, digitisation)*
- *A greater range of services/activities offered*
- *Support salaried staff working/extra assistance*
- *Strengthens community cohesion*
- *Greater engagement with the community*
- *Volunteers able to contribute to the service and give something back*
- *Salaried staff can concentrate on roles appropriate to their skills/experience*
- *Volunteers are helping the community*
- *Includes the community in what we do*

***Round 3: Please share your thoughts/reactions to the information above?***

- *The majority of respondents agreed with the benefits outlined, and some additional points were made about these findings, detailed below. Uncertainty means that the benefits of volunteers for additionality might not be the same as volunteers used for service maintenance. Therefore, the positives have the potential to shift. Although the majority of respondents were in agreement, there did exist one opposing viewpoint that volunteers were more than just additionality and should be viewed in an entirely different light.*
- *Many volunteers build up a close relationship with the salaried staff whom they carry out their volunteer role, rather than the public or wider community*
- *Volunteer benefits are often very personal, relating to their own needs, interests and development, rather than benefitting the wider community*
- *One respondent stated that use of volunteers did not benefit any stakeholder other than the volunteers themselves. There was concern that what was displayed was selfishness on the part of individual communities, rather than community cohesion, especially when it came to deciding which library branches to close.*
- *Additionality/support help to enhance the quality of the library service*
- *These views are current, and no guide to the future. Priorities could change, for example, work experience might become more important for volunteers in the current economic climate*
- *Benefits given reflect the position we are currently in, shifting from 'adding value' to 'maintaining services'. That is a step not taken yet.*
- *Leadership and management of volunteer projects and services needed to be in the hands of those people who have been trained to understand them in depth, which allowed them to function.*
- *One respondent clearly felt that the benefits stated did not show a full dialogue/understanding with volunteers – volunteering should be viewed as an accord, a partnership – a deal*
- *One respondent felt the very term 'volunteer' implied a lack of understanding about their role – it is 'not our library service'.*

7. **What do you see as the key issues surrounding the use of Library volunteers in your library service?**

***Round 1:*** *Responses*

| **Key issues for the library service** |
|---|
| To ensure a good volunteer experience – for volunteer and service |
| To ensure there are enough resources to support the intensive induction of volunteers |
| To manage volunteer numbers effectively, so balance between salaried staff and volunteers |
| Cost benefit analysis – the costs of recruitment/selection and training of volunteers versus the time they may spend volunteering for an authority |
| Ensuring the right volunteers are selected for the right role |
| The need to work with salaried staff to provide a clear explanation of the volunteer's role |
| Creating a clear line between what volunteers and salaried staff do |
| The move from additionality to replacement |
| Budgetary pressure changing the role of volunteers as a cost-cutting measure |
| The potential for integrity and quality of service to be undermined |
| Assumption by politicians that use of volunteers saves money |

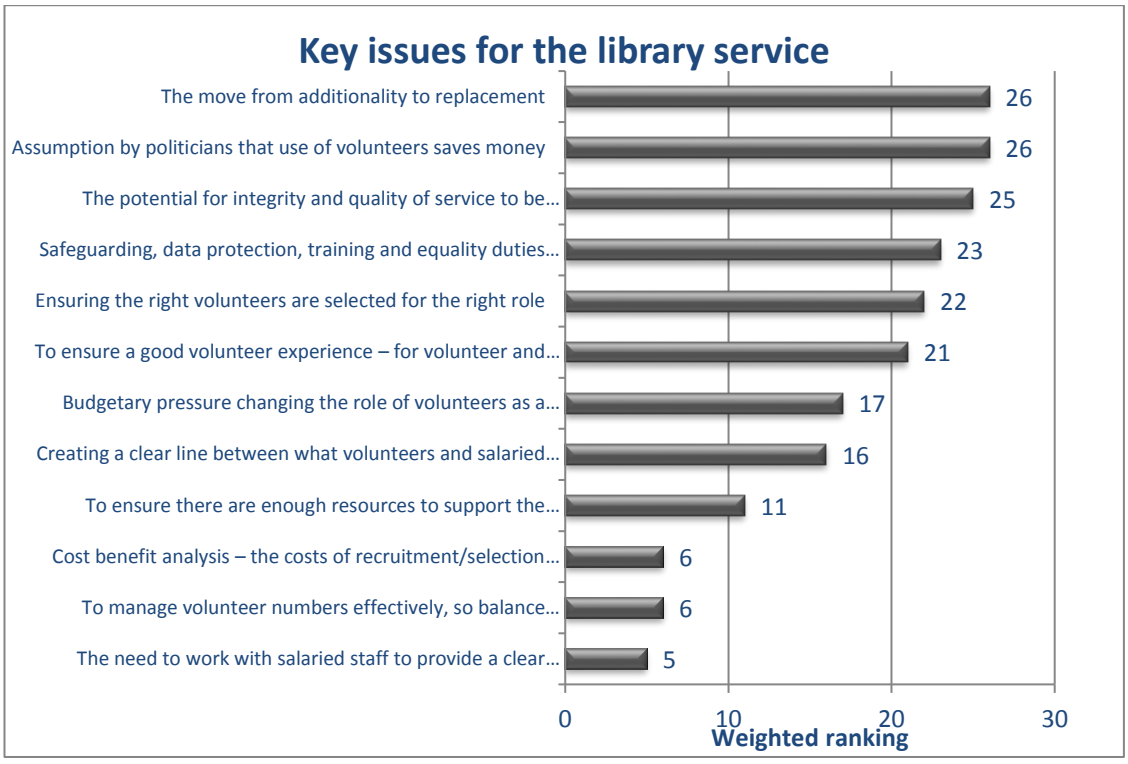
| **Key issues for salaried staff** |
|---|
| Needs to be handled appropriately |
| Involves a large amount of management time/admin to engage a volunteer and retain |
| Salaried staff need to feel valued |
| Need to build confidence of staff working with volunteers |
| Salaried staff need to clearly understand the difference between staff/volunteers |
| Salaried staff may feel their jobs are under threat |
| May have to work alongside volunteers who are replacing a redundant post. |

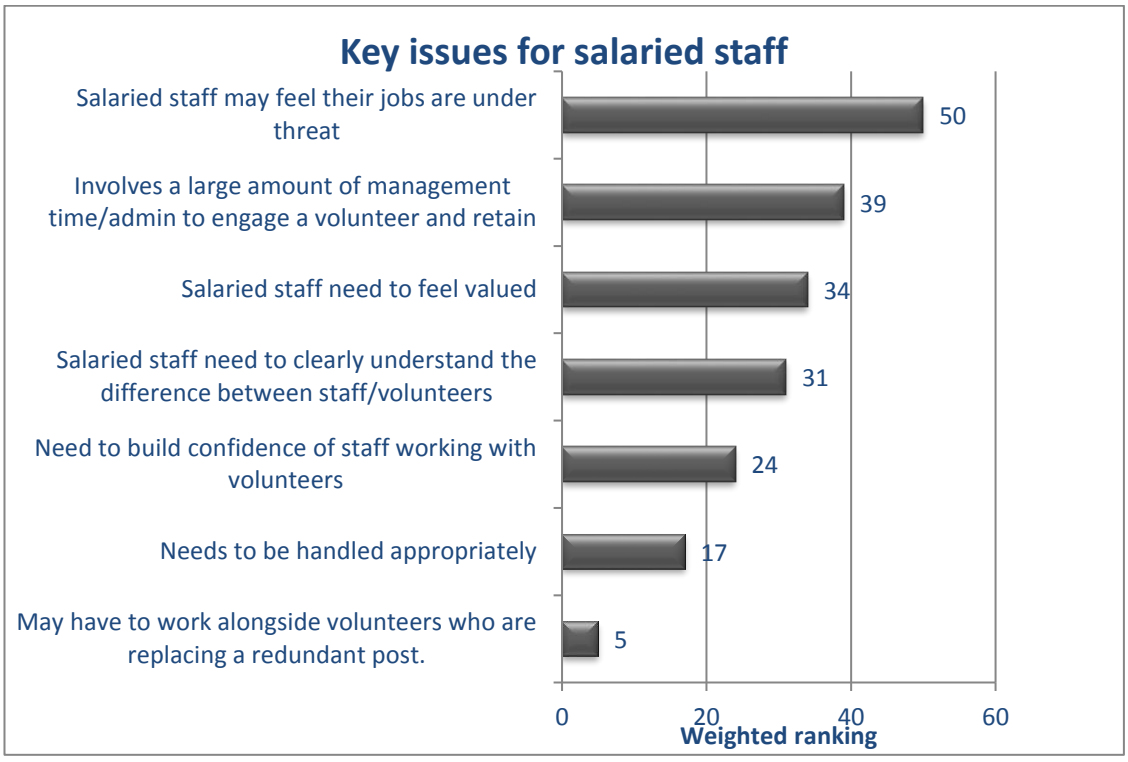
| **Key issues for volunteers** |
|---|
| Require extensive induction |
| Expectations on the part of the volunteer about what staff actually do, and what they are capable of doing |
| The more they do, the more they may need to be managed and controlled |
| Library service may not be able to afford to train a volunteer to the same level of staff – so this is an issue if they are replacing salaried staff |
| Job seekers allowance and benefits regulations make volunteering a challenge |

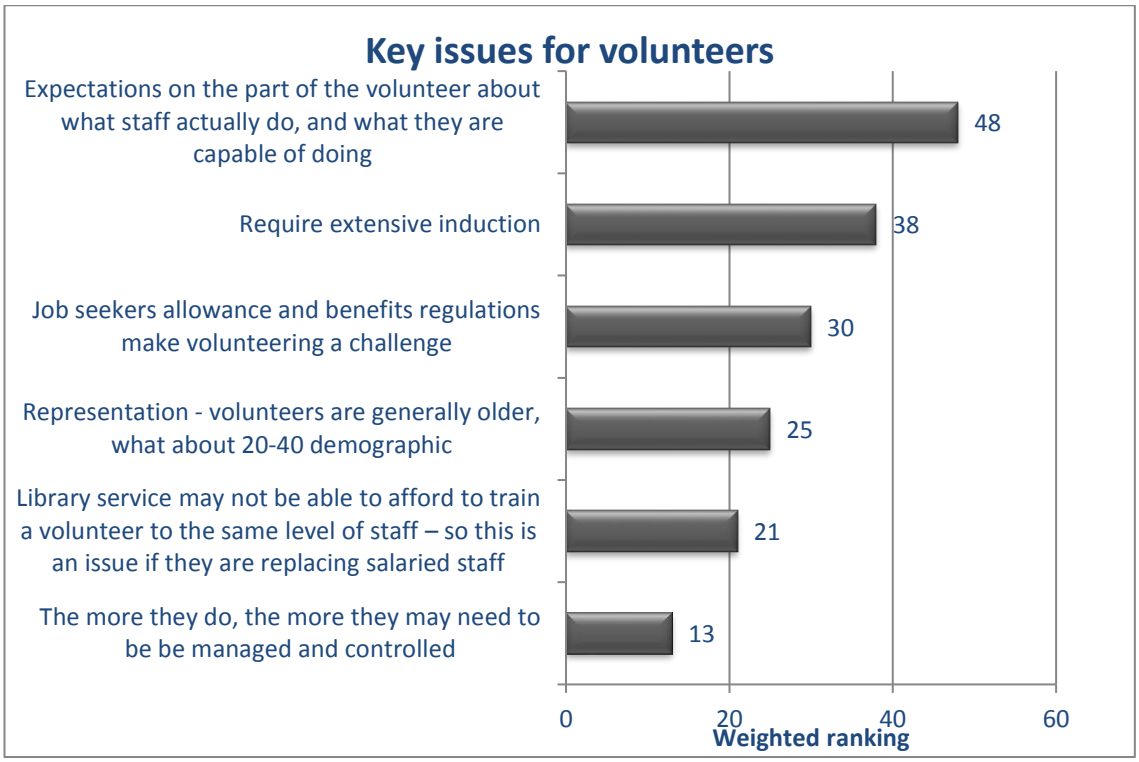
| **Key issues for library users** |
|---|
| May view salaried staff and volunteers as the same |
| Frustration if a volunteer cannot help with a query |
| Maintenance of service quality/level of service |
| Value the service less if quality is not maintained |
| Expect a service for their council tax, which is not provided by themselves |

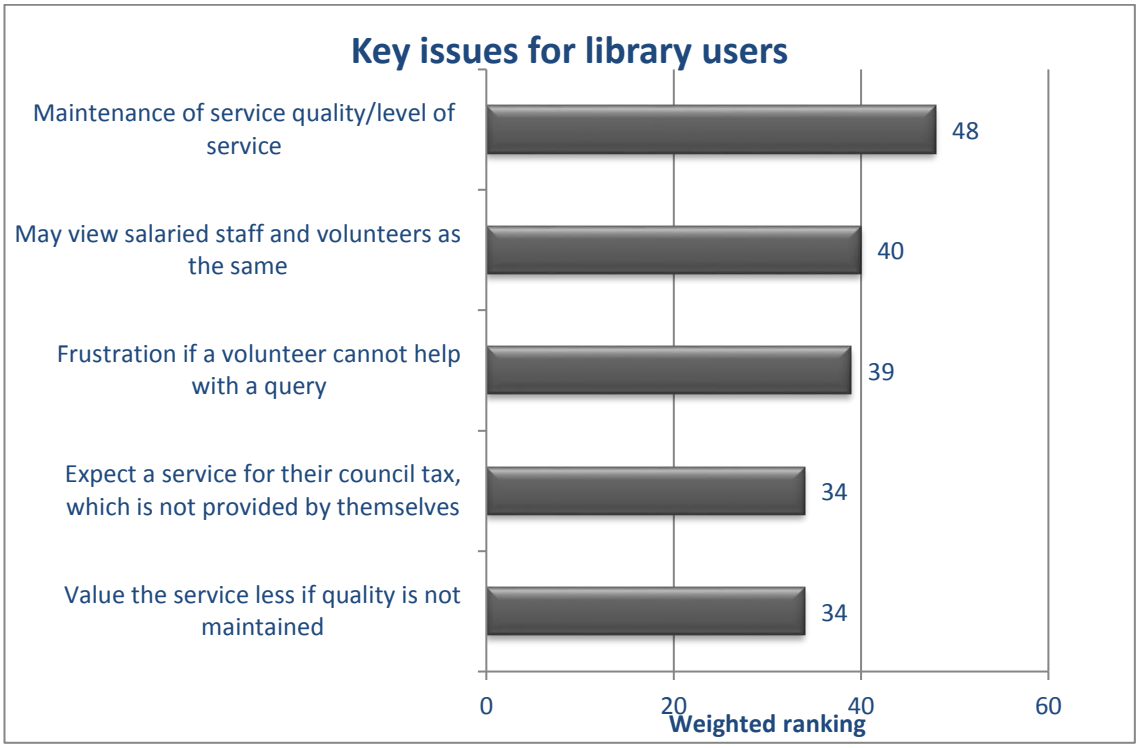
| **Key issues for wider community** |
|---|
| More opportunities to volunteer |
| Degree of councillor involvement – help And hindrance |
| Many services expanding use of volunteers, which may affect capacity of community to offer sufficient numbers of volunteers |
| In areas of multiple deprivation, getting a paid job may be the priority rather than volunteering |
| Service move to the 3rd sector means the community value less |
| Politics – unpopular in some political areas |

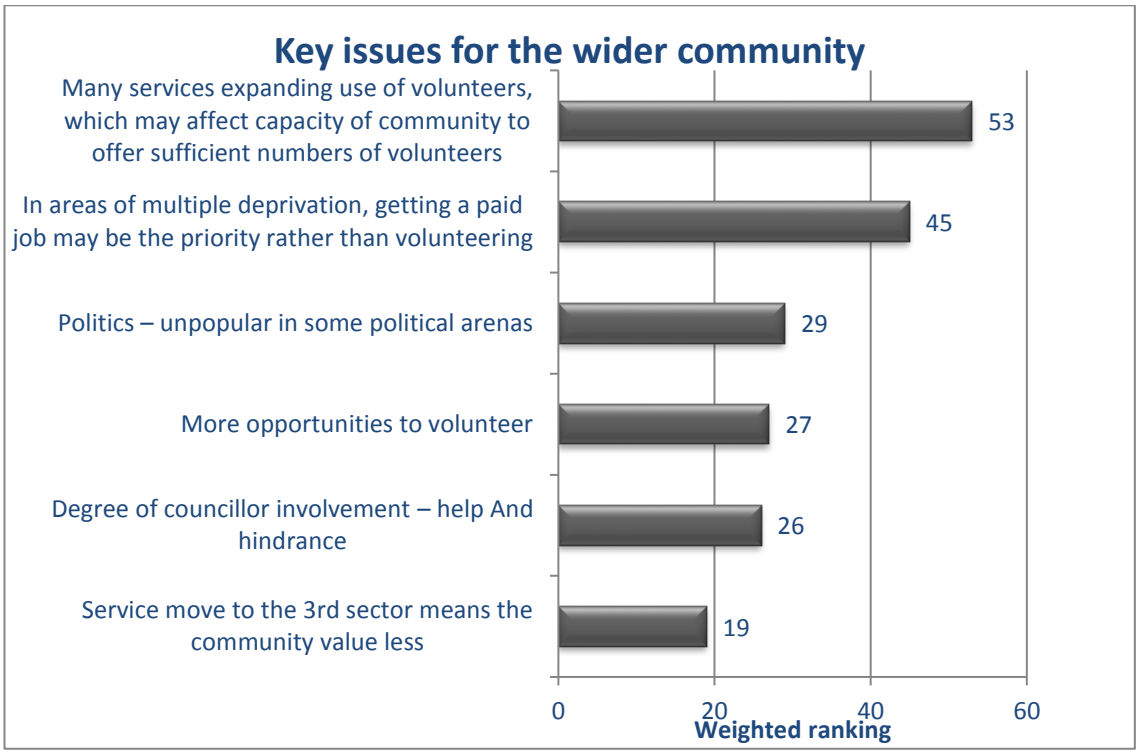
***Round 2:*** *Weighted ranking graphs*




