

Church Stretton Community Library

Business Plan

Presented by the Church Stretton Library Support Group Ltd

November 2016

Church Stretton Library Support Group Ltd. Registered number, 09648663. Registered in England and Wales. Registered address 5 Long Place, Church Stretton, SY6 6HX

Executive Summary

Church Stretton Library Support Group Ltd (CSLSG) propose that the library will be run by a Charitable Incorporated Organisation (CIO), in close co-operation with the Town Council, with substantial volunteer input and in a way that assists the Shropshire Council in its plan to reduce the library budget in Church Stretton by £52530. The cost of running the library as a CIO will be in the region of £38,000 in and we suggest that the Town Council takes on full responsibility for employing the two staff currently in post and funding the employment costs - £0 in 2017/18; £8,355 in 2018/19 and £26,665 in 2019/20). As Shropshire Council tapering funds reduce, the CIO will raise the difference and use the present annual library income of c£5000 to assist with this funding commitment. This would result in an average precept increase of under £13 per year or 25p per average household per week in 2019/20.

The Town Council's consultation process revealed a willingness among precept payers to support this increase to maintain At Risk services around current levels of funding, CSLSG Ltd would be delighted to harness the skills and enthusiasm of its supporters to build a sustainable and developing community hub in the old school building, at the heart of the town with excellent dedicated parking and fully Disability Discrimination Act compliant entrance, and in a way that contributes to the success of local retailers and independent businesses and those providing services to tourists.

Introduction

- 1 This business plan has been produced by the Church Stretton Library Support Group Ltd (CSLSG) at the request of the Church Stretton Town Council (CSTC).
- 2 The CSLSG Ltd is a company limited by guarantee, registered at Companies House and is a not-for-profit company. It was incorporated in June 2015 and has the objective of keeping the library "where it is" and promoting a vibrant and successful community hub in the current building working with partners and supporting the local economy
- 3 At a meeting of the CSTC and CSLSG held on 10th June 2016 the CSLSG was requested to produce a "basic business plan" that would include "management arrangements, the capital and revenue costs and any expectation of funding from the local precept"
- 4 This document is the "basic business plan" with additions as requested at the At Risk Group meeting on 20 October 2016.

Scope and Content

- 5 The business plan presents information in support of a community-led organisation taking on the task of running the library in its current building
- 6 It is the view of the CSLSG that a successful library at the heart of Church Stretton should be integrated with a Visitor Information Centre and should be capable of further development e.g. through the addition of a Heritage Centre. Our proposal regarding the VIC is contained in Appendix 1 to this main document. We recognise that although our longer term plan includes a Heritage element, as this is not an At Risk existing service, it cannot fall within the Town Council's consultation.
- 7 It is the view of the CSLSG that a successful library at the heart of the community and integrated with other services and attractions would be far more successful if the CSTC were fully involved in planning, design, management and funding. We welcome the involvement of CSTC personnel in discussions about the future of the library and support its consultation and planning around the future of services at risk in our community

Governance

- 8 This business plan has been prepared and submitted by the CSLSG. It is the view of the CSLSG that when we have clarity on the future of the library in its current building and a decision from the CSTC on how it can help to support and fund the library in its current building, the CSLSG would terminate its activities and assist in forming a new organisation, most likely a Charitable Incorporated Organisation (CIO) which is a new legal form for a charity and which would have trustees/ board members elected by the community at an AGM and trustees/ board members nominated by the CSTC.
- 9 There are many examples of community run libraries in England and the detailed governance arrangements would follow best practice e.g. the Department for Culture, Media and Sports document

"Libraries shaping the future: toolkit and case studies"

<https://www.gov.uk/government/collections/libraries-shaping-the-future-report-and-case-studies>

- 10 The CSLSG Ltd wants to see a community-run library in Church Stretton and run by partnership between a CIO (also a registered charity) and the CSTC. Detailed governance, accountability and reporting mechanisms would be agreed with the CSTC

Aims and objectives of the Church Stretton Community run library

- 11 To provide a Community library and hub in the current library building on Church Street Church Stretton
- 12 To ensure that the library is managed and supported by an approved and appointed management committee in conjunction with the local community and the Town Council to ensure that the library continues to offer the excellent level of service for the benefit of the whole community
- 13 To ensure that it is supported by experienced staff both employed and voluntary.
- 14 To ensure that the library continues to develop services offering complementary facilities to those already on offer in Church Stretton
- 15 To continue to retain and maintain linkages with county and national public library services and develop new ones as the opportunity arises.

