<table>
<thead>
<tr>
<th>Profile</th>
<th>Case study LA1</th>
<th>Case study LA2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political complexion</td>
<td>All Labour apart from 1 independent</td>
<td>80% Labour and 20% Lib Dem</td>
</tr>
<tr>
<td>Population (2016)</td>
<td>149,400</td>
<td>201,600</td>
</tr>
<tr>
<td>Area (hectares)</td>
<td>6,441</td>
<td>14,235</td>
</tr>
<tr>
<td>% workless households (2016)</td>
<td>20.1%</td>
<td>17%</td>
</tr>
<tr>
<td>% population claiming job</td>
<td>4.6%</td>
<td>3%</td>
</tr>
<tr>
<td>seekers allowance/universal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>credit (2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Index of multiple deprivation</td>
<td>23</td>
<td>73</td>
</tr>
<tr>
<td>(2015) (rank of extent 1-302)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public libraries (2017)</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Community libraries (run by</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>volunteers) (2017)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role of volunteers</td>
<td>Value added roles, including supplementary activities aimed at enhancing service delivery, such as supporting ‘Readers at home’ service, local history volunteers, Summer Reading Challenge</td>
<td>Value added roles, in addition to replacement of paid staff to run 4 community managed libraries, instigated by austerity measures. All duties undertaken by volunteers.</td>
</tr>
</tbody>
</table>
Figure 2. Volunteering interrelationships in heritage attractions (Smith, 2002: p.12)

The operating environment

Inter-relationships

A Volunteer to manager  D Volunteer to visitors
B Volunteer to paid staff  E Volunteer to property
C Between volunteers  F Volunteer to community
Figure 3. The mismatch of opinions relating to volunteer use in public libraries

- Volunteer has a positive role
  - Volunteer as support and source of expertise
  - Volunteer plays a bridging role
  - Facilitates community engagement and inclusivity
  - Generates social capital and service enrichment
  - Improved quality and accountability
  - Relational state and localism

- Volunteer has a negative role
  - Volunteer plays a divisive and highly sensitive political role together with a misunderstanding of the role of the library
  - Community capacity lacking
  - Usual suspects dominate in volunteering resulting in an exclusive service
  - Selfish actions on part of volunteers conflict with service priorities
  - Hidden costs of volunteer management imply ideological shift from state provision of services
  - Diminished quality and accountability

- Contested themes
  - Volunteer management and use
    - Relationships
  - Control and reward
  - Professionalism and quality

- Enablers
  - Communication
  - Trust
  - Management style
  - Strategy
  - Value appreciation
  - Team approach
  - Partnership working

- Barriers
  - Policy
  - Community capacity
  - Ignorance
  - Tensions
  - Cultural clash
  - Fragmented
  - Largely untested