Key issues for volunteers
Expectations on the part of the volunteer about what staff actually do, and what they are capable of doing
48
Require extensive induction
38
Job seekers allowance and benefits regulations make volunteering a challenge
30
Representation - volunteers are generally older, what about 20-40 demographic
25
Library service may not be able to afford to train a volunteer to the same level of staff – so this is an issue if they are replacing salaried staff
21
The more they do, the more they may need to be be managed and controlled
13
0
20
40
60
Weighted ranking


Key issues for library users
Maintenance of service quality/level of service
48
May view salaried staff and volunteers as the same
40
Frustration if a volunteer cannot help with a query
39
Expect a service for their council tax, which is not provided by themselves
34
Value the service less if quality is not maintained
34
0
20
40
60
Weighted ranking


Key issues for the wider community
Many services expanding use of volunteers, which may affect capacity of community to offer sufficient numbers of volunteers
53
In areas of multiple deprivation, getting a paid job may be the priority rather than volunteering
45
Politics – unpopular in some political arenas
29
More opportunities to volunteer
27
Degree of councillor involvement – help And hindrance
26
Service move to the 3rd sector means the community value less
19
0
20
40
60
Weighted ranking

*The top ten key issues agreed by the group were (based on the top 2 rankings from each category):*

- *Salaried staff may feel their jobs are under threat*
- *Involves a large amount of management time/admin to engage a volunteer and retain*
- *Many services expanding use of volunteers, which may affect the capacity of community to offer sufficient numbers of volunteers*
- *Expectations on the part of the volunteer about what library staff actually do, and what they themselves are capable of doing*
- *In areas of multiple deprivation, getting a paid job may be the priority rather than volunteering*
- *Maintenance of service quality/level of service*
- *Library users may view library staff/volunteers as the same – which may lead to frustration if a volunteer is unable to help with a query*
- *Volunteers will require extensive induction*
- *The move from additionality to replacement*
- *Assumption by politicians that the use of volunteers saves money*

*Just outside this ranking were issues that related to the potential for integrity and quality of service to be undermined, and issues of safeguarding.*

***Round 3: Please share your thoughts/reactions to the information above?***

- *Issues tended to fit into 3 mains areas – political/legal, quality of service, and ability of volunteers:*
- *Political/legal*
    - *Taxpayers may see a service delivered by paid staff as a right, based on a statutory requirement*
    - *The public already find it difficult to distinguish between professional and front line staff, so what hope if there that they will understand the difference between volunteers and paid staff*
    - *The public don't understand what it is that library staff do – assumptions about how easy many posts are to replace with unqualified volunteers with no experience*
    - *Staff issues are not to do with redundancy, job replacement or feeling valued....but rather...managing workloads and understanding requirements. Once the service position is clear and staff understand the reasoning and direction, HR related issues are manageable (or should be)*
    - *The partnership model was viewed as under threat, under increasing pressure to seek more volunteer involvement, with reducing public sector finance*
    - *Volunteering in public libraries was seen as having become a political issue – the Conservative Big Society versus the rest*
    - *One respondent considered the importance of being able to manage councillors, and create impact stories to communicate the benefits of volunteer use*

- *Quality of service*
    - *Concern for the quality of service as a result of volunteer use borne out of economic necessity. Consideration of service standards, particularly where a service is entirely volunteer delivered*
    - *The commitment of volunteers was called into question, for what can be viewed as a leisure activity, and therefore may not equal salaried staff*
    - *Ensuring the library is clearly promoted as community managed and asking for patience from the public through a major service change, can help*
    - *The importance of a well managed volunteer programme, with the necessary policies and procedures. Importance of investing time and effort, with clearly structured service delivery. Training is a priority, plus ongoing support*
    - *One respondent highlighted the quality of service in the museums and heritage sector, which has a high degree of volunteer involvement*
- *Ability of volunteers*
    - *Balance has to be right – 3 examples recently where support for voluntary groups has fallen apart leaving huge gaps in funding or in extreme cases, the loss of a library completely*
    - *There is a degree of uncertainty surrounding volunteer use in libraries.*
    - *Volunteer use in libraries at proposed levels is largely untested, and there was concern for the capacity of a local community to deliver. Volunteering may occur less readily in deprived areas (although still achievable)*
    - *The is much more competition for volunteer time now, and this is definitely a factor to consider*
    - *One respondent identified the sustained and successful use of volunteers in the museums and heritage sector, in addition to the importance of a volunteer co-ordinator, and the positive benefits that exist for volunteers in terms of moving on to paid work as a result of their volunteering*

8. **What is your view of using a formal written policy for volunteers (including use of application forms, referees etc. for selection purposes) Do you already do this in your Library service, and why? If you don't, why don't you? Would you consider using in the future?**

***Round 1:*** *The majority of respondents saw a formal written policy as vital/essential.*

*Reasons included:*

- *Definition of management process*
- *Clarity – enabling the volunteer to know what to expect, and what the library service is prepared to offer*
- *Crucial for definition of roles and responsibilities, and for managing expectations.*
- *Enhances volunteer well-being and safeguarding*
- *Ensures adherence to service priorities, and provides a tangible means of saying no to a volunteer when this is not met – ensuring service quality*
- *Covers legal issues*
- *Needs to be carefully worded so as to not constitute a contract of employment*

*One respondent mentioned they do not have a formal policy in their libraries, due to the need for greater flexibility, although this would possibly change in time.*

***Round 2:*** *Additional comments included:*

- *A clear policy and set of procedures is vital if mistakes are not to be made, and difficult situations avoided for both staff and volunteers. It is essential for consistency*
- *Staff and volunteers need to be clear about their respective roles and responsibilities*
- *Libraries need to get on with it and emulate others for who customer contributions are business as usual*
- *Working with our union representatives to consider how we work with our volunteers to gain a voice for them within the organisation.*

9. **Are you aware of any good practice of volunteer use in the Public Library arena – either in the UK or further afield? Why would you cite this as good practice?**

***Round 1:*** *The following Library Services were mentioned by more than one respondent*

- *Kent – Time to give toolkit, Northamptonshire, Lincolnshire (Investor in Volunteer status), Peterborough*

***Round 2:*** *Additional comments included:*

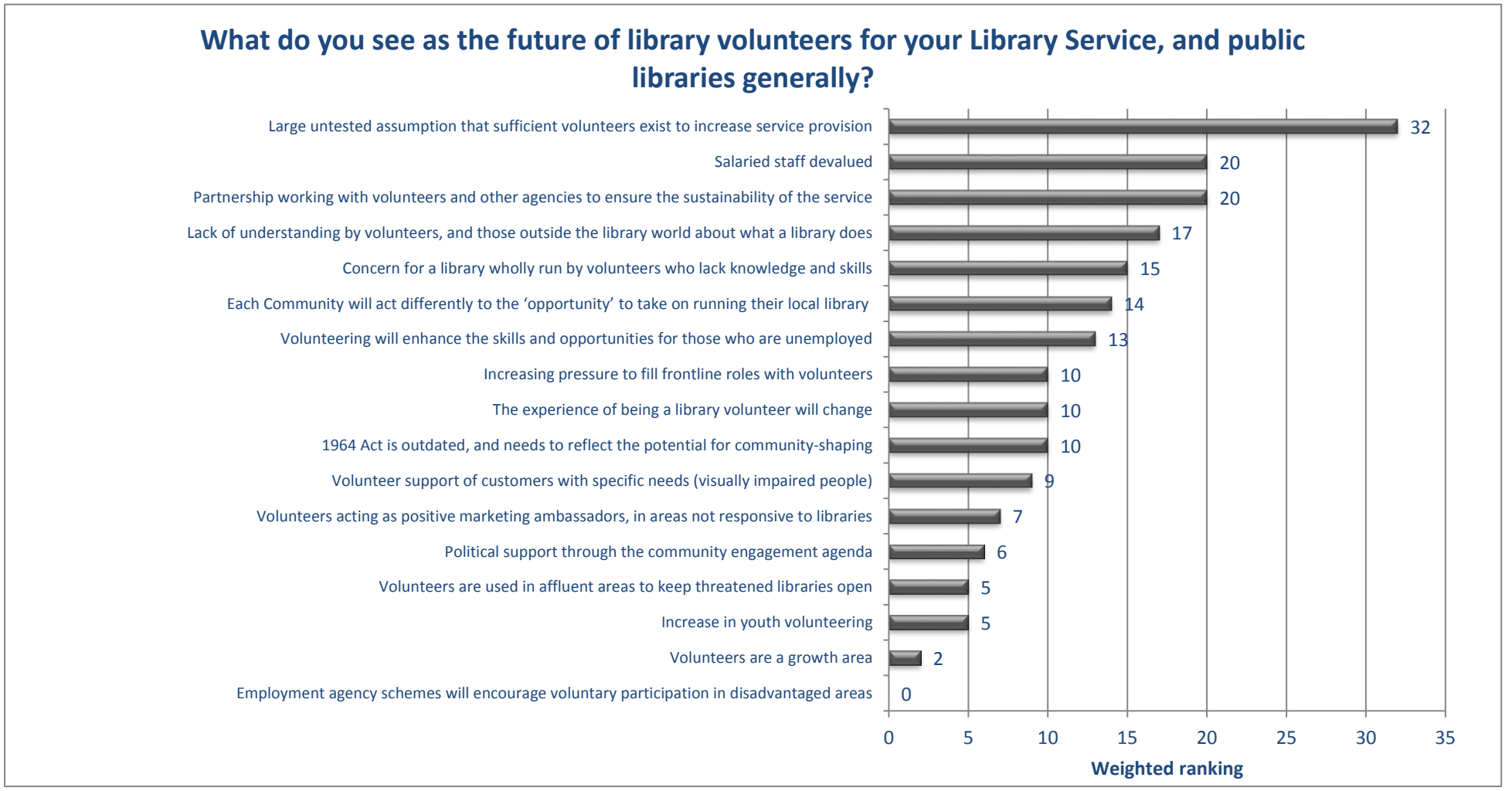
- *WRVS are a best practice model (housebound delivery services)*
- *Lincolnshire due to launch volunteers' website, and task descriptions*
- *New York public libraries*

10. **What do you see as the future of library volunteers for your Library Service, and public libraries generally?**

***Round 1:***

| |
|---|
| Partnership working with volunteers and other agencies to ensure the sustainability of the service |
| Volunteers are a growth area |
| Concern for a library wholly run by volunteers who lack knowledge and skills |
| Increase in youth volunteering |
| Volunteer support of customers with specific needs (visually impaired people) |
| Volunteers acting as positive marketing ambassadors, in areas not responsive to libraries |
| Political support through the community engagement agenda |
| Employment agency schemes will encourage voluntary participation in disadvantaged areas |
| Lack of understanding by volunteers, and those outside the library world about what a library does |
| Each Community will act differently to the 'opportunity' to take on running their local library |
| Volunteering will enhance the skills and opportunities for those who are unemployed |
| The experience of being a library volunteer will change |
| Large untested assumption that sufficient volunteers exist to increase service provision |

| |
|---|
| Salaried staff devalued |
| Volunteers are used in affluent areas to keep threatened libraries open |
| Increasing pressure to fill frontline roles with volunteers |
| 1964 act is outdated, and needs to reflect the potential for community-shaping |




***Round 2:*** *Weighted ranking graph*

*The top 5 themes included:*

- *The large untested assumption that sufficient volunteers exist to increase service provision*
- *Salaried staff feel devalued*
- *Partnership working with volunteers and other agencies to ensure the sustainability of the service*
- *Lack of understanding by volunteers, and those outside the library world about what a library does*
- *Concern for a library wholly run by volunteers who lack knowledge and skills*

***Round 3: In the context of the above chart, what do you perceive to be your role as a Library manager locally and nationally?***

- *A variety of views exists, however there appears to be consensual agreement regarding ensuring the survival of a library service, and one that is the best service possible (comprehensive and efficient) given the economic climate*
- *However, there are variations in the degree to which the role is seen as positive or negative challenge. Generally, opinion steers towards a more negative viewpoint*
- *Key roles for the library manager include:*
    - *Weather the ideological and financial attacks on public services, whilst also implementing council policy*
    - *Ensure the survival of the Library service*
    - *Ensure that the local authority still provides a comprehensive and efficient service, driven by local needs and requirements, consistent with benchmarked local authorities and seeking to achieve excellence throughout*
    - *Advise local politicians regarding the best use of volunteers in public libraries*
    - *Ensure as far as possible that (volunteers are kept to support roles and additionality) is how it stays*
    - *Prioritisation based on limited resources, and ensure value for money whilst showing best practice*
    - *To encourage the use of volunteers, commonly viewed as an inevitability given the current economic/political climate*
    - *Education – to ensure wherever possible that both locally and nationally there is precise and accurate information about what we do and the value we add to society, to communities and to individuals*
    - *Encouraging volunteers to work alongside my trained staff so they can appreciate the value of people around them and work with use to take the message (what libraries are really about) wherever it needs to go*
    - *Partnership working, and supporting volunteers*
    - *To ensure that volunteers and community managed libraries fit cohesively.....seamlessly, so we have staffed and volunteer libraries running in different ways, but with the same goals*

- *Volunteer roles – from supporting paid staff rather than replacing, to enhancing volunteer skills through NVQ customer service, to deepening the continuum of involvement of people in their services, turning community anger into community engagement*
- *Ensure that the training, ongoing support, and ongoing marketing and development of community managed libraries is successful, and that the strong emphasis on community involvement and empowerment are made clear*
- *Promoting the service/being an advocate*
- *Being pro-active in the local community, knowing the movers and shakers, and listening to what the community wants. Targeting the 'have nots', as they will need library services the most*
- *Moving from a defensive outlook to a positive one – volunteers becoming unpaid staff*

**11. Are there any other issues you would like to mention surrounding this topic?**

***Round 1:*** *Key themes included*

- *The resistance of the library profession to change – especially CILIP, which is not helpful in current climate*
- *Would welcome further information on the diversity of roles in volunteers in libraries*
- *Importance of introducing volunteer manager/co-ordinator roles to assist in achieving the best outcome for the library service*
- *Concern over longer term legal issues of volunteers*
- *Volunteers enthusiasm, but lack of clear understanding over the role of a library service*
- *Management of expectations – frontline provision need consistency and reliability – which volunteers may not necessarily deliver?*
- *Working with volunteers needs care and time – and investment. Hence they are not free, and there are no guaranteed returns on that investment.*
- *Politicians have been strategically vague about what a library service should deliver – access to public services or Oxfam bookshop?*
- *No independent evaluation of volunteer programmes, and no clear guidelines offered centrally – so ad hoc approaches and great disparity in the way volunteers are deployed across library services. CILIP guidelines would have been welcome earlier.*

***Round 2:*** *Further issues included*

- *I do not think community run libraries are viable – am waiting for the first one to fail due to lack of volunteers.*
- *The terms identified in round 1 mask the fault line in volunteer policy. Many service providers and community leaders want to encourage volunteer use in order to achieve benefits to individuals and communities. But those in charge of local government budgets are not interested in any of this unless it delivers substantial savings by replacing salaried staff.*
- *The key issue is that the long term sustainability of a volunteer operation, especially a community library, is not yet proven. It may carry on for many years and thrive, or wither unexpectedly in another community.*
- *Lack of clarity over whether volunteer run libraries are/or are not part of an authority's section 7 duties under the 1964 Act?*
- *1964 Act allows open interpretation of what can be achieved/tested. Charteris report and its findings need to be distilled into an acceptable template/basis for any change. Agree entirely that CILIP and the history of the profession have not helped its own cause (in terms of arguing against the deployment of volunteers/deprofessionalisation of services)*

- *Volunteer use should be viewed as natural customer engagement, not a threat but a promise. Many of the issues identified in round 2 related to a deficit model and identified volunteer use as a problem, not an opportunity. We love the new perspective, energy and enthusiasm that volunteers bring to the work, it is wholly positive.*

***Round 3: Is there anything you would like to add?***

- *Those respondents that completed this section were generally concerned about volunteer use, key areas being the motive for using volunteers, and the capacity of volunteers to provide services in the future – however it was viewed as an inevitable situation. One respondent was in opposition to this view and felt the research had encouraged negativity through use of the term volunteer*
- *The situation is our fault – as professionals over decades we have failed to 'sell' what we do and what we offer, otherwise no-one would be suggesting that libraries can be run by volunteers.*
- *Motive for volunteer use – for the past 20 years volunteers have been encouraged in public libraries, using the skills and knowledge of salaried staff to support them. New initiatives for volunteers to take over and deliver services are more to do with saving money that providing for the local community*
- *I cannot at this stage see government policy changing*
- *One respondent stated they were pretty depressed about the current situation*
- *Capacity of volunteers – the challenge of finding volunteers to assist in the running of a Library service remains unknown. Arts Council research (through Future Libraries project) provides no evidence that the number of people willing to volunteer will increase. What will happen if volunteers fail to materialise? Will the community anger in cuts to services translate into community action to support and sustain the service?– unknown*
- *Underlying problem is that 'communities' are divisive. They split people into smaller and smaller 'communities of interest' and in the end they are all fighting one another.*
- *People who volunteer often have an agenda, which is not necessarily the one of the organisation they join, and may not be 'at one with' the agenda of the organisation*
- *Volunteers can run libraries (this has been proven and to me there is no argument) but they cannot run a library service. That is the distinction and should continue to be so*
- *The value of community involvement should be trumpeted...at the same time as professional staff development....supporting a mixed economy of delivery*
- *Volunteer as a term – One respondent commented upon the use of the term volunteer, which could be construed as value laden. They stated that this research did not consider the volunteer for the modern recession-proof library. (However, my defence would be, that I never intended to achieve this*

*outcome – more examine expert opinions on volunteer use at a fixed point in time, and explore the issues surrounding their use)*

## 12. Conclusion

In summary, it is clear that this issue is a highly subjective one. This final round brought out some interesting observations which were possibly more honest than initial rounds – with respondents feeling that they could open up and have their final say. This honesty was appreciated, and gave a valuable insight into the variety of approaches we take as information professionals in a constantly changing economic and political environment. Our perspective on volunteer use is moulded by who we are, our political beliefs, where we work, and the individual political/economic situation we find our library service in. In the light of recent CILIP policy revision on use of volunteers (http:/bit.ly/HBZjIV), this is an issue that divides and challenges information professional – and is unlikely to disappear as a service priority.