Nature of the Business

- 16 Provision of comprehensive public library services including the lending, ordering and sharing of library materials. Large print books. Specialist collections for children, teenagers and young adults.
- 17 Provision of information and research materials for the local community and visitors. The successful and much valued integrated Visitor Information Service, for tourists and residents, that is already part of the library will be extended to additional opening on other days with the use of trained volunteers.
- 18 Provision of IT services including WIFI to both local community and visitors. Regular drop in sessions, staffed by volunteers, to help with tablets, laptops and their use with online library services including e-books, e-magazines and e-newspapers, particularly as internet provision of library materials becomes more important.
- 19 Provision of Health Zones and Books on Prescription including dementia, anxiety, stress, diabetes, heart disease, bereavement, sleeplessness and a comprehensive range of health conditions. Confidential support in accessing these resources and the Healthy Shropshire website and support for carers. Access to and information on the Shropshire Family Information Service. Advice on external library information providers such as the RNIB.
- 20 Home library services for people unable to use or travel to the library themselves. This well-established service, delivered by volunteers, will continue to be a priority. This will include at home help with online library materials, such as e-books, e-magazines and e-newspapers, where appropriate. Provision of additional library materials and support to people unable to visit the library.
- 21 Pre-school and out of school support during term time and in school holidays.
- 22 Provision of facilities for groups, societies one off lectures and discussion forums.
- 23 Outreach opportunities for further education, including Shropshire university.
- 24 Outreach for employment, social and health care particularly where there is a need for a discrete venue taking care to complement rather than to compete in any way with the excellent provision provided by Mayfair.

- 25 Museum space for local history.
- 26 Provision to allow local artists to display work.

Financial Summary

Budget figures provided by the Shropshire Council to the CSTC show that the current cost of running the library (2016/17 revised budget) are:

Net controllable costs £36090

Non-controllable (a) support services £8620 (b) “below the line costs” £7820

Grand Total= £52530

The full cost breakdown is presented in Appendix 2 to this business plan

The future costs have been increased in line with the Government Guidance for salaries and the Office for Budget Responsibility predictions for inflation.

In future, when a CIO is running the library with the help of volunteer staff and the continued employment of two professional staff the running costs of the library are estimated to be in the region of £34, 271 made up of the following key elements:

	2015/16	2016/17	2016/17	2017/18	2018/19	2019/20
Net Controllable Costs/Budget	Outturn	Original Budget	Revised Budget			

Employees			£25,879	26,139	26,400	26,665
Basic Pay			£19,090	19,281	19,474	19,669
Overtime / Additional Hours						
N.I.			£490	495	500	505
Pensions (23% basic pay)			£4,390	4,435	4,479	4,524
Town Council Management Fee (10% basic pay)			£1,909	1,928	1,947	1,967

Note: overtime and additional hours are deleted. This will be provided by volunteers. All other elements are retained. The original costings showed £26,420 and our costings are now £26,139 in 2017/18

	2015/16	2016/17	2016/17	2017/18	2018/19	2019/20
Non Controllable Costs/Budget	Outturn	Original Budget	Revised Budget			

Premises				6060	6673	6808	6943
Repair and Maintenance				£220	224	229	233
Maintenance Grounds				£100	102	104	106
Repair and Maintenance of Building				£0	0	0	0
Repairs and Maintenance - Electrical Contracts	£803	£0	£0	£0	0	0	0
Repairs and Maintenance - Statutory	£483	£0	£0	£0	493	503	513
Repairs and Maintenance - Contract Maintenance	£617	£0	£0	£0	0	0	0
Maintenance of Fire Points	£34	£70	£70	£70	71	73	74
Electricity	£1,720	£1,820	£1,820	£1,820	1856	1894	1931
Gas	£2,084	£2,730	£2,730	£2,730	2785	2840	2897
Rates							
Water Charges - Measured	£743	£1,120	£1,120	£1,120	1142	1165	1189
Contract Cleaning	£3,132	£2,450	£2,450	£2,450	0	0	0
Window Cleaning	£360	£410	£410	£410	0	0	0

These costs do not include Rates (£4350) as the Community Library expects to achieve charitable status. There is an 80% reduction in rates for registered charities plus the possibility of a further 20% at the discretion of the authority. Since this proposal is designed to assist Shropshire Council in reducing the library budget by £52530 we will request the additional 20% discretionary reduction. Contract cleaning (£2450) is also excluded as is window cleaning (£410). Cleaning will be carried out by volunteers wherever this is safely possible. The original figure of £13270 is now reduced by £7210 to a new total of £6673 for 2017/18