The next phase of my research (in spring/summer 2013) will attempt to explore specific case studies of volunteer use in public libraries – with an emphasis on examining all stakeholder perspectives, in order to deliver a rich picture of the phenomenon, in the light of an increasingly complex political and economic environment that we operate in. Your views have been extremely important to me, and have aided in identifying the wide spectrum of approaches and viewpoints on this matter – they do show a consensus of opinions in certain areas – and highlight that there is still much to be done.

## Appendix C: Library manager/Volunteer co-ordinator interview questions

**Library manager/volunteer co-ordinator interview questions –** to better understand the role of volunteers in public library service provision.

*The information will be anonymised and used as part of my professional doctorate, and in the construction of articles.*

*Informed consent form?*

**Prior to interview – carry out research initially to define case study environment**

- Initially define the macro-environment/micro-environment
- Regional trends
- No. of volunteers in library authority
- Post code of volunteers
- Ave hours per week worked per volunteer
- Vol numbers as a % change in past 5/10 years
- Vol numbers as a % change in next 5/10 years
- Summary of key volunteer roles

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**General interview questions:**

1. What challenges does your library service face at the moment?
2. What are your thoughts regarding the use of volunteers in a public library? *(positive/negative/additionality)*

**Management and support of volunteers**

3. How do you ensure the best use of volunteers in your library service? *(recruitment/selection/training/management/roles)*

**Roles and responsibilities**

4. What roles do your volunteers have in the library – what are the key tasks they undertake? *(why these roles? Professional roles?)*

**Volunteer benefits**

5. What are the main benefits volunteers bring to your library service? *(can you provide me with specific examples to illustrate?)*

**Volunteer issues**

6. Are there any issues that arise with the use of volunteers in your library service? *(commitment/staff-volunteer relationships/perceptions of public/give me examples)*

**Volunteer policy**

Do you have any formal volunteer policies? Can I see the documentation?

**In conclusion**

7. Can volunteers and paid staff work in harmony in a library service?
8. Paid staff versus volunteer workers – is there a difference?
9. How do you see the future use of volunteers in your library service? *(more/less/same)*
10. Any additional points you wish to make?

# Appendix D: Phase 2 information sheet and consent form

**Information sheet**

**Project title:** To consider the role of volunteers in UK public libraries as a result of the drive towards the Big Society agenda
**Name of researcher:** Biddy Casselden, Dept of Mathematics and Information Sciences, Northumbria University, b.casselden@northumbria.ac.uk Tel: 0191 2437629
**Participating organisation:** [redacted]

**Project overview:** This research forms part of a Northumbria University professional doctorate study examining volunteer use in public libraries. The research consists of 2 phases – phase 1 was a Delphi survey of library managers, and phase 2 involves case study research examining stakeholder perspectives in public libraries. This information sheet concerns phase 2 of this research which will collect data from 4 sets of stakeholders in each case, in order to gain a balanced and full picture of the issues at play when using volunteers in a public library service:

Staff managers/volunteer co-ordinators – using interviews
Paid front-line staff – online survey
Volunteer library workers – focus groups
Users of the library service – online survey/print questionnaires/researcher administered questionnaire

**Project aims:** This project aims to understand all 4 sets of stakeholder opinions regarding volunteer use in public libraries, in order to identify trends, difference, and areas of agreement. It will also contrast opinions with phase 1 delphi survey research of library managers.

**Objectives**

- To identify the challenges (political/economic) faced by modern UK public libraries
- To establish past and present practice regarding the use of volunteers in UK public libraries
- To investigate what Library Managers see as the key issues for use of volunteers in library service provision
- To explore viewpoints of library volunteers – considering motivations for volunteering, degree of volunteering, and issues that arise from volunteering.
- To consider staff attitudes towards volunteers and their use in service provision
- To explore opinions of library users on the use of volunteers for library service provision
- To identify the variables that result in successful library service provision using volunteers
- As a result of the former, establish areas of good practice and possible ways forward

**Information required and outline of potential risks involved:** The only information required is your perspectives on volunteer use in public libraries. This perspective may not be representative of your employing authority if working as a paid member of staff. All responses will be anonymised, and no data identifying personal data will be used in the event of publication.
**How the information will be stored and published:** The audio recording/transcriptions and completed questionnaires from your case studies will be anonymised and stored securely. It is likely the results of this research will be disseminated in the form of a

professional doctorate, conference publications and academic journal papers. Any reference to authorities/individuals will aim to preserve anonymity.
Voluntary involvement: You are free to end your participation at any time, you may refuse to answer questions or take part in any activity you do not wish to engage in. You are encouraged to ask as many questions as you wish. For interviews a process known as 'member checking' will be used to allow you to see how the date you have provided is being used.

**Faculty of Engineering and Environment**

## RESEARCH PARTICIPANT CONSENT FORM

| | |
|---|---|
| **Name of participant** | |
| **Organisation** | |
| **Researcher's name** | |
| **Title of research project/dissertation** | |
| **Programme of study**<br>*[Only if researcher is a student]* | |
| **Supervisor's name**<br>*[Only if researcher is a student]* | |

**Brief description of nature of research and involvement of participant:**

***Standard statement of participant* consent (please tick as appropriate)***

I confirm that:

I have been briefed about this research project and its purpose and agree to participate* ☐

I have discussed any requirement for anonymity or confidentiality with the researcher** ☐

I agree to being audio recorded/filmed/photographed *** ☐

* *Participants under the age of 18 normally require parental consent to be involved in research.*

*** *Delete as appropriate*

****Specific requirements for anonymity, confidentiality, data storage, retention and destruction**

**Signed** ..... **Date** .....

**Standard statement by researcher**

I have provided information about the research to the research participant and believe that he/she understands what is involved.

**Researcher's signature** .....

**Date** .....

## Appendix E: Example of interview transcript

**Transcript - [redacted] Interview Wed 4th December 10am**

Ok [redacted], well thank you very much – and I'd like to start off just by asking you about the challenges you see the library service facing at the moment?

Well the ultimate challenge is one of resources – its financial - – it's the budget situation we are in – because of the situation that the council is in – the budget has been massively hit – - we've so far managed without closing any libraries though we have reduced hours, we've also taken hits in the bookfund over recent years, but we are now at a situation where there is- - - nowhere **else** to go - really. We've halved our professional staffing – last year. So now if I have to take any further cuts in that, it means we have to stop doing something – we have to stop doing, I don't know, bookstart, - - homereaders, - - the health and employment work – there are some some posts that are impossible to cut because - - **you've got to function, you know**. The library management system has to be maintained somehow, so you've got to keep ordering books – well you have, if you want any sort of a library service, so I think the finance - - - - the other side of that is, because in the past it was easier, I think, for management to take income targets in lieu of cuts, what we are left with are huge income targets that are unachievable - - - - **but we can't lose them** - - - - at the same time, coming from the other side, you are getting more demands as people are - - needing to use online services to apply for benefits, or apply for jobs, obviously they are thrown back onto the library. Also recently the council decided to do away with cash payments, and they decided to make the People's Network access free again **BUT** the income target, which is a huge one 67 and a half thousand, for that, remains - - but we can't charge - - for that. So it was nice and hunky-dory whilst people weren't bothered whether you met your interim targets, but they are - - they now are, and we're lumbered with the DVDs for example – years ago we could make it pay - **- can't now.**

Thanks that is really interesting of where you are now. Moving on, what your thoughts are about using volunteers in a library?

I think there is a place for volunteers to do value-added things - - - I get **really angry** with the suggestion that-people can volunteer to **run** a library, and **run** a library service - - if you are in the holding cells awaiting trial on any sort of charge, and somebody comes and says, I'm very sorry but your brief, or your solicitor/barrister can't come today, but here is somebody who has seen every episode of Rumpole of the Bailey, - he's read a teach yourself law book, he's willing to give it a go, how do you feel?, you'd say - - 'A A'- - so why does it make - - why do people think that **anybody** can run a library?

The other thing that annoys me is the notion that it's- - cheaper - - cos it isn't cheaper. Volunteers need management, training, supervising, the same as anybody else. And the fact is that the turnover is higher, **and** you have no control over **whether they turn up or not**. Having said that, we do have quite ***a large*** team of volunteers who do various things for us, but won't they don't do - - is open the library OR run it. That's it, that's my general feeling.

You mentioned training/management. For you as a library service and as a manager – how do you ensure the best use of library volunteers? Thinking about selection of volunteers/management/training?

We do have - - - not a policy really - - it is guidelines – we have, like, a job description. We – certainly in the past have ensured that all volunteers are CRB checked. With the changes we are now told they don't need to be - - however I have insisted that, for example, the volunteers who go out with the home readers service and go into homes actually **DO** need to be CRB checked (laughs) - - and also volunteers who are volunteering with children. Again, it's the misunderstanding about what libraries do, and people say, well – yes, they're not supervising the children, the parents are there aren't they - - well, no not always. And even if the parents were there, if you've got volunteers who are privy to details about that child, about where they live and things like that, I think they do need to be checked certainly (laughs) - - - as a parent – I would expect that - -yeah.

Volunteers are - - I think they are tricky - - tricky to handle. - - It's more difficult than staff, because after all – as a manager, or a supervisor, you can tell somebody to do something who is staff, or **NOT** to do something, and they either listen to you and do what you say, or they can be in trouble - - ***It's not quite the same with volunteers.*** And volunteers can become very *cliquey*, they can – be - - they have their own agendas very often, and they can lead into ***real*** problems. For example - - we have a lot of local history volunteers, and [redacted] came to me with something she had printed up which she had been sent which was the newsletter, and one of things in it was an article by one of the volunteers here, who basically said – 'oh well, there's no organisation, there's no filing system, you look for things and they're not there, and nobody can find - - and there's a **wealth of**' (in dramatic voice)- - - and it was too **late, that was then out** – and I just went completely (opaque?) , well I didn't go opaque, but I said you've got to register complete dissatisfaction with this, they must **NOT** go into the stacks, until we've got this sorted out. They can only go into the stacks, under certain circumstances and with certain ***provisos***. And I think people thought we were being very over-reactive, but the fact was - - that little article in the hands of certain people in power in the town hall was dynamite. Could have been a real problem - - they were not likely to get their hands on it, but that wasn't the point - - they might have done - - so yes, they do require a lot closer supervision - - because really they are ***not accountable.***

You know - - I've had - - we've actually - it's not volunteers - - but in the past when we used to employ people to run the reading challenge in the summer in outreach centres, and we took on somebody who had ***years and years*** of experience as a head teacher of a nursery school and things, and I found out that she was putting the children from one of the clubs in her car and taking them to the ***beach*** - - and - - **you know (laughing, raised voice), how long has this been going on! - - stop it now!** - - does nobody think to say, this can't happen – - because it happened when she was working, or when she was younger, and - people just don't think - - I don't think - - she wouldn't of - - I'm sure she wouldn't have done anything, but I was thinking - - **my - - glory - - that would by dynamite in the hands of anybody.**

Is there anything else you want to say regarding ensuring best use – challenges?

I think the other thing is around - - it is the same with staff - - finding out what floats their boat- - what they are ***really*** good at. Sometimes people who come forward to volunteer at the library, what they often want to do is to stamp the books out. Well, in a lot of libraries, there is none of that anyway, as there is self-issue - - you know - - and you ***can't*** let them loose on the library management system – with the ability to read the notes field about people – or to enter data into the notes field, ***you can't have that*** - - its just - - I don't - - I think that is why a lot of library services - - I believe [redacted] where they have got the volunteer run libraries have got a separate library management system, with separate cards - - because - - of data security basically, and the council just - - I can see that being a - - ***real nightmare*** - - but I think it is a question of finding out what they could do, and where their talents lie – which might not be what they first think is they want to do with helping to run the library service.

In terms of working that out – who does that?

The person who is really in charge – the community librarian – special services, that's [redacted] has a remit, she runs the home readers service, but also has a remit with regard to visually impaired and so on – and to community engagement – which is the volunteers and the *friends of the library (pause)* - - so she oversees all that - - and then there are 1 or 2 other library staff who are involved in -- more the direction of the volunteers. So, for example, the young volunteers that we take on for the summer reading challenge - -they could be school, sort of 6th form type age, or older – so that would be [redacted] and [redacted] between them - - or [redacted] oversees the volunteers who help with local heritage and family history, and [redacted] herself has the volunteers who run the home readers service and they help to make the deliveries basically. The other type of volunteers we have - - some of the ladies that come to the [redacted] volunteer to help with the children's knitting group - - so there's that – and then the other biggish group run the cafe, but we don't directly have anything to do with that – it is through partners, the health network, and they recruit volunteers to serve the coffee - - and actually quite a lot of people come to volunteer with the cafe or do the healthy cooking demo, if they – obesity advisor can't do it, as we do it once a week. So [redacted], who helps with the cafe she also, yesterday, she was doing roast pepper and garlic soup.

So - - those groups that control – those members of staff control the different groups of volunteers.

Roles and responsibilities – firm up roles volunteers have in library – key tasks?

You are going to speak to [redacted] – perhaps get a bit more detail about home reader's scheme. Been going a long time, started with the WRVS, but they are now just - - - volunteers that we get - - and actually she was saying the other day (laughs)– when they decide they've had enough and can't for whatever reason continue to do any more, **they almost feel obliged to find a friend to come and step in and do it for them. (laughing)** So that's quite nice - - but what they do there – is really - - drive the van - - the council van - - they go out on the rounds delivering the books, bringing back the returns, talking to the customers in their own homes. I think the books are

always put up by staff – ***think*** - - check that with [redacted] – so that is one discreet group of volunteers, that's all they do. Interestingly volunteers - - the first thing they say when they come to discuss volunteering – is this isn't somebody's job is it, or this wasn't somebody's job, **they don't want to take it over**. There isn't in this borough much of an appetite, I have to say, for running libraries. We did ask the question in a bit of public consultation after we changed the opening hours last year, and to be absolutely honest – when they were asked – we are going to close these libraries on Saturdays – are you happy with that? Or would you rather they were open on Saturdays? Do you think it is a good idea to use volunteers to help the libraries open on Saturdays? About 40% said, oh yes that would be a good idea, but when they were asked would they volunteer, they said no.

So, another group are the local heritage volunteers, so what they tend to do is digitisation – so scanning, describing the photographic collection so it can be sent off and added to 'house of images' website. They also help people new to local history, wanting to find out more about their house – and things like that – they will do little 'one to ones' with people- - where - - the staff maybe haven't got the time to spend, or the time available – same with family history research – they will help new people to do that – they are also looking at the digitisation of newspapers and things like that. So again, it is the value added stuff - - ***in an ideal world*** – yes – you would like a team of librarians that were able to do these things – but we are not living in that world – ***I don't think in fact we ever were. (laughs)***

The volunteers who help with the summer reading challenge – it's maybe listening to the children talking about the books, it's just engaging with the children, maybe doing crafts with them – playing games - - interacting on behalf of the service – with the website.

You also mentioned cafe – in the library – but not part of library?

Not part of our operation - - except that - - obviously it is our space, or the council's space. We are not charging them rent, so they have no overheads, as run purely by volunteers – so any profit that is made is split between the library and the - - health partners. We have just about completed a 6-month pilot – it's gone very well – it provides a venue for health trainers, counsellors, people to come in and get their message over to the public in a non-threatening, ***non-health environment***, which I think is important - -- the north east counselling service say people like to come to the library – cos people say where are you going? And they can say, oh – I've got a meeting at the library – and people don't think - - oh – you're going to talk about your problems – you know - - it's much more relaxed - - ***it is a mutually beneficial arrangement - actually*** - - we get customers, our customers can have a cup of tea/coffee – cake – healthy cake actually - - or fruit and yoghurt - - or a nice healthy soup – healthy flapjack (laughs). The [redacted] have actually been supported – -they got a 5k grant to set it up – provide the equipment and everything.

Any other volunteers?

People that come and help with events on an occasional basis – front of house, taking tickets, serving juice. ***Oh and, a very important group, the reading activists*** – the young reading activists – that [redacted] works with, and they actually organise events. We had one last night at [redacted] - - they had [redacted] Comp [redacted] – a group of year 10 who have a rock band. They opened up the library and all the school came in – - - and the local police bobby who happened to be there – said, 'oh, I've got 7K pounds to spend on youth activities, would you like to do it in the library?' --- - These things spiral don't they...

Bit of partnership?

Yes – reading activists is a national project run by reading agency – used to be called 'My voice' but somebody else bought the rights to that title - - so it is now reading activists and we have 3 groups of young people who help to shape - - really - - library services. Working with [redacted] Comp for example – the group there – helped to recommend books for the new [redacted] Library – the [redacted]. They get involved in all sorts --- doing online digital books reviews using animation and video and games and things like that – so that's –--I nearly forgot that –---- yes the reading activists – and they put on events for younger children from time to time, 'where's wally' event for example, 'alien invasion' and things of that nature.

Volunteer benefits – main benefits volunteers bring to library service.