We will keep operating costs of the library to a minimum by:

- Using volunteers to provide support to the professional staff and assist with IT, maintenance and other support activities
- Carrying out our own cleaning and general maintenance
- Using local firms to provide the skills for, or sponsor, any specialist maintenance or activities on the fabric of the building
- Introducing alternative IT infrastructure protocols to reduce connection costs
- Achieving a measure of income through Internet access charges and other services (e.g. photocopying)

All support service costs (£8620) and “below the line costs” (£7820) are deleted. They are either no longer relevant when the library is under community control and/or can be met by volunteer input and CSTC assistance (but see Contingencies below) with employment formalities including taking responsibility for total costs of employment.

The Shropshire Council budget figures for running the library totalled £52530. These have now been reduced to £34,271 in 2017/18.

From this must be subtracted the income generated by the library (Shropshire Council figure £5030 in 2016/17) and the contribution from Shropshire Council as per the specification 2017/18 - £36,090, 2018/19 - £18,045.

	2017/18	2018/19	2019/20
Employee costs	26139	26400	26665
Premises	6673	6808	6943
Transport	102	104	106
Supplies and services	1357	1384	1411
Total	34,271	34,696	35,125
Contingency	3,427	3,467	3,513
Total + Contingency	37,698	38,163	38,638
Shropshire Council	-36,090	-18,045	
Library income	-5,131	-5,233	-5,338
<u>Final total</u>	<u>-3,524</u>	<u>14,885</u>	<u>33,300</u>
<u>Town Council</u>	<u>£0</u>	<u>£8,355</u>	<u>£26,665</u>

Contingencies

Inevitably in a basic business plan produced on a very tight timetable there are uncertainties and matters that require more research that cannot be fully resolved before the deadline. The main issues of this kind are:

- Maintenance (currently shown as zero in the SC spread sheet, (Appendix 2).
- IT (currently shown as £4040 in the SC spread sheet, Appendix 2).
- Administration cost to Town Council for two staff members
- Depreciation

We anticipate that maintenance will be provided by volunteers but we will need a budget for materials. Any special unforeseen large items of maintenance will be the subject of special fundraising. We think the IT costs of £4040 can be reduced by over 50% by the use of volunteers providing the expert input. We will not require a depreciation element in the costing as any equipment that needs replacing will be the subject of specific fund raising.

We have summarised the cost of running the library in its new charitable form as £34,271. We propose to add a 10% contingency element to cover the uncertainties attached to maintenance and IT charges.

The new total annual running costs are now increased from £34,271 to £37,698 (2017/18)

The core of the business plan can be summarised as follows:

The total cost of running the library has been reduced from £52530 to £37,698 (including contingencies)

A significant amount of volunteering input will deliver all the services formerly supplied by Shropshire Council, other than central library services such as book supply, interlibrary loans, central catalogue etc.

The plan is based on the assumption that the CSTC agrees to take on the formal responsibilities for employing staff and funds the annual cost £0 in 2017/18; £8,355 in 2018/19 and £26,665 in 2019/20.

The CIO organises and supplies all the volunteer input, maintenance, cleaning, casual staffing, marketing, promotion and income generation

The CIO funds all costs that are additional to the employment costs

The CIO funds any additional costs that are not listed above but may be identified by the CSTC.

Income Generation

- 27 The total cost of running the library as a community-led activity has been identified as £38,638 in 2019/20 – the year in which there will be no contribution from Shropshire Council. We have suggested that the CSTC take on the employment costs of £26,665. This leaves an annual amount of £11,973 to be funded by the CIO and there is an annual income figure of £5338 already generated by the library to be taken into account
- 28 The CSLSG Ltd is confident that the annual funding gap (2016/17) of £11,973 with the annual income of £5338, can be met by income generation activities.
- 29 Income generation in community-run libraries falls into two main categories (a) pledges and regular contributions from Church Stretton residents (b) charges levied for activities and services provided within the library building which do not in any way deviate from the totally free library service required by the 1964 Act
- 30 **Pledges** Early financial pledges are encouraging, given that only the most immediate and active of CSLSG's supporters have so far been contacted. Some have pledged one-off lump sums, some an annual amount to be taken either monthly or in a lump, depending on which is most helpful, and some have offered long term monthly pledges. Offers are still being received. At present we have annual pledges of £3,018, and one-off lump sums of £4,395. Once the future of services becomes clearer a more concerted approach to income generation can be undertaken. Once a CIO is set up, gift aid can also be secured, with the resultant increase in income.
- 31 Income generation for community-run libraries is well documented in the report "Income Generation for Public Libraries" Arts Council England, 2014
<http://locality.org.uk/wp-content/uploads/Income-Generation-for-Public-Libraries.pdf>