I think - - there are 3 major types of resources (laughs) in a library – you've got your books, your online resources – but you've also got people, both staff and the public, and I think this is where libraries are important as community spaces. It is no good having the space without the population in it, and that people come to the library not just to find out but they need to share their expertise. So if you have got people like - - - forgot something else - - um 'the library matters', we have a [redacted] club – we have one here, one at [redacted], one starting up at [redacted], and eventually, hopefully [redacted] as well. She is actually one of our local history volunteers, but she has different skills and things – and mat making she's into - - and so - -yeah, it is tapping into their expertise and their skills. --I think it gives people the chance to share their particular enthusiasms and skills.

So that you see as major benefit? What about benefits for **you** are library service?

We get out the ***same thing*** – we get out the same thing – we get out them sharing their expertise/knowledge. It enables us to do things we couldn't do.

Volunteer issues – next theme – any issues that arise with use of volunteers in the library service?

Well I think the way things can slip out of your control – and migrate in a direction that - - you hadn't anticipated, or you don't want. The issue around volunteer's own agendas ------that's the main issue - -commitment – we don't have – I don't know that we have such a problem with that to be honest. People seem to be very committed – whether that is to do with the recruitment

process? Cos sometimes people say they want to volunteer, and then they come to speak to us and we tell them 'this is what we would like you to do', and then they decide it is not for them – *which is fair enough* - - so they do tend to be committed - And I think --- people – for example, the home readers – if they don't turn up, they've got the thought that those people – vulnerable people – won't get their visit. So I think they are motivated very often – mostly they are ***either*** elderly, they're the older people, or they're the young people – and the young people are also very committed. And it gives them a ***stake*** in the library service – I think that's the other thing that it does – it makes it clear that it is ***their*** library service – not ours.

Formal volunteer policy?

It was something that [redacted] originally set up in terms of guidelines – like a job description, person spec. As I think you do have to have it clear what the expectations are, what volunteers will do, what they ***won't*** be asked to do. And you have to have it there for the staff as well, because they have to know that you are not bringing in unpaid replacements by the back door, I think. They have been used to having volunteers in the home readers service for a long time - - so I think that it was almost like that didn't count, somehow. But when we started getting volunteers in to do other things, ***there was a bit of concern*** – which is quite natural. When you're getting self-issue – self-service machines in as well, you have got to be clear what you are doing, to what end.

Documentation? Something I can see?

Ask [redacted]

Moving on to conclusions – statements to run past you – can volunteers and paid staff work in harmony in a library service?

***Yes*** - - they can -with a proviso (laughing) that it is managed properly - - and professionally – but yes, I think they can – they can get on really well, each brings to the service that makes something greater - - so it's a bigger better offer.

Second statement – paid staff versus volunteer workers – is there a difference?

(Long pause) -- – yes, I think there is a difference. The difference to us is what we ask them to do - - we would never give a volunteer a key and ask her to open up the library, or put her in that position. We wouldn't say – we haven't got anybody, any paid staff, we're short staffed – sickness, or whatever – to supervise the children's library – would you mind going in there. You couldn't do that, because there are specific roles that the volunteers take. ***Ultimately the bottom line is (laughing) – the difference between them – is one's paid and the other isn't!*** And – if somebody is a paid member of staff, and has a bit of a hangover on a Monday morning – and it's ***every*** Monday morning, you could do something about it. You can't if it is a volunteer – well you could – you could say, no thank you, but it's very difficult – it is much more difficult.

How do you see the future use of volunteers in your library service?

I think more of the same – if you know what I mean. We will possibly get more bodies to volunteer, ***but*** they will still be doing the same, or ***similar*** things for us. You know, if a couple of gents – it might be ladies, I don't know – come and say, 'actually we think - there is a possibility here – you have your knit and natter, it's ***all*** women, you have your mat makers, its mostly women - - and we gents would like a gardening club in the library – I don't how it would work, but – they do it on the radio (laughs) – so – there must be potential there. So it would be the same sort of thing – they would be the experts – maybe saying bring in your sample withered plants and we'll have a look at it and recommend a treatment – or something – I don't know how it would work, but that sort of thing. I can't see us, in the near future certainly, or in most of the borough – having volunteer run libraries.

Is that due to the nature of area you are in?

Yes – partly – I don't think there is much of an appetite. Maybe [redacted], or [redacted] - but even then, I think there would be people who would ***actually*** resist it. I think the political will in this authority would ***probably*** resist it - - - it's difficult to say, because you don't know- – if the choice is we close the library, or we get it run by– open by volunteers - - to be honest, my feeling about volunteer run libraries, is that they aren't --libraries, they are book exchanges. I've got a house full of books, but it's not a library (laughs) – even if I lend books out to my friends and my family or whatever, it still doesn't make it a library, but that is my personal view (laughs) ---I don't think it will happen any time soon, and I don't think it would work at all in most of the Borough.

Any other points that you wish to make?

I don't think so – I think we are here David Cameron's Big Society pronouncement - - I think the intention, as far as I see it – this is my personal view - - that the current government, or certainly the Conservative Party wish to completely clip the wings of local government, and the spending power of local government, and they have no intention - - if we were to go into a boom economic financial situation tomorrow, I don't think they would give any of that money back. I think they don't understand what libraries ***are***, what libraries ***do***, or the lives of the people that use them – and – I think it's not just central government that doesn't understand them

## Appendix F: Staff survey questions (SNAP online survey used for delivery)

**Library staff questionnaire –** to better understand the role of volunteers in public library service provision.

*The information will be anonymised and used as part of my professional doctorate, and in the construction of articles.*

*I have read the information sheet, and understand the purpose of this research and agree to participate*. ☐

1. Level of employment/grade?
2. Length of current service? 0-5 years ☐
   6-10 years ☐
   11-15 years ☐
   16-20 years ☐
   21 years plus ☐

3. Do you work? Full-time ☐ Part-time ☐

If you work part-time do you take part in any volunteering activity outside of your paid employment? Yes ☐ No ☐

If yes: please detail what you do, and how many hours a week you spend volunteering

4. What are your thoughts regarding the use of volunteers in your library service?

5. Do you work directly alongside volunteers in your library? Yes ☐No ☐

6. If yes, please detail how this works?

7. What for you are the key benefits of using volunteers in your library?

8. What have been the main issues of using volunteers in your library?

   *Please give some examples?*

9. Volunteers and paid staff can work together in harmony in a library.

Strongly agree ☐

Agree ☐

Disagree ☐

Strongly disagree ☐

*Please state why you think this?*

10. Paid staff or volunteer workers – is there a difference?

Yes ☐

No ☐

Not sure ☐

*Please explain your answer?*

11. How do you see the future use of volunteers in your library?

More ☐

Less ☐

Same ☐

Don't know ☐

12. Do you have any additional points to make about library volunteers?

## Appendix G: Library user survey

**Library User questionnaire –** this survey aims to find out about library user perceptions of volunteer use. It forms part of a case study conducted as part of a professional Doctorate looking at volunteer use in public libraries. All responses will be anonymised and findings presented as published work.

*I have read the information sheet, and understand the purpose of this research and agree to participate*. ☐

1. Are you aware of volunteers working in your local library/library service?

Yes ☐ No ☐ Not sure ☐

*2.* What do you think library volunteers do (the roles they undertake)? *Please state below*

3. Have you ever been helped/dealt with by a library volunteer?

Yes ☐ No ☐ Not sure ☐

If yes, what was it for – and what was your experience?

4. What do you see as the key benefits of using volunteers in your library service?

*Please list below*

5. How useful do you think volunteers are to **your** local library service?

Very useful ☐ Quite useful ☐
Not very useful ☐ Not useful at all ☐

*Please detail why you think this?*

6. Can you think of any issues with using volunteers in your library service?

Yes ☐ No ☐ Don't know ☐

*If yes, please detail the problems briefly?*

7. Volunteers and paid staff can work together in harmony in a library.

Strongly agree ☐

Agree ☐

Disagree ☐

Strongly disagree ☐

*Please state why you think this?*

8. Paid staff or volunteer workers – is there a difference?

Yes ☐

No ☐

Not sure ☐

*Please explain your answer?*

*9.* In the future do you think there will be? *(tick one box)*

More volunteers in your library service ☐

Less volunteers in your library service ☐

The same number of volunteers in your library service ☐

Not sure ☐

10. Do you volunteer yourself?

Yes, in the library service ☐ Please state ave hours per week _____

Yes, elsewhere ☐ Please state ave hours per week _____

No ☐ *Please state why this is below?*

## Appendix H: Focus group questions

**Focus group – volunteers**

**Demographic information**

1. Ask them for their roles, hours per week they volunteer, and how long they have volunteered for?

2. Do they volunteer anywhere else/where/hours offered/how long?

3. Do they have any other work commitments/caring?

**Reasons for volunteering**

4. Write down on post-its 5 reasons why you volunteer – then look at reasons – try to rank as a group

   Self v altruism?

**Benefits of volunteering**

5. How does your volunteering benefit the library service – can you give some examples?

6. How does it benefit you? The wider community?

**Roles**

7. Write on post-its what roles you think a volunteer should have in a library? Look at responses, and discuss why they think this? Are there any roles a volunteer should not have?

**Management and support**

8. Describe the ways in which you are managed and supported as a volunteer in the library service – what are the most useful to you? Why?

9. What makes for a good volunteering experience?

**Volunteer issues**

10. Write on post-its what issues stop you from carrying out your role effectively as a volunteer – (home related/library related) discuss what are the most important – try to rank?

**General questions**

11. Can paid staff **and** volunteers work in ***harmony*** in a library? Why do you think this?

12. Paid staff or Volunteer workers – what is the difference?

13. What do you see as the future of public library volunteers?

# Appendix I: Example of a focus group transcript

**Focus group – value-added volunteers [redacted] library – 5 members – Tues 25th Feb 2.30pm**

1. Demographic info – hours per week, roles, how long they have been volunteering?

- (V) We worked 10 years in Library – what we do is what is required at any moment in time – what the library would like us to do – and it's been a variety of things, but it's all geared to helping the public to research more easily – just in...
- (A) Shall I do it as well, if we both do it – we have been doing transcribing for years of the old records, so that people doing family history can find it much easier – and they eventually want to put it online – I don't think that will be in our time. At the moment we are doing WW1 records of the [redacted] Infantry, I don't think you're doing that, you're doing photographs or something?
- (V) No no no – I'm doing it from the absent voters list – that's what I'm working through.
- (V) It's just about 2 and a half hours, because I go at 3 you know, and you have a coffee break. (once a week – set time/day)
- (A) I come in at 1 and go about 4 – I do that about 3 times a month, because I'm down at [redacted] on the family history day – but it's part of the library service.
- A and V – been doing it 10 years.
- So is this local studies? – V - wouldn't like to say, cos when we first came we just went where we were told to – A- I think you could call it local studies.
- I'm S – and the 3 of us are on the committee together for Friends of [redacted] Library.
- Do you do volunteering as a result? S - yes – is friends the same as volunteering? S – No it's different, we have committee meetings about once a month – and sometimes we have special meetings, if an important matter arises. Following on from that we do volunteer times in the library – at coffee mornings, or the children's group that come on Saturdays to do gardening, sometimes there are events connected with that. Sometimes events outside the library, so the summer fairs in the area – where there would be a presence from the library.
- How many hours a week do you volunteer?
- S - It's difficult as it changes such a lot. It changes very much – ad hoc depending on what happens.
- P - It has changed – when the friends group started it was much more informal and met more infrequently – it was when the library or the council

decided the friends should have a formal constitution that we began to meet regularly – we began to get involved in more projects.

- S – did you have anything to do with the cultural volunteers? From when – [redacted] ? – no – we did volunteer work when the [redacted] was on – we did all sorts of things.
- So was that off the back of a council initiative – or a library initiative to get volunteers in?
- S – yes it was volunteers, it was not to replace.
- In terms of how long have you all volunteered.
- S – No think it was 4/5 years – because I started when the library was bidding for money from the fund – for the heritage fund – and they were talking about - revamping the library – and I got involved in opinions for that, and we went and visited other libraries as part of that – so it was after that the fiends were set up.
- P – they were the friends then – but they became much more formal.
- N – I left -- when I retired 2 years ago, I decided I wasn't just going to sit back and not do anything. The library is only one of many volunteer things that I do – but I found it very interesting, and you get more involved with what's going on in the community. Like I was in here last week – and we did supervising a Horrid Henry day – there were 40 children in here with their parents, and they had an absolutely fantastic afternoon – and Horrid Henry was 20. When anything's on in the gardens – sometimes it's just supervision, because if there are too many children they would just run havoc, if there weren't some adults keeping them in check. It's just really for a lot of personal satisfaction, and also finding out what's going on in your community - keeping the library going as a community association is extremely important as there are so many other libraries closing.
- P – been here since 2010 – so I was in at the start.

- Second question - where else you volunteer? (details)

- V – haven't worked anywhere else of late than the library – but prior to that as we said – race for life, all sorts of things like this – it was all involved with the cultural volunteers.

- V – race for life as a warden – did the [redacted] . I worked at the national trust – [redacted] – I worked there 3 days a week – I volunteered.

- So is it something you have always done.

- V – done since I haven't worked – Age Concern – and courses – adult learning teaching – (V then has to leave)

- P – things currently take up some time at some times of the year – I do some things with Tear Fund – I started as a media officer – but the online supervisor sadly had an accident. Allied to that, I somehow get roped into events – it's called [redacted] . [redacted] Churches Together – 4 churches in [redacted] – meet - I go to that church – at our church I got involved in things, to be honest I didn't really want to get involved in the first place, but ***they needed to be done***. That's work with the older children, teenagers, on a Sunday morning – and we have a youth group that meets on a Friday – called [redacted] – ***and I got roped into that***. Then I go to – my old school (was a teacher) I'm on the PTA.

- How much time does that take up?

- P – they all take up some part of the week – but it's one of those things where there's no regular hour. I mean one week – I could be working full time – 40 hours, depending on what's on – other weeks, half an hour.

- N – I'm also on the Friends of the library, friends of the art gallery, friends of [redacted] Park, I'm also a [redacted] Coop Committee member, and I am the fair trade volunteer rep [redacted] , and last night I was on the [redacted] seeing it being lit up as a banana because this is the start of fair trade fortnight, as the Coop sponsor it. Through the Coop I go round to local schools, debating with them how important fair trade can be to the local community. It's very interesting – I've been on the Coop committee for about 7 years now, but as I say, 2 years ago when I retired I took on these other roles. I do research for Age UK as to why elderly people don't become involved in things in the local community – I did a survey on that. So basically – as and when I'm asked - I'm on [redacted] , as well, and I go to all the council meetings in [redacted] . So basically as and when you are asked to go – so one week you can be out every day, and then next week it might just be a half day. You tend to find – this week, I had to email P – and ask what am I going to the library for today? You can spend a lot of time looking through the emails.
- N – It opens out your life out for you – and you find out all various things which are happening in your area – some you agree with, some you don't – but it is just interesting to know what's going on.

- S – in the recent past I worked for Age Concern – I think I may be stopped doing that about 4 years ago – and that was work in primary schools – going into reception classes, because I am a primary school teacher originally – and so I did that sort of thing – doing story times with them, and other activities – and I really enjoyed, very very good. I also work for Save the Children as a volunteer as well – fundraising activity and committee meetings, things like that. I'm also a magistrate – so there's court work connected with that – also the Crown Court sometimes to work on appeals for judges – and as part of that I also lead a team of magistrates who go out into the community to schools/adult groups and give talks, and give them information about what happens in the courts.
- Average hours?
- S – It can vary from 3 or 4 days a week depending what is happening in the court, to a few hours a week – it depends from week to week, it's never the same.
- Post retirement?
- S - The Age Concern I did after I retired, but Save the Children I've done for 20 years or so, for a long time, so that's been ongoing. But the magistrates work I've done since I retired.
- A – I ***was*** a magistrate – not anymore. I was a governor for the [redacted] Hospital – I've just left there, because you could only do 9 years and then you have to leave. I've done a family history class for ***13*** years – and that's with the University of the 3rd Age – and that's once a month – from 2-4. I am a friend of [redacted] Park – but ***only*** because I pay my fee – I rarely do anything, but I do believe we should keep things going for the – and I'm a friend of [redacted] and I go down to various things – and I've been coming here to do transcribing and family history at [redacted] from 2-4 once a month on a Tuesday, and the rest of the time I'm here at the library. At the moment we are doing world war one, which will be going online shortly, so we're working against the clock to get it done – it's fascinating, it's fascinating.
- A – but when we started as V said, we came as cultural volunteers through [redacted]. I said I wanted to be involved ***with*** the library, I was quite happy to help out occasionally - but because I had been involved in registration, that was my job, I did transcribing – so that was what – we've done quite a few back old records that are now in book form – so that gives you a good feeling - and see them end up on the library shelves.
- Ave hours a week?
- A – it's very difficult to say that – I would say about 6 hours – you can't really put a time on it – you do it as and when – if they ring up and say they are having problems – it's really difficult to say – you don't think about time

like that, because if you enjoy doing it, it is part of your working life – your ***retired*** working life.

- N – I think enjoyment is the word – you've got to get some pleasure out of doing in this – satisfaction – satisfaction is the word.
- A – Well I think we all start to do it for our own satisfaction, and the by-product is that we are helping everybody else – but that doesn't come top of your list – you think 'well I'm enjoying doing this' 'and it's helping out the' – we don't want to take their jobs away, certainly not down stairs.
- N – well we wouldn't volunteer any library jobs, that's taking away paid employment.
- V – well we – we do things that are not going to get done.
- Any paid/caring commitments?
- P – yes – exam marking, do a lot of exam marking and some exam invigilation.

- Post-its – activity. Reasons why you volunteer?

Altruism/community

- Assist in the community
- To help the community
- Helping develop community relations
- To help promote something spiritual/cultural
- To keep different aspects of the community working well

Selfish/personal/social

- Self-satisfaction
- To keep busy and interested
- Filling in lonely times
- Meeting like-minded people
- Stay 'active'
- To have a 'role'

Education/personal role

- Rediscovering things I was not aware of
- Interest in local records
- Following up personal interest

Helping service

- Knowledge of area
- Something important needed to be done (re: kids work)
- Publicise and promote library

Therefore, a mix of personal and altruism to service and community. Very strong community focus – but equally their social aspect of volunteering.

- Knowledge of area/interest in records/assisting in community – any things can go together?
- Stay active/help promote something spiritual and cultural/ to have a role/something important needed to be done (ref to kids work at church – P – suddenly got an influx of young people and nobody else volunteered)
- Follow up a personal interest
- To help the community/to keep busy and interested – like stay active.
- To keep different aspects of the community working well
- Self-satisfaction
- Filling in lonely time – N – lost my husband last year, and I do have lonely times – and I have a dog who is 15.
- Meeting like-minded people.
- Discovering things, I was not aware of – learning – new one?
- Helping develop community relations.
- Like the group to think about this in library context – if you were trying to rank these (in groups) – is there one that you think is more important?
- N – I don't think any of them are not important – it is just some are more important than others.
- S – I think assisting in the community – all agree.
- N – I think meeting like-minded people is quite important because you find people with the same ideas as you have to bring things into comm.
- A – this is strange as that is what you put down, but I was going to say knowledge of the community – it is basically the same – because if someone comes in and asks something – you've got a picture – so think they might go together.
- Anything else?
- S – I think the self-worth bit – as well as the community, you do it for yourself as well.
- N – I think you ***have*** to get something out of volunteering – if you don't enjoy it, you don't project yourself – you must be interested.
- A – But you wouldn't volunteer would you if you didn't enjoy it? I don't agree with any – I'm not saying I don't agree – I think we've got the things that the four of us feel – we want to give something to the community, and we are local people who want to give it back to local people – that's the way

I feel about it – the rest are personal to us, I like doing old records, that's why I am in the library – that's the way I feel about it.

- Category 2 – is not all the group agree – but most members feel something about this?
- Any other ranking?
- P – to me this is the most important reason personally (spiritual/cultural element)– would like to add altruism. What I have seen in schools over the years, we became almost like factories - whenever there were cuts – it was the arts and RE – anything spiritual/cultural was marginalised. A society that loses its culture and spirituality is a dangerous society to live in – so that's why it is important for libraries.
- Altruism was P's community thing – worded in another way.
- A – if a volunteer didn't care about a community, they wouldn't volunteer. It's because you feel ***passionately*** about things – that you think, I've got to do something about this. It's like the people who've gone to keep the libraries open, I went along to one of the first meetings – but ***because*** we were already ***here, and totally committed*** for 10 years to come every Tuesday – we backed off, because we got quite a lot of people – but all of the people that went felt ***passionately*** about the libraries, and not wanting them to go to the wall or things like that, but again, not wanting to take away people's jobs.
- N- We voted against that on our committee as we would be taking away people's jobs.
- P – To be fair, it actually didn't this year [redacted] was very honest at that meeting – I asked him point blank 'can you guarantee that nobody will be forced out of a job?' and he said 'I can't give that guarantee' – ***as it happens fortunately, it didn't*** – but ***this year,*** who knows.
- N – I'm on the Friends of the park, but I won't do a gardener's or a park keeper's job, as it's taking someone out of employment.
- A – I think that's why we've all - ***joined*** the community, because we feel ***passionately*** about it – and about your local area as well – I don't know if we all live in [redacted] , but we might live in different parts of [redacted] , and it's a big area – so I feel very passionate about
- N – it's different in areas
- A – I know you've got [redacted] – I used to take in all of that area, and going out to [redacted] was like going out to the country – it's still part of the community.
- N – You have to get some pleasure, and feel rewarded from what you do – not monetary but just satisfaction – you see something happening out of what you volunteered for.
- A – well that was like I felt when we saw some records on the library shelves – Val did a lot of it, and when she first saw it, she said 'come and

look at this book, I did that' – and it's a good feeling – to make it easier for people to have access.

- Specific examples of benefits of your volunteering?
- S – to enhance it really – the service.
- N – promoting what's going on so you can involve local people, different ethnic communities, and the more that they come in – like last week at the Horrid Henry event – there were all different types of people together, and they were all really enjoying it. People feel safe, and you are all just the same as everyone else when you come in – they all mix in very well, especially the children.
- P – I think that's so important to bring people in – because the bottom line is we want people to come into to read – that's not going to happen, a lot of people will not normally come into the library, it's not their thing – but if there is a function, if there is a party, they will come in – they will walk through the doors, which is a breakthrough.
- N – and you see them pick up a book!
- Your involvement helps event happen – (all) yes.
- A – well I think giving them access to records that wouldn't be done otherwise, because the library hasn't got time. There is loads of stuff that is in the back of the library, that they just haven't got time to do, and because the volunteers are doing it, it's bringing it onto the library shelves and onto the web.
- N- As P said, if there were no volunteers, the library staff haven't got time to devote to various things – you just need to get one or two interested and it shares it out a bit.
- A – Well they are now doing – because we have been coming in 10 years – there was one computer now – there's banks of things – and the staff have to know how to do it – you ***have*** to know how to go into Access to various things – and their jobs have just taken on more and more – and they are not upgraded because they are doing this – it is just part of what they do. And one of the ladies said, through the back, 'I'm not really interested in family history, and I've got to sort this out for them' – and I said 'can I help you at all' – and she said, 'that would be lovely' – but not go out and see the public, so all of these things that all of the library staff have been given to do ***– just to do*** – as part of their work, it's encroaching on their time doing other things – the phone's ringing all the time. We used to sit where they sit – we are now in the back because we're putting it on computer – their phones are ringing all the time, the people standing queuing, they want to join to be in the library, they want to be able to use the computers, they want a copy of this – and I said '***I don't know how you cope with all of this'*** – I think they need volunteers, not to be doing library jobs, but all of these other things they haven't got time to do.

- N – I mean I've done 2 or 3 courses here – the staff themselves are absolutely fantastic, and whatever you ask them, they will talk to you in a pleasant manner – or they will say,' I don't know, will you ask me next week when you come'. All of the staff are totally fantastic, but they haven't got a minute to spare – they are always at meetings.
- P – I think it is insidious, how very much in the public sector – your contract is as open ended as it can be, and usually there's a clause that says any other duties as decided by your line manager.
- N – You never seeing them sitting around looking for something to do. (all – No)
- Post-its – what key roles a volunteer should have in a library?
- Support
- Take away some work from library staff
- Support library staff in activities
- Anything to enhance the library without taking over paid work
- Take over some aspects of work which have, by default, ceased to be done by professionals, but which could be valuable
- Do not take away paid employment
- Should never take paid employment
- Friend of the library
- Help with records
- Assist in public queries

- A – I think what we are finding though – we're taking it out of our own head what we do – sorry if it isn't right.
- Are there any roles you thing you shouldn't have?
- N – Shouldn't take away paid employment – feel strongly as a group.
- A – I wouldn't write that down – not debateable – most volunteers would feel that way.
- Friends of library, enhancement, support, help with records, publicise and promote lib, assist in public queries, take over work aspects that have by default ceased to be work of paid employees, take away some work from library staff, support in activities – do not take any paid employment.
- P – just to clarify – book sales, which they no longer organise. You are not taking away a person's job – but I think you can sell more books, where you can promote them.
- Themes – one thing that stood out what would it be?
- (All) Not to take paid employment.
- A – I don't feel I am – I don't feel I am - as this hasn't been touched for years and years and years because there was nobody to do it.

- What makes for a good volunteering experience?
- N – seeing community improvement – people are happy that you are there – 'I couldn't have done this is you were not here' – that Horrid Henry last week, was just a prime example of how they were enjoying themselves, and it wouldn't have gone ahead if we hadn't have had volunteers to supervise it.
- S – Support from the library staff has been fantastic.
- P – Oh yes, they have been brilliant.
- S – We couldn't have done half we do without their help and support.
- A – No matter what question you've got, if they don't know the answer they will find it out for you.
- A – There was a foreign lady here – and she just said, I love - as she was going out, she was in the cafe – and I said 'have you had a good afternoon ' – and she said – '***I love to come here because people talk to me' –*** and she had a little lad, and I said 'oh have you got a Horrid Henry book?' – and she said 'oh here's another lady talking to you' – and she said he's been coming from being sort of introverted and withdrawn, he's been joining in – and the library is to thank for that.
- A – I just feel when the staff say, we've got this – there was a collection came in from a lady who is a local historian, and she gave in all of her records that she's done over the years. When [redacted] was here, he said, we're not going to have time to do that – but will you catalogue it – the three of us. And we were doing that, and [redacted] would keep saying 'how's it going?' – and he just said 'this is great, because it would have ***just sat on the shelves***, because we wouldn't have the time to do it.' It was lovely that the staff were saying, 'this is getting done and it's great' – it just makes you feel that you're ***doing something worthwhile***.
- N - Sidetracking a little bit, I sit on the local coop committee and they've been given lots of old coop records from [redacted] – I started work in the [redacted] Museum – and they have been – it's volunteers who are doing a recording of the coop history, otherwise it would have been longer, and would have just been lost.
- A – it helps the staff in a roundabout way, because when people come in and say 'have you got anything on the history of [redacted] Coop, or the history of the [redacted] factory'...
- N – They are talking to people who are fortunately still alive, who worked in [redacted] Factory, who can give the record of exactly what went on, but it's either use it now or lose it completely, and they're putting it all into the archives of the [redacted] Museum.
- Issues that stop you from carrying out your role effectively – post its.
- N – I don't have anything.

- A – Sometimes you feel like you are intruding on the staff, if they are very busy. (***all – yes)*** You see the queues, you can see the people – and you think – ah – like last week, I couldn't get into the computer, because - and I thought 'oh dear me ' – and [redacted] does a class up here, and the girls are on reception, and I thought, 'well I haven't got a code name to get in here' and you don't want to encroach on ***their time***, ***it's not you*** – you think 'I've come here to do this – and I can't waste their time by me simply not doing anything' – but they're too busy – you just think if there was somebody here available to just get me into this computer, you know.
- N – I had a lady who would have liked to be involved, but she couldn't afford the fares to come. I know that sounds – she said 'is there expenses' and I said, 'oh no I just walk down' – and she said 'I would love to come, but I can't travel on public transport – and unfortunately I'm on a limited income – and if I was going to get mileage, I could do it' – and it wasn't quite a lot of money, but to her – it made the difference for volunteering.
- Can paid staff and volunteers work in harmony in a library?
- N – well, this library they can – they ask you, and we ask them, and there's no problem.
- A- it depends on the people (ALL yes) – and it depends how you approach things as well – if you were barging in about something– it depends on the people, and some people are different – you know. Some people take offence at very easy things, and some people you can say things to.
- N – I would say I've never met any library staff who haven't been totally supportive.
- A – We've been doing it so long --- They've been doing the back of the library, and it's beautiful now and I said, when one of the guys came down 'you can tell there's a lady in charge now, because everything is nice and tidy' (***ALL - laughing***) and he said – and Jennifer was there – and I said 'and we can tell you where things are Jennifer, because we've been here longer than you' (laughter) – and she said, 'yeah' – but there's some people you wouldn't say that to – because you would get to know
- N – There was a lad cleaning up all the mess that the kids had made last week, and I said, 'I'm pleased to see' -- and he said '***oh they leave all the muck to me man***!' and I said, 'there are some biscuits there', and he said 'I'm a member of weightwatchers, but I'm not a very good one' (**all – laughter**) He was clearing around, very very pleasant.
- S – It's how you approach people – if they know you and you know them. (all – yes)
- A – Because when you first start, you are very (N – apprehensive) withdrawn to yourself, you just get on with what they tell you to do - but when you've been a while, you feel you can do more.

- N – I found that – when I just joined a committee last year – you sort of sit quiet for a while, and then you start to think – well I could have put a little bit into that – you're on a learning curve.
- So do you feel that you almost have to build up a relationship with the organisation?
- All – yes
- N – they'll always be a case where you get on better with some members of the committee than others – but there's always differences of opinion
- A – but we've all worked with – there are some people where you think that you have to tread carefully
- N – I always say hello to whoever is on the reception - I've seen some quite nasty people – well people being nasty, because they're having to pay £10 for a 6-week course, and I said 'God – it's not even costing you £2 for 3 hours' – don't be so – ***but she was being really aggressive towards them***.
- A – they take it out on the person behind the desk – sometimes you hear people speaking like that – and you think that's dreadful.
- Paid staff or volunteers – what's the difference?
- N – Well I don't think there's any more commitment – if you are totally committed to being a volunteer you get as much satisfaction out of it, as being a paid employee. But we need the experience – and to be trained properly.
- S – We can go when we feel like it – and they can't.
- P – That training was important - Ill trained volunteers – well meaning, but ***they could wreck the library service***. It's too precious....
- N – Sometimes you hear some questions, and they've got to look it up themselves, but they'll say I'll look it up.
- A – Sometimes volunteers do far more than they should be doing – I'm thinking about the family history at [redacted] – they come in – I don't because I must admit – I think that if somebody gets half an hour of you looking for things – then that's enough. But some of the volunteers – they will just go on and on – and one in particular, I'll say 'that's not right you know, there's people queuing' and I say 'I've given you half an hour you know' and it's not fair on the ***staff either***, because they can't say – get out.
- N - They did a heritage course here that I was on – and I had brought it up afterwards, that there were one or 2 people there that monopolised the library staff, and the library staff found it very difficult to get away.
- A – but the difference is, because I am a volunteer I can say 'Look I'm sorry but you've had half an hour' – if the staff say that, they write in – and say '***I wasn't treated very well, I went into do this'*** – so that's the difference with a volunteer, you can say look – not nastily – but there's people waiting. But if you are a member of staff, you've got to be careful – because they

can say ‘I went in, and that’s their job***, that’s their job’*** – and they’re writing and they’re telling me I’ve got to move on.

- N – I’ve noticed when I’ve come down to a few library courses, they’ve said at the beginning now – ‘If anyone has any questions please you must wait til the end as everyone here has to have a turn’ and she’ll go round each individual one ‘saying have you got a particular individual query?’ and if somebody speaks up – she says ‘I’m sorry – you must keep your questions to the end, because everyone must have a turn going round.’ – and it’s just accepted that you have to do that.
- Future of public library volunteers?
- N – they need more of us – because the library staff are having more and more to do – and without taking away paid employment, what can be passed to library volunteers is very important to keep the libraries open.
- P – Demographics will play a part – because you’ll get more volunteers, because you will get more people living longer, and they’ll be fewer jobs in the public sector.
- A – I think they should have done volunteers ‘on the finding of things on the internet’ for people.
- N- they’re doing that now I think – [redacted] are doing that now.
- A – No but I mean in the library
- N – oh in the library – do you mean for volunteers to show them
- A – I think you should be able to say, have one person who comes in and says, ‘that person sitting over there, if you are having problems finding things on Ancestry for example, go across because they’ve come across and can explain’
- N – Oh that happened to me last year, when I first lost my husband last year, and I came down and I hadn’t – I was a bit.
- A – Not a volunteer?
- N - No she was a library staff member
- A – well, that’s what I’m saying – because ***that’s*** what takes the time – and they have a queue waiting – and they’ve got somebody – it wouldn’t be taking away a job – it would be adding to their service. You could have somebody who was IT literate, who could say ‘Look, I’ll show you – you’ve got to do it yourself, but I’ll get it in for you.’
- N – My husband, who is no longer here now – he went to the basic three week course at [redacted] – but it was paid library staff – and he said ‘the library staff were so fantastic, I learnt in 2 hours – in a very calm and condensed manner’ – he said to the 2 lads, ***‘your mother was too bad tempered, she said (slams on table) oh you just press that button***.’ (laughing)

- A – but the library staff running courses is a different thing from the public wanting to know how do I get into this. If somebody was just sitting, and they could say, just go and ask them – they would just show you the basics.
- P – If you want IT expertise, you really want a 12-year-old child.
- Laughter – conclusion of focus group.