These are detailed under 5 headings:

- 1 Non-library public service contracts
- 2 Private sector Service contracts
- 3 Direct trading and retail
- 4 Paid for Services
- 5 New/Emergent ICT Services

- 32 The Arts Council report gives detailed examples of income generation potential under these headings and we are confident we can raise £11,973 pa
- 33 We were requested to produce a "basic" business plan on a very short time scale and this detail can be fully explored at the next stage in development with the Town Council.
- 34 The list of activities currently taking place in the library (Appendix 3) is indicative of a very sound foundation for marketing and promotion of the library as a venue for many more activities and a proportion of these will generate income

Volunteering

Volunteering is a tradition in Church Stretton. Many active people choose to retire to here for very positive reasons. One of the attractive features is a very well run, friendly library in the centre of town, including an informative VIC, now run by the librarians.

Already there is a good framework of volunteers. These include 14 home library volunteers, 12 local history volunteers, 1 daily volunteer, 7 regular general volunteers and Duke of Edinburgh volunteers who help for fixed periods. One of these D of E volunteers has now become a regular volunteer.

There is a great deal of enthusiasm and drive to keep the library where it is and this has resulted in very well attended meetings during the campaign.

Many pledge and volunteer forms have been collected. More people have expressed a willingness to volunteer and as our plans become more public we expect no problem in gaining more volunteers as needed.

These offers have been organised into a database, containing contact details, skills, and possible commitment hours. This will allow a rota to be drawn up to cover the present hours of opening. Some volunteers have also shown interest in helping with the VIC.

We already have 45 additional people on the list offering a variety of useful and professional skills such as cleaning, administration, IT skills, craft skills, DIY, and book keeping. The list includes librarians, accountants, an actuary, teachers and managers of large organisations.

More information on volunteering is presented in Appendix 4

Conclusion

This is a basic business plan but it shows that there is a very real possibility that the Church Stretton community can organise, support and fund a modern library cum community hub at the heart of the town and in a way that contributes to the success of local retailers and independent businesses and those providing services to tourists. Our definition of a community hub has the library at the core of the concept but includes other vital services such as the Visitor Information Centre and a safe, welcoming place for all age groups.

The current library building has excellent and ample dedicated parking facilities in very close proximity to the Disability Discrimination Act fully-compliant entrance. Those wishing to park do not have to compete for spaces with non-library users and the current library building is perfectly located to maximise trips by bike (secure bike parking) and on foot which reduces pressure on parking and makes it much easier for those with any mobility issues to find a parking space. Accessible toilet facilities are situated directly by the main entrance.

The business plan is based on the suggestion that the library will be run by a Charitable Incorporated Organisation (CIO) in close co-operation with the Town Council with substantial volunteer input and in a way that assists the Shropshire Council in its plan to reduce the library budget in Church Stretton by £52530. The cost of running the library as a CIO will be in the region of £38,000 and we suggest that the Town Council takes on full responsibility for employing the two staff currently in post and

funding the employment costs (£0 in 2017/18, £8,355 in 2018/19, £26,665 in 2019/20)). The CIO will raise the difference and use the annual income of c£5000 to assist with this funding commitment.

The Town Council's consultation process revealed a willingness among tax payers to support a sufficient precept increase to maintain the library service around current levels of funding. CSLSG Ltd would be delighted to harness the skills and enthusiasm of its supporters to build a sustainable and developing community hub in the old school building in accord with residents' wishes.

We fully understand the difficulties faced by all town councils at a time of savage budget cuts but we also see this as an historic opportunity to harness the support of a vibrant community to retain a vitally important facility at the heart of the community and do this in partnership with the town council. We recommend this course of action to the Town Council

Appendix 1

Visitor Information Service

APPENDIX 1

VISITOR INFORMATION SERVICE

1. Since this service has been incorporated with the duties of the library staff it has gone from strength to strength and sales are increasing, though clearly we have been unable to obtain significant figures in the time allowed for presenting these outline plans. The signs are, however, extremely encouraging for our vision of integrated services in the current library building.
2. A community run operation would be able to use the increasing income from sales to reinvest in the service, rather than, as at present, having it siphoned off to Shropshire Council.
3. Although Shropshire Council, in November 2014 gave visitor numbers as 8,000, it seems that these were not accurate. Figures obtained via Freedom of Information enquiries are as follows:
2013, first 6 months: 11,000
Apparently numbers after this were not accurately calculated, but staff reckoned that the 2014 figure should have been at least 16,000.