## Appendix J: Excel spreadsheet analysis of staff survey

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 | Q13 | Q14 | Q15 |
| 2 | Please state your current employment title, and grade? | Length of overall service with library service? | At the library, do you currently work? | If you work part time, do you take part in any voluneeri... | If you answered yes to under taking volunteering activity,... | What are your thoughts regarding the use of volunteers in... | Do you work alongside volunteers in your library? (alongs... | If you answered yes to the question above, please detail ... | What do you see as the key benefits of using volunteers i... | What do you see as the main issues of using volunteers in... | Volunteers and paid staff can work together in harmony in... | Please state the reason for your answer above - why do yo... | Paid staff OR volunteer workers - is there a difference? | Please state the reason why you think this? |
| 3 | Libraries Manager Senior Manager 1 | 21 years plus | Full time | | | As a value added aspect of service, volunteers are extremely valuable. Concerned about accountability and reliability | Yes | With regard to the Library's mat making project | Sharing of skills, expertise and experience Tapping into a wider range of skills and knowledge Enabling customers to become partners and engage (take ownership of) | Accountability (their own agendas, skiing off piste) Reliability Not cost free (supervision, training etc) Image (dumbing down the profession) Staff morale | Agree | Experience! However, things can also go wrong | Yes | Accountability and agendas |
| 4 | Senior Library Assistant Grade 4 | 21 years plus | Full time | | | Volunteers can be helpful when helping with events etc. My concerns would be privacy issues and also library staff do work unsociable hours which wont always suit volunteers | Yes | Help at events such as Summer Reading Scheme, other childrens activities and library events. Helping with crafts or coffee mornings (making teas etc.) | Help in busy periods; free staff to do more complicated tasks. If because of financial reasons a library was closing down maybe would help keep open. | Confidentiality, Safeguarding and reliability. | Agree | Volunteers can be very useful to have in busy periods. | Yes | Paid staff have more experience, knowledge and commitment to the library service |
| 5 | library assistant grade 2 | 16-20 years | Part time | No | | only concerns are data protection and problems with staffing if volunteers cannot or do not turn up for work. | No | | extra hands. Help with differnt activities. bring new experiences to the public | data protection attendance | Disagree | could be issues over some staff being paid and others not. | Yes | Most not all though paid staff are trained to do their job. |
| 6 | Library Assistant grade 2 | 21 years plus | Part time | No | | Quite understand the need for volunteers to maintain current services as long as experienced staff do not lose their jobs. Most volunteers invaluable with their help.....some not so! | No | | Volunteers help maintain and continue all the current services offered by libraries despite recent jobcuts and library restructure. Frees up staff time to do other things. | 1. Loss of full time, experienced staff meaning less of a professional and knowledgable library service. 2. Sometimes volunteers 'overstep the mark'and can be a hindrance rather than a help. 3. Staff can concentrate on other jobs if volunteers can be relied upon to do other things. 4. Sometimes volunteers can be unreliable and don't turn up when expected to. 5. volunteers must be subject to same checks, eg, CRB checks as full time staff.....and sometimes object. | Don't know | Some volunteers may not be as pleasant/clean as others! | Yes | Paid staff receive more training and are therefore more knowledgeable in providing a public service. |
| 7 | Branch Supervisor and Children's Senior Library Assistant | 21 years plus | Full time | | | If a volunteer is not taking the job of a paid assistant, then they do bring extra to the library service, eg: summer reading club volunteers helped with all of our activites, which was a great asset as we have only 2 staff | No | | 1)Flexibility 2)Willingness to work 3)Extra help 4)No cost to the library service 5)Gives teenagers the experience of working and also a reference | 1)Use volunteers in place of assistants 2)Unreliabilty- cannot force them to work 3)May not have same work ethics as you 4)Council may feel branches could manage to be open with just volunteers 5)They do not have the vast knowledge and experience as library staff | Agree | If it is the only way to save a library, without making someone redundant, then it may be possible to work alongside them | Yes | Paid staff have a wealth of knowledge and customer service that cannot be matched by someone volunteering for a few hours |
| 8 | Senior Library Assistant Band 3 | 21 years plus | Full time | | | I think volunteers are a great idea to help with certain activities held within Libraries for example coffee mornings and helping with certain activities but not doing the work that paid Library staff do. | No | | 1. Helping with activities - coffee mornings this helps the paid staff to concentrate on the activity itself | 1. replacing the paid memebers of staff 2.confidentiality 3. reliability - would volunteers be prepared to come and volunteer on late/dark nights? 4. Uniformity | Agree | in some cases volunteers can work alongside paid staff as in events going on in the Library | Yes | A paid member of staff would have a contract explaining their duties and what was expected of them for the salary they receive. A volunteer wouldn't have those guidlines as there would be no contract. |
| | Senior Librarian (Principal Officer Grade) | 21 years plus | Full time | | | I'm completely happy with volunteers assisting paid staff as ancillary workers providing added value services. Such as digitisation, event facilitation etc. Where they replace paid staff , I'm less happy. It's my impression that we have | Yes | We use volunteers to digitise our photographic collectioon andc to create discriptions to the photographs where when who etc, using the specific local knowlwedge | 1. Added value - use of their specific local knowledge of the area and history. 2. They do valuable work making collections accessable 3. Gives volunteers a re-introduction into the work place. 4. Makes | 1. Discipline. It's difficult to ensure they follow a structured approach, often they only do what intersets them personally. 2. There has been incidents where comments made by volunteers have been misinterpreted by other bodies (Media, Councillors and | Agree | It's often difficult to get the paid staff to accept that volunteers are not here to threaten their jobs. I must stress that this is a minority view. | Yes | As mentioned before, it is difficult to ensure a consistent approach to customer care and commitment to equality legislation using volunteers. |

## Appendix K: Example of coding using the comments facility in MS Word

**Transcript - [redacted] – Interview Wed 4th December 10am**

Ok [redacted], well thank you very much – and I'd like to start off just by asking you about the challenges you see the library service facing at the moment?

Well the ultimate challenge is one of resources – its financial - – it's the budget situation we are in – because of the situation that the council is in – the budget has been massively hit – - we've so far managed without closing any libraries though we have reduced hours, we've also taken hits in the bookfund over recent years, but we are now at a situation where there is- - - nowhere **else** to go - (really). We've halved our professional staffing – last year. So now if I have to take any further cuts in that, it means we have to stop doing something – we have to stop doing, I don't know, bookstart, - - homereaders, - - the health and employment work – there are some some posts that are impossible to cut because - - **you've got to function, you know**. The library management system has to be maintained somehow, so you've got to keep ordering books – well you have, if you want any sort of a library service, so I think the finance - - - - the other side of that is, because in the past it was easier, I think, for management to take income targets in lieu of cuts, what we are left with are huge income targets that are unachievable - - - - **but we can't lose them** - - - - at the same time, coming from the other side, you are getting more demands as people are - - needing to use online services to apply for benefits, or apply for jobs, obviously they are thrown back onto the library. Also recently the council decided to do away with cash payments, and they decided to make the People's Network access free again **BUT** the income target, which is a huge one 67 and a half thousand, for that, remains - - but we can't charge - - for that. So it was nice and hunky-dory whilst people weren't bothered whether you met your interim targets, but they are - - they now are, and we're lumbered with the DVDs for example – years ago we could make it pay - - **can't now.**

Thanks that is really interesting of where you are now. Moving on, what your thoughts are about using volunteers in a library?

I think there is a place for volunteers to do value-added things - - I get **really angry** with the suggestion that people can volunteer to **run** a library, and **run** a library service - - if you are in the holding cells awaiting trial on any sort of charge, and somebody comes and says, I'm very sorry but your brief, or your solicitor/barrister can't come today, but here is somebody who has seen every episode of Rumpole of the Bailey, - he's read a teach yourself law book, he's willing to give it a go, how do you feel?, you'd say - - 'A A'- - so why does it make - - why do people think that **anybody** can run a library?

The other thing that annoys me is the notion that it's- - cheaper - - cos it isn't cheaper. Volunteers need management, training, supervising, the same as anybody else. And the fact is that the turnover is higher, **and** you have no control over **whether they turn up or not**. Having said that, we do have quite ***a large*** team of volunteers who do various things for us, but won't they don't do - - is open the library OR run it. That's it, that's my general feeling.

You mentioned training/management. For you as a library service and as a manager – how do you ensure the best use of library volunteers? Thinking about selection of volunteers/management/training?

We do have - - - not a policy really - - it is guidelines – we have, like, a job description. We – certainly in the past have ensured that all volunteers are CRB checked. With the changes we are now told they don't need to be - - however I have insisted that, for example, the volunteers who go out with the home readers service and go into homes actually **DO** need to be CRB checked (laughs) - - and also volunteers who are volunteering with children. Again, it's the misunderstanding about what libraries do, and people say, well – yes, they're not supervising the children, the parents are there aren't they - - well, no not always. And even if the parents were there, if you've got

**Comment [B1]:** Challenge: less resources

**Comment [B2]:** Challenge: financial

**Comment [B3]:** Challenge: income targets

**Comment [B4]:** Challenge: internet use

**Comment [B5]:** Challenge: lack of control

**Comment [B6]:** Challenge: income targets

**Comment [B7]:** Volunteer use: value added

**Comment [B8]:** Professionalism: deprofessionalisation

**Comment [B9]:** Volunteer issues: turnover

**Comment [B10]:** Volunteer issues: cost

**Comment [B11]:** Volunteer use: line not to cross

**Comment [B12]:** Volunteer issues: trust

**Comment [B13]:** Volunteer issues: misunderstanding of job/role

volunteers who are privy to details about that child, about where they live and things like that, I think they do need to be checked certainly (laughs) - - - as a parent – I would expect that - - yeah.

Volunteers are - - I think they are tricky - - tricky to handle. - - It's more difficult than staff, because after all – as a manager, or a supervisor, you can tell somebody to do something who is staff, or **NOT** to do something, and they either listen to you and do what you say, or they can be in trouble - - ***It's not quite the same with volunteers***. And volunteers can become very *cliquey*, they can – be - - they have their own agendas very often, and they can lead into ***real*** problems. For example - - we have a lot of local history volunteers, and ???? came to me with something she had printed up which she had been sent which was the newsletter, and one of things in it was an article by one of the volunteers here, who basically said – 'oh well, there's no organisation, there's no filing system, you look for things and they're not there, and nobody can find - - and there's a **wealth of**' (in dramatic voice)- - - and it was too **late, that was then out** – and I just went completely (opaque?), well I didn't go opaque, but I said you've got to register complete dissatisfaction with this, they must **NOT** go into the stacks, until we've got this sorted out. They can only go into the stacks, under certain circumstances and with certain ***provisos***. And I think people thought we were being very over-reactive, but the fact was - - that little article in the hands of certain people in power in the town hall was dynamite. Could have been a real problem - - they were not likely to get their hands on it, but that wasn't the point - - they might have done - - so yes, they do require a lot closer supervision - - because really they are ***not accountable***.

Comment [B14]: Volunteer issues: management

Comment [B15]: Volunteer quality/control: lack of control

Comment [B16]: Volunteer issues: own agenda

Comment [B17]: Volunteer issues: accountability

You know - - I've had - - we've actually - it's not volunteers - - but in the past when we used to employ people to run the reading challenge in the summer in outreach centres, and we took on somebody who had ***years and years*** of experience as a head teacher of a nursery school and things, and I found out that she was putting the children from one of the clubs in her car and taking them to the ***beach*** - - and - - **you know (laughing, raised voice), how long has this been going on! - - stop it now!** - - does nobody think to say, this can't happen - - because it happened when she was working, or when she was younger, and - people just don't think - - I don't think - - she wouldn't of - - I'm sure she wouldn't have done anything, but I was thinking - - **my - - glory - - that would by dynamite in the hands of anybody**.

Comment [B18]: Volunteer issues: lack of professionalism

Comment [B19]: Volunteer quality/control: lack of control

Is there anything else you want to say regarding ensuring best use – challenges?

I think the other thing is around - - it is the same with staff - - finding out what floats their boat - - what they are ***really*** good at. Sometimes people who come forward to volunteer at the library, what they often want to do is to stamp the books out. Well, in a lot of libraries, there is none of that anyway, as there is self issue - - you know - - and you ***can't*** let them loose on the library management system – with the ability to read the notes field about people – or to enter data into the notes field, ***you can't have that*** - - its just - - I don't - - I think that is why a lot of library services - - I believe [redacted] where they have got the volunteer run libraries have got a separate library management system, with separate cards - - because - - of data security basically, and the council just - - I can see that being a - - ***real nightmare*** - - but I think it is a question of finding out what they could do, and where their talents lie – which might not be what they first think is they want to do with helping to run the library service.

Comment [B20]: Volunteer use: playing to people's strengths

Comment [B21]: Volunteer issues: misunderstanding of role/job

Comment [B22]: Volunteer issues: data security

Comment [B23]: Volunteer quality/control: mapping skills to roles

In terms of working that out – who does that?

The person who is really in charge – the community librarian – special services, that's [redacted] has a remit, she runs the home readers service, but also has a remit with regard to visually impaired and so on – and to community engagement – which is the volunteers and the *friends of the library (pause)* - - so she oversees all that - - and then there are 1 or 2 other library staff who are involved in – more the direction of the volunteers. So, for example, the young volunteers that we take on for the summer reading challenge - - they could be school, sort of 6th form type age, or older – so that would be ??? and ??? between them - - or ??? oversees the volunteers who help with local

## Appendix L: Excel spreadsheet of codes

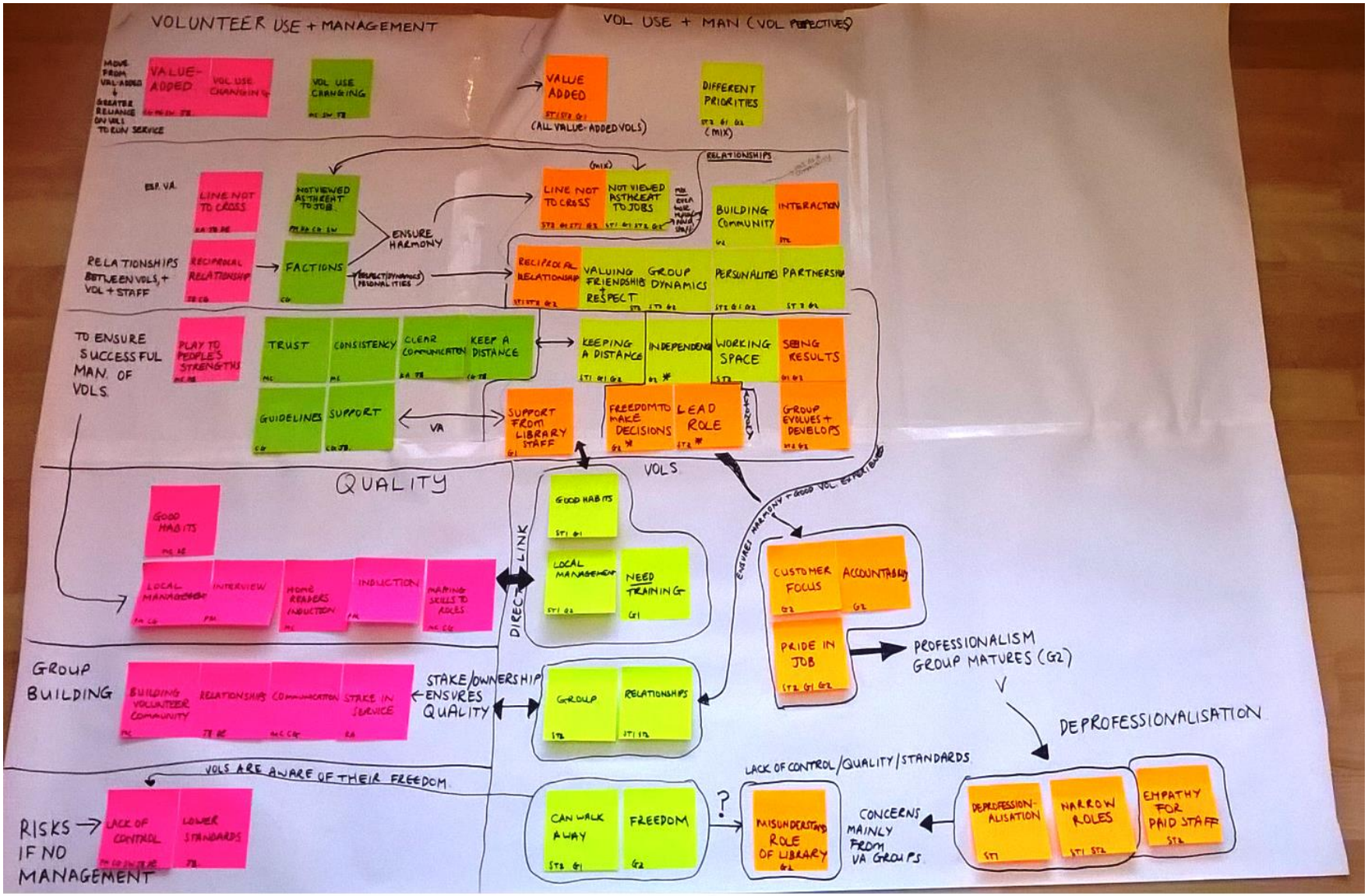
Coded Interview data

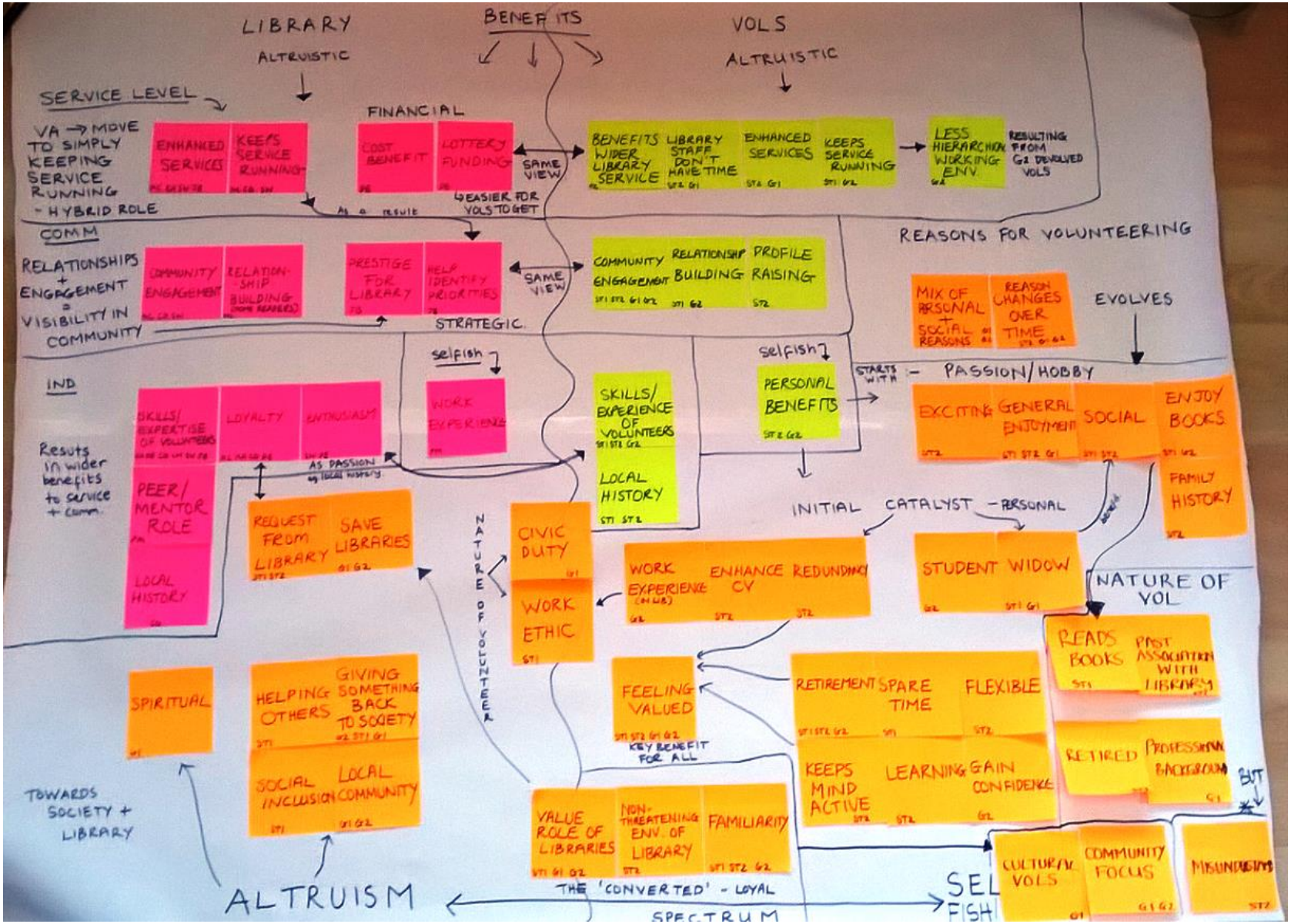
| Theme | Evidence | Source | Comment |
|---|---|---|---|
| Challenge: Less resources | less staff, less building, less hours and being expected to deliver the same, if not a greatly enhanced service. | [redacted] B1 | |
| Challenge: Deprofessionalisation | De-professionalisation | [redacted] B2 | |
| Challenge: Financial | Well the ultimate challenge is one of resources – its financial - – it's the budget situation we are in – because of the situation that the council is in – the budget has been massively hit – - we've so far managed without closing any libraries though we have reduced hours, we've also taken hits in the bookfund over recent years, but we are now at a situation where there is- - - nowhere **else** to go - really . | [redacted] B2 | |
| Challenge: Financial | Major challenges is the financial situation. £45 million more savings required over next 2 years. Another library review, driven by the need to save money. | [redacted] B2 | |
| Challenge: Financial | The issue is can we financially sustain them? | [redacted] B35 | |
| Challenge: Financial | probably the same as most, at the minute, which is - financial challenges, so - we just have less money. | [redacted] B1 | |
| Challenge: Financial | The budget – libraries have been targeted. | [redacted] B1 | |
| Challenge: Immersion | A challenge – don't get the chance to stand back – you're in it – difficult to stand back and look at it again. | [redacted] B35 | |
| Challenge: Income targets | because in the past it was easier, I think, for management to take income targets in lieu of cuts, what we are left with are huge income targets that are unachievable - - - - **but we can't lose them** | [redacted] B3 | |
| Challenge: Income targets | Also recently the council decided to do away with cash payments, and they decided to make the People's Network access free again **BUT** the income target, which is a huge one 67 and a half thousand, for that, remains - - but we can't charge - - for that. So it was nice and hunky-dory whilst people weren't bothered whether you met your interim targets, but they are - - they now are, and we're lumbered with the DVDs for example – years ago we could make it pay - - **can't now.** | [redacted] B6 | |

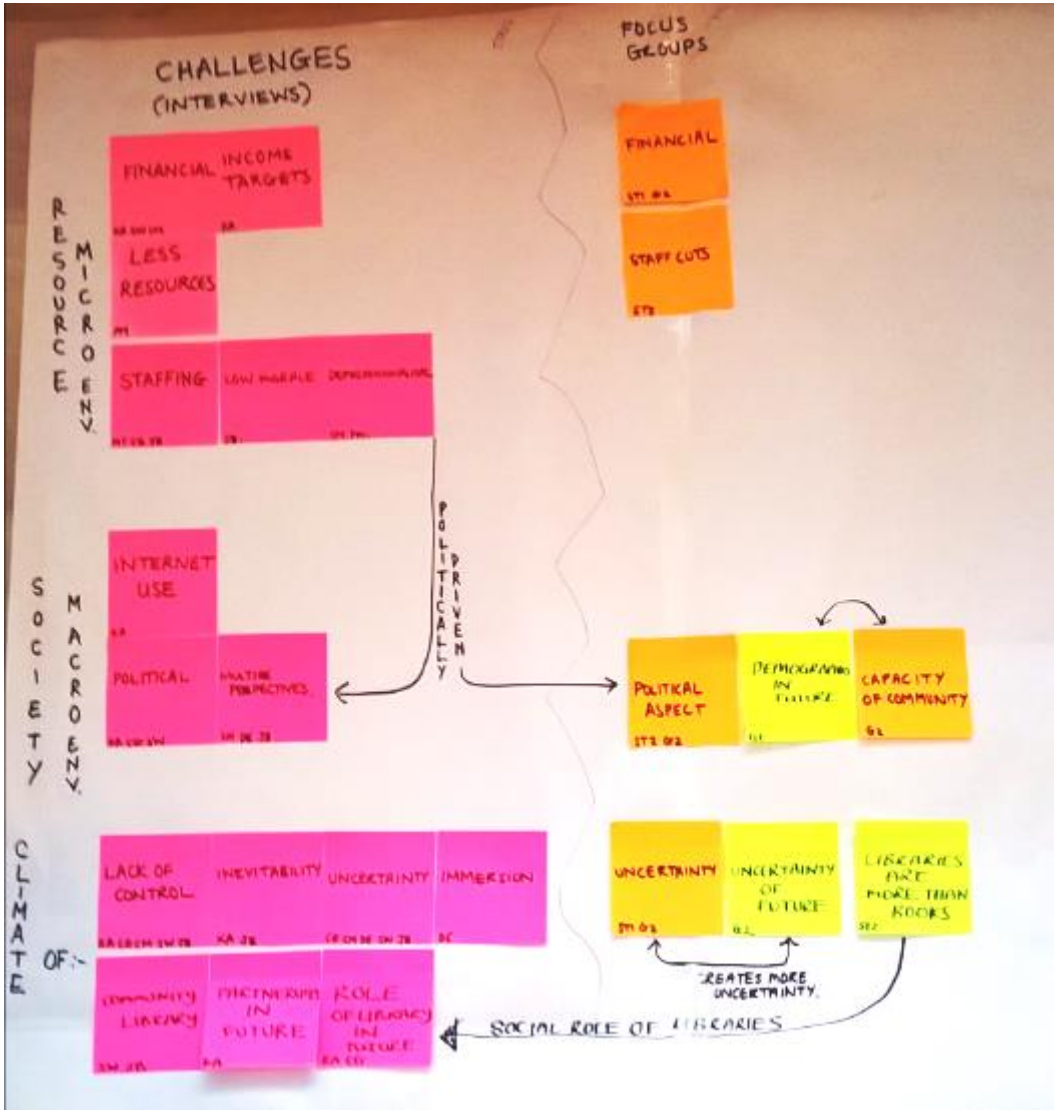
Coded Interview data

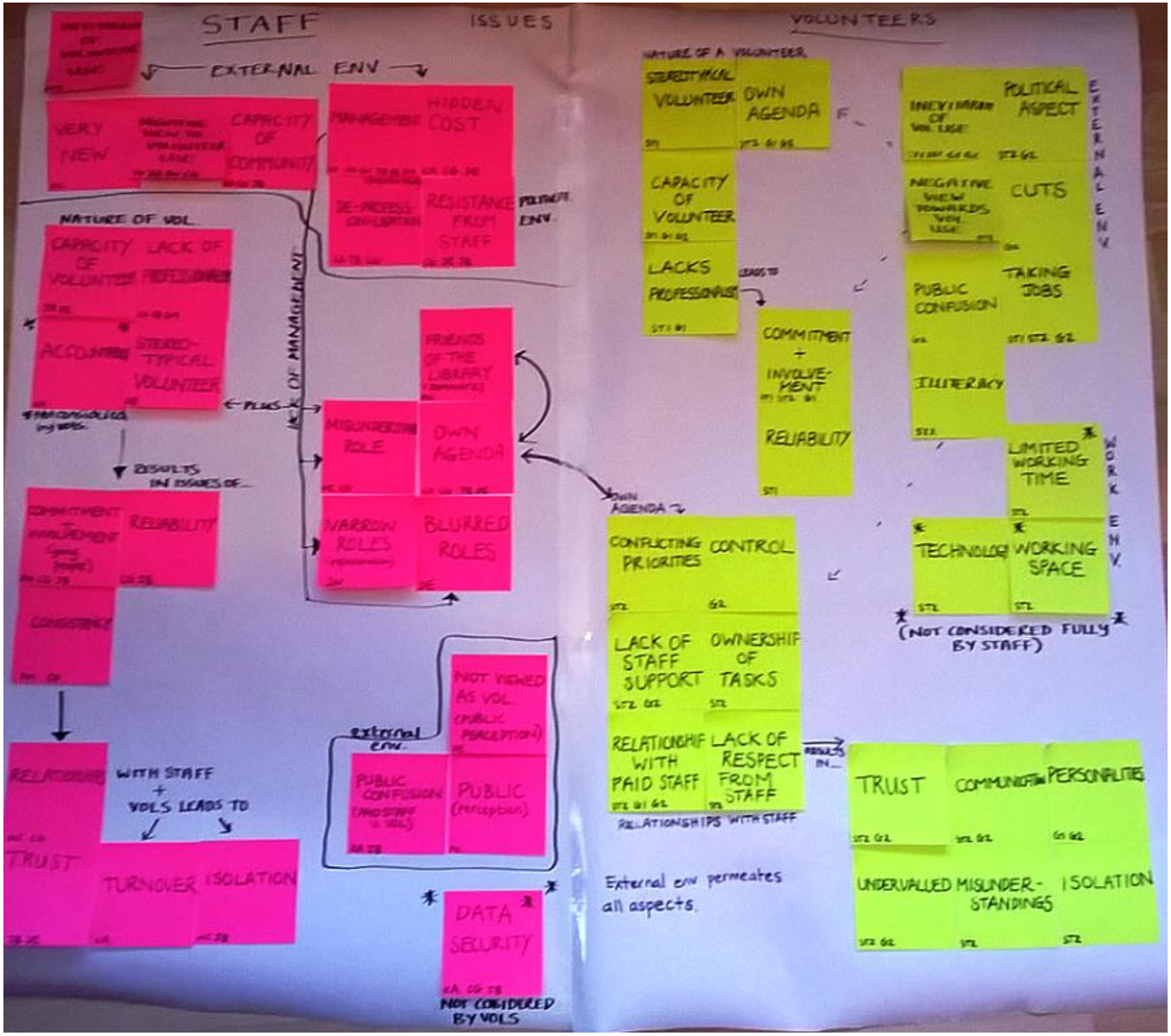
| | | | |
|---|---|---|---|
| Challenge: Inevitability | So again, it is the value added stuff - - ***in an ideal world*** – yes – you would like a team of librarians that were able to do these things – but we are not living in that world – ***I don't think in fact we ever were. (laughs)*** | B29 | |
| Challenge: Inevitability | It's not particularly controversial I think – I think the community think it ***really*** is a good idea- ***and you know, why wouldn't they*** – when you are faced with 'close a library, or run it with volunteers' – then it does seem a better option | B55 | |
| Challenge: Internet use | at the same time, coming from the other side, you are getting more demands as people are - - needing to use online services to apply for benefits, or apply for jobs, obviously they are thrown back onto the library. | B4 | |
| Challenge: Lack of control | Also recently the council decided to do away with cash payments, and they decided to make the People's Network access free again **BUT** the income target, which is a huge one 67 and a half thousand, for that, remains - - but we can't charge - - for that. | B5 | |
| Challenge: Lack of control | Well I think the way things can slip out of your control – and migrate in a direction that - - you hadn't anticipated, or you don't want. The issue around volunteer's own agendas ------that's the main issue | B34 | |
| Challenge: Lack of control | I've tended to have inherited, they've got ***a lot*** of skills, they ***know*** what they are doing, and they've been involved with the projects a lot longer than I have – so initially it was very difficult to tell them anything – and they kept saying 'well what do you want me to do' and I said 'I don't really know, I haven't really got to grips with what I need you to do – can you tell me?' – so we've got a strange relationship at the moment, where they're a lot – ***they're in charge of some of it really (laughs)*** – it's because they do know the system they are working with – the scanning digitisation project - so a lot of them are involved with the funding bid – they have been involved from the beginning – they **know** the system, whereas I ***still*** struggle to get to grips with it. So I've got an overview of it, and am getting a lot more confident with it – but - it's still best to take advice from them about what's the best way to do things - - - and I think – I ***still*** need to work on – being - putting myself in the position where I am fully in control – but it's getting there. | B23 | |

## Appendix M: Visual representation of codes – overriding themes and patterns (Note - yellow/orange post-its relate to volunteer responses, and pink/green post-its relates to library manager/staff responses)

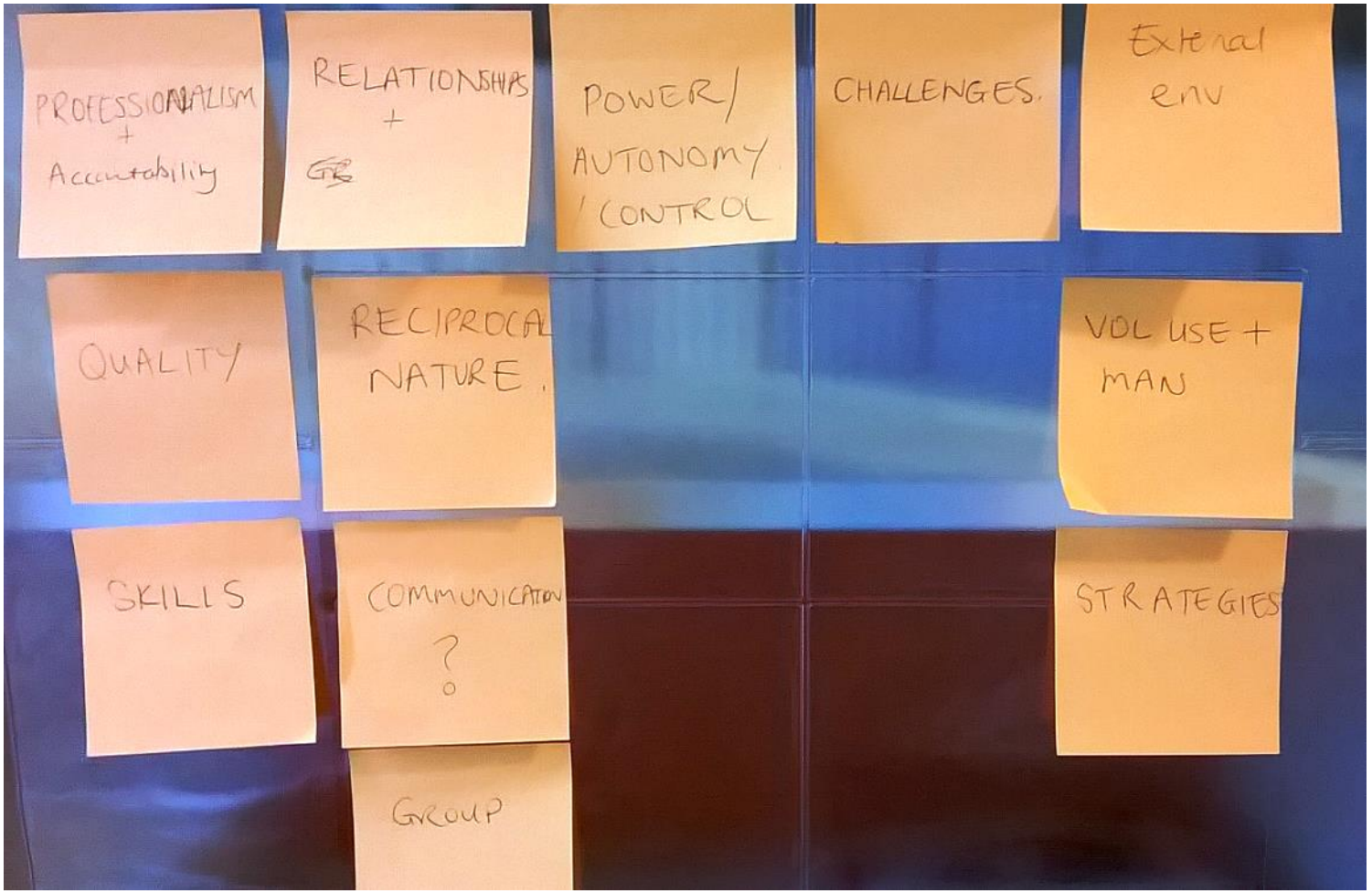

VOLUNTEER USE + MANAGEMENT
VOL USE + MAN (VOL PERSPECTIVES)
VALUE-ADDED
VOL USE CHANGING
VALUE ADDED
(ALL VALUE-ADDED VOLS)
DIFFERENT PRIORITIES
(MIX)
RELATIONSHIPS
LINE NOT TO CROSS
NOT VIEWED AS THREAT TO JOBS
BUILDING COMMUNITY
INTERACTION
NOT VIEWED AS THREAT TO JOB
ENSURE HARMONY
RELATIONSHIPS BETWEEN VOLS, + VOL + STAFF
RECIPROCAL RELATIONSHIP
FACTIONS
(RESPECT/DYNAMICS/PERSONALITIES)
VALUING FRIENDSHIP + RESPECT
GROUP DYNAMICS
PERSONALITIES
PARTNERSHIP
TO ENSURE SUCCESSFUL MAN. OF VOLS
PLAY TO PEOPLE'S STRENGTHS
TRUST
CONSISTENCY
CLEAR COMMUNICATION
KEEP A DISTANCE
KEEPING A DISTANCE
INDEPENDENCE
WORKING SPACE
SEEING RESULTS
GUIDELINES
SUPPORT
VA
SUPPORT FROM LIBRARY STAFF
FREEDOM TO MAKE DECISIONS
LEAD ROLE
GROUP EVOLVES + DEVELOPS
QUALITY
VOLS
GOOD HABITS
LOCAL MANAGEMENT
INTERVIEW
HOME READERS INDUCTION
INDUCTION
MATCHING SKILLS TO ROLES
DIRECT LINK
GOOD HABITS
LOCAL MANAGEMENT
NEED TRAINING
ENSURES HARMONY + GOOD VOL EXPERIENCE
CUSTOMER FOCUS
ACCOUNTABILITY
PRIDE IN JOB
PROFESSIONALISM
GROUP MATURES (G2)
V
DEPROFESSIONALISATION
GROUP BUILDING
BUILDING VOLUNTEER COMMUNITY
RELATIONSHIPS
COMMUNICATION
STAKE IN SERVICE
STAKE/OWNERSHIP ENSURES QUALITY
GROUP
RELATIONSHIPS
VOLS ARE AWARE OF THEIR FREEDOM
LACK OF CONTROL/QUALITY/STANDARDS
RISKS → IF NO MANAGEMENT
LACK OF CONTROL
LOWER STANDARDS
CAN WALK AWAY
FREEDOM
?
MISUNDERSTAND ROLE OF LIBRARY
CONCERNS MAINLY FROM VA GROUPS
DEPROFESSIONALISATION
NARROW ROLES
EMPATHY FOR PAID STAFF


LIBRARY
ALTRUISTIC
BENEFITS
VOLS
ALTRUISTIC
SERVICE LEVEL
VA → MOVE TO SIMPLY KEEPING SERVICE RUNNING - HYBRID ROLE
ENHANCED SERVICES
KEEPS SERVICE RUNNING
FINANCIAL
COST BENEFIT
LOTTERY FUNDING
SAME VIEW
EASIER FOR VOLS TO GET
BENEFITS WIDER LIBRARY SERVICE
LIBRARY STAFF DON'T HAVE TIME
ENHANCED SERVICES
KEEPS SERVICE RUNNING
LESS HIERARCHICAL WORKING ENV.
RESULTING FROM G2 DEVOLVED VOLS
COMM
RELATIONSHIPS + ENGAGEMENT = VISIBILITY IN COMMUNITY
COMMUNITY ENGAGEMENT
RELATIONSHIP BUILDING
PRESTIGE FOR LIBRARY
HELP IDENTIFY PRIORITIES
SAME VIEW
COMMUNITY ENGAGEMENT
RELATIONSHIP BUILDING
PROFILE RAISING
STRATEGIC
REASONS FOR VOLUNTEERING
MIX OF PERSONAL + SOCIAL REASONS
REASON CHANGES OVER TIME
EVOLVES
IND
Resuts in wider benefits to service + comm.
SKILLS/ EXPERTISE OF VOLUNTEERS
LOYALTY
ENTHUSIASM
AS PASSION
PEER/ MENTOR ROLE
LOCAL HISTORY
selfish
WORK EXPERIENCE
SKILLS/ EXPERIENCE OF VOLUNTEERS
LOCAL HISTORY
selfish
PERSONAL BENEFITS
STARTS WITH - PASSION/HOBBY
EXCITING
GENERAL ENJOYMENT
SOCIAL
ENJOY BOOKS
FAMILY HISTORY
REQUEST FROM LIBRARY
SAVE LIBRARIES
NATURE OF VOLUNTEER
CIVIC DUTY
WORK ETHIC
INITIAL CATALYST - PERSONAL
WORK EXPERIENCE
ENHANCE CV
REDUNDANCY
STUDENT
WIDOW
NATURE OF VOL
READS BOOKS
PAST ASSOCIATION WITH LIBRARY
SPIRITUAL
HELPING OTHERS
GIVING SOMETHING BACK TO SOCIETY
SOCIAL INCLUSION
LOCAL COMMUNITY
FEELING VALUED
KEY BENEFIT FOR ALL
RETIREMENT
SPARE TIME
FLEXIBLE
KEEPS MIND ACTIVE
LEARNING
GAIN CONFIDENCE
RETIRED
PROFESSIONAL BACKGROUND
BUT
TOWARDS SOCIETY + LIBRARY
VALUE ROLE OF LIBRARIES
NON-THREATENING ENV. OF LIBRARY
FAMILIARITY
CULTURAL VOLS
COMMUNITY FOCUS
MISUNDERSTAND
ALTRUISM
THE 'CONVERTED' - LOYAL
SPECTRUM
SEL
FISH


CHALLENGES
(INTERVIEWS)
FOCUS GROUPS
FINANCIAL
INCOME TARGETS
LESS RESOURCES
STAFFING
RESOURCE
MICRO ENV.
FINANCIAL
STAFF CUTS
POLITICALLY DRIVEN
INTERNET USE
POLITICAL
SOCIETY
MACRO ENV.
POLITICAL ASPECT
CAPACITY OF COMMUNITY
CLIMATE OF:-
LACK OF CONTROL
INEVITABILITY
UNCERTAINTY
IMMERSION
UNCERTAINTY
UNCERTAINTY OF FUTURE
LIBRARIES ARE MORE THAN BOOKS
CREATES MORE UNCERTAINTY
PARTNERSHIP IN FUTURE
SOCIAL ROLE OF LIBRARIES


STAFF
ISSUES
EXTERNAL ENV
VERY NEW
CAPACITY OF COMMUNITY
MANAGEMENT COST
HIDDEN
RE-PROFESSIONALISATION
RESISTANCE FROM STAFF
POLITICAL ENV.
NATURE OF VOL.
CAPACITY OF VOLUNTEER
LACK OF PROFESSIONALISM
ACCOUNTABILITY
STEREOTYPICAL VOLUNTEER
PLUS
LACK OF MANAGEMENT
RESULTS IN ISSUES OF...
COMMITMENT + INVOLVEMENT
RELIABILITY
CONSISTENCY
FRIENDS OF THE LIBRARY
MISUNDERSTOOD ROLE
OWN AGENDA
NARROW ROLES
BLURRED ROLES
RELATIONSHIP
WITH STAFF
+
VOLS LEADS TO
TRUST
TURNOVER
ISOLATION
external env.
NOT VIEWED AS VOL (PUBLIC PERCEPTION)
PUBLIC CONFUSION (AND STAFF VS VOLS)
PUBLIC (PERCEPTION)
DATA SECURITY
NOT CONSIDERED BY VOLS
VOLUNTEERS
NATURE OF A VOLUNTEER
STEREOTYPICAL VOLUNTEER
OWN AGENDA
CAPACITY OF VOLUNTEER
LACKS PROFESSIONALISM
LEADS TO
COMMITMENT + INVOLVEMENT
RELIABILITY
OWN AGENDA
CONFLICTING PRIORITIES
CONTROL
LACK OF STAFF SUPPORT
OWNERSHIP OF TASKS
RELATIONSHIP WITH PAID STAFF
LACK OF RESPECT FROM STAFF
RELATIONSHIPS WITH STAFF
RESULTS IN...
External env permeates all aspects.
POLITICAL ASPECT
CUTS
TAKING JOBS
PUBLIC CONFUSION
ILLITERACY
EXTERNAL ENV
LIMITED WORKING TIME
TECHNOLOGY
WORKING SPACE
WORK ENV.
(NOT CONSIDERED FULLY BY STAFF)
TRUST
COMMUNICATION
PERSONALITIES
UNDERVALUED
MISUNDERSTANDINGS
ISOLATION

## Overriding themes



## Appendix N: Cross-cutting themes emerging from the qualitative data

**Cross-cutting themes emerging from the qualitative data**

A – Challenging environment

B - Professionalism and quality

C - Volunteer management and use

D – Control and reward

E – Relationships

F – Role of communication

| Strand | A | B | C | D | E | F |
|---|---|---|---|---|---|---|
| **Macro-environment** | | | | | | |
| **Community** | ✓ | | | ✓ | | ✓ |
| Local community | ✓ | | | ✓ | ✓ | ✓ |
| Community capacity | ✓ | | | ✓ | | |
| | | | | | | |
| **Public perceptions** | ✓ | ✓ | | | | ✓ |
| Public confusion | ✓ | ✓ | ✓ | | | ✓ |
| Public unable to spot a volunteer | ✓ | ✓ | ✓ | | | ✓ |
| | | | | | | |
| **Political** | ✓ | | ✓ | | | |
| Multiple perspectives | ✓ | | ✓ | | | ✓ |
| | | | | | | |
| **Economic** | ✓ | | ✓ | ✓ | | |
| Local authority cuts | ✓ | | ✓ | | | |
| Less resources | ✓ | ✓ | ✓ | | | |
| Income targets | ✓ | | ✓ | | | |
| Inevitability | ✓ | | ✓ | ✓ | | |
| Uncertainty | ✓ | | ✓ | ✓ | | ✓ |
| | | | | | | |
| **Role of library** | ✓ | | ✓ | | | ✓ |
| Community libraries | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Partnerships | ✓ | | ✓ | | ✓ | |
| Building community | ✓ | | ✓ | | ✓ | ✓ |
| | | | | | | |
| **Volunteer use changing** | ✓ | ✓ | ✓ | ✓ | | |
| Value added to job replacement | ✓ | ✓ | ✓ | | ✓ | |
| Reciprocal relationship | | | ✓ | | ✓ | |
| Inevitability of volunteer use | ✓ | | | ✓ | | |
| Taking jobs | ✓ | ✓ | | ✓ | ✓ | ✓ |
| Deprofessionalisation | ✓ | ✓ | ✓ | | | |
| Low morale | ✓ | | | | ✓ | ✓ |
| Lack of control | ✓ | | ✓ | ✓ | ✓ | |
| | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Nature of volunteer** | | ✓ | ✓ | ✓ | | |
| Converted | | ✓ | ✓ | ✓ | ✓ | |
| Value the role of library | | ✓ | ✓ | ✓ | ✓ | |
| Familiarity | | ✓ | ✓ | ✓ | ✓ | |
| Appreciate non-threatening environment of library | | ✓ | ✓ | ✓ | ✓ | |
| | | | | | | |
| **Volunteer issues** | | | | | | |
| **Lack professionalism** | | ✓ | ✓ | | | |
| Own agenda | | | ✓ | ✓ | | |
| Lack of control | | | ✓ | ✓ | ✓ | |
| Dominance of interest groups | | ✓ | ✓ | ✓ | ✓ | |
| Can walk away | ✓ | ✓ | ✓ | ✓ | | |
| Turnover | ✓ | | ✓ | ✓ | | |
| Unreliable | | ✓ | ✓ | ✓ | | |
| Lack commitment | | ✓ | ✓ | ✓ | | ✓ |
| Lack consistency | | ✓ | ✓ | ✓ | | ✓ |
| Lack accountability | | ✓ | ✓ | ✓ | | ✓ |
| Lower standards | | ✓ | ✓ | ✓ | | ✓ |
| Security | | ✓ | ✓ | ✓ | | |
| | | | | | | |
| **Capacity of volunteer** | ✓ | ✓ | ✓ | ✓ | | |
| Misunderstand library | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Roles | | ✓ | ✓ | ✓ | | |
| Misunderstand roles | ✓ | ✓ | ✓ | | ✓ | ✓ |
| Narrow roles | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Blurred roles | | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | | | | | |
| **Management** | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Lack staff support | ✓ | | ✓ | | ✓ | ✓ |
| Lack of suitable working space | ✓ | | ✓ | | ✓ | |
| Lack time | ✓ | | ✓ | | | |
| Technology issues | ✓ | | ✓ | | | |
| Isolation | ✓ | | ✓ | | ✓ | ✓ |
| Volunteers feeling undervalued | ✓ | | ✓ | | ✓ | ✓ |
| Ownership of tasks | | ✓ | ✓ | ✓ | | |
| | | | | | | |
| **Relationships with staff** | ✓ | | ✓ | | ✓ | ✓ |
| Trust | ✓ | | | | ✓ | |
| Staff resistance | ✓ | | | | ✓ | |
| Interaction | ✓ | | ✓ | | ✓ | ✓ |
| Misunderstandings | ✓ | ✓ | | | ✓ | ✓ |
| Personalities | | | | | ✓ | ✓ |
| Low morale | ✓ | ✓ | | | ✓ | ✓ |
| Deprofessionalisation | ✓ | ✓ | | | | |
| | | | | | | |
| **Volunteer use** | ✓ | ✓ | ✓ | ✓ | | ✓ |
| Change from just value added | ✓ | | ✓ | | ✓ | |
| Different priorities | ✓ | ✓ | | ✓ | | ✓ |
| Group dynamics | | | ✓ | ✓ | ✓ | ✓ |
| Factions | | | ✓ | ✓ | ✓ | ✓ |

| Volunteer benefits | | | | | | |
|---|---|---|---|---|---|---|
| **Service level benefits** | | ✓ | ✓ | | | |
| Enhanced library service | | ✓ | ✓ | | | |
| Keeps service running | ✓ | | ✓ | | | |
| Saves library | ✓ | | ✓ | | | |
| Helps identify priorities | ✓ | | ✓ | | | ✓ |
| Access to lottery funding through volunteers | ✓ | | ✓ | | | |
| | | | | | | |
| **Community benefits** | ✓ | | ✓ | | ✓ | |
| Community engagement | | | ✓ | | ✓ | |
| Relationship building | | | ✓ | | ✓ | |
| Prestige for library | | | ✓ | | ✓ | ✓ |
| Visibility in community | | | ✓ | | ✓ | ✓ |
| | | | | | | |
| **Wider benefits to service** | | ✓ | ✓ | | | |
| Skills and expertise of volunteer | | ✓ | ✓ | ✓ | | |
| Local history | | ✓ | ✓ | | | |
| Loyalty of volunteer | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Enthusiasm of volunteer | | | ✓ | ✓ | ✓ | |
| | | | | | | |
| **Benefits to volunteer** | | | ✓ | | ✓ | ✓ |
| **Altruistic reasons** | | | ✓ | | ✓ | ✓ |
| Request from library | ✓ | | ✓ | | | ✓ |
| Keeps service running | ✓ | | ✓ | | | |
| Enhances service | ✓ | | ✓ | | | |
| Civic duty | ✓ | | ✓ | ✓ | | |
| Work ethic | | ✓ | ✓ | ✓ | | |
| Gives something back to society | | | ✓ | ✓ | | |
| Helps others | | | ✓ | ✓ | | |
| Social inclusion | | | ✓ | ✓ | | |
| Spiritual | | | ✓ | ✓ | | |
| Local community | | | ✓ | ✓ | | |
| | | | | | | |
| **Selfish benefits** | | | ✓ | ✓ | | |
| Feeling valued | | | ✓ | ✓ | ✓ | ✓ |
| Keeps mind active | | ✓ | ✓ | ✓ | | |
| Learning | | | ✓ | ✓ | | |
| Fills spare time | | | ✓ | ✓ | | |
| Gain confidence | | | ✓ | ✓ | | |
| Social | | | ✓ | ✓ | ✓ | ✓ |
| Friendship | | | ✓ | ✓ | ✓ | ✓ |
| Work experience | | ✓ | ✓ | ✓ | | |
| Enhance CV | | ✓ | ✓ | ✓ | | |
| Redundancy | ✓ | | ✓ | ✓ | | |
| Retirement | | | ✓ | ✓ | | |
| Student | | | ✓ | ✓ | | |
| Widow | | | ✓ | ✓ | | |

| Management and quality | | | | | | |
|---|---|---|---|---|---|---|
| **Successful volunteer management** | | | ✓ | ✓ | ✓ | ✓ |
| Guidelines | | ✓ | ✓ | ✓ | | ✓ |
| Support from staff | | | ✓ | ✓ | ✓ | ✓ |
| Clear communication | | | ✓ | ✓ | ✓ | ✓ |
| Keep a distance | | ✓ | ✓ | ✓ | ✓ | |
| Freedom for volunteers to make own decisions | | ✓ | ✓ | ✓ | ✓ | |
| Independence | | ✓ | ✓ | ✓ | ✓ | |
| Lead role for volunteer | | ✓ | ✓ | ✓ | ✓ | |
| Play to people's strengths | | | ✓ | ✓ | ✓ | |
| Group evolves and develops | ✓ | | ✓ | | ✓ | ✓ |
| Seeing results | | | ✓ | | | ✓ |
| Working space | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Trust | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Consistency | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | | | | | |
| **Quality** | ✓ | ✓ | ✓ | ✓ | | |
| Local management | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Recruitment of volunteers | ✓ | ✓ | ✓ | | | ✓ |
| Induction of volunteers | ✓ | ✓ | ✓ | ✓ | | |
| Training of volunteers | ✓ | ✓ | ✓ | ✓ | | |
| Good habits | | | ✓ | ✓ | ✓ | ✓ |
| Mapping skills to roles | | | ✓ | ✓ | ✓ | ✓ |
| Volunteer takes pride in what they do | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Customer focus | | ✓ | ✓ | ✓ | ✓ | |
| Accountability | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Build volunteer community | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Relationships | | | ✓ | ✓ | ✓ | ✓ |
| Communication | | | ✓ | ✓ | ✓ | ✓ |
| Stake in service | | ✓ | ✓ | ✓ | | ✓ |