The demand for this service clearly exists, and its natural location is in partnership with the library.
4. A number of our volunteers have specified an enthusiasm for visitor information work, and are very keen to help the paid library staff in this area.
5. Please refer to our main Library plan for building running costs etc.

Appendix 2

Shropshire Council Library Budget

Church Stretton Library

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	Net Controllable Costs/Budget	2015/16 Outturn	2016/17 Original Budget	2016/17 Revised Budget
	Employees	£27,044	£25,920	£26,420
13011	Basic Pay	£18,686	£19,090	£19,090
13013	Overtime / Additional Hours	£2,736	£2,240	£2,740
13041	N.I.	£813	£490	£490
13051	Pensions	£4,199	£2,580	£2,580
13151	Pension Lump Sum	£610	£1,520	£1,520
	Premises	£14,519	£13,270	£13,270
31200	Repair and Maintenance	£0	£220	£220
31240	Maintenance Grounds	£0	£100	£100
31241	Repair and Maintenance of Building	£175	£0	£0
BE	Repairs and Maintenance - Electrical Contracts	£803	£0	£0
RH	Repairs and Maintenance - Statutory	£483	£0	£0
RN	Repairs and Maintenance - Contract Maintenance	£617	£0	£0
31549	Maintenance of Fire Points	£34	£70	£70
E	Electricity	£1,720	£1,820	£1,820
G	Gas	£2,084	£2,730	£2,730
R	Rates	£4,368	£4,350	£4,350
WC	Water Charges - Measured	£743	£1,120	£1,120
CC	Contract Cleaning	£3,132	£2,450	£2,450
WB	Window Cleaning	£360	£410	£410
	Transport	£97	£0	£100
B1	Bus, Train and Taxi Fares	£0	£0	£0
CU	Car Allowances	£97	£0	£100
	Supplies and Services	£1,419	£1,500	£1,330
L2	Newspapers and Periodicals	£186	£180	£190
32178	Photocopier Charges	£42	£200	£50
TC	Telephone Calls	£78	£50	£80
TR	Telephone Rentals	£354	£420	£360
	Savings to be Identified			
31491	Refuse Collection	£451	£320	£320
ET	Testing Portable Elec Equipment	£282	£280	£280
HG	Hygiene Services	£25	£50	£50
	Income	-£5,605	-£5,270	-£5,030
69163	Voluntary Donations	-£164	-£90	-£160
64304	Admin Fee - Other	-£225	£0	-£220

JU	Library Books and Periodicals	-£140	-£170	-£140
JX	Other Sales	-£155	-£100	-£160
65293	Events Income	-£285	-£100	-£280
65535	Computer Charges	-£562	-£500	-£560
68148	Other Fees and Charges	-£31	-£20	-£30
LDVD	DVD Income - Loans	-£335	-£920	-£330
LL	Talking Books Income - Loans	-£451	-£500	-£450
LR	Fines - Books	-£1,999	-£2,200	-£2,000
LT	Request Fees	-£625	-£600	-£630
LX	Compact Disc Income - Loans	-£23	-£30	-£30
NT	Rents Received	-£609	-£40	-£40
	Net Controllable Costs / Budget	£37,473	£35,420	£36,090
	Non-Controllable Costs	2015/16 Outturn	2016/17 Original Budget	2016/17 Revised Budget
	Support Services	£10,170	£8,620	£8,620
34659	Personnel and Payroll Services	£2,390	£2,250	£2,250
34679	Corporate Finance Services	£680	£620	£620
34759	I.T. Services	£5,190	£4,040	£4,040
34769	CSC Recharge	£0	£450	£450
34729	Property Maintenance	£1,910	£1,260	£1,260
	Below the Line Costs	£32,882	£7,820	£7,820
17079	FRS17	£870	£1,350	£1,350
32779	Insurances (Employer's Liability)	£213	£150	£150
31709	Insurances (Fire)	£429	£440	£440
45620	Depreciation	£31,370	£5,880	£5,880

Appendix 3

ACTIVITIES and EVENTS Already taking place in the Library

Appendix 3

ACTIVITIES and EVENTS already taking place in CHURCH STRETTON LIBRARY

Maintenance of the Library Community Diary. This is crucial in the planning of the many events in the town.

Regular

Tuesday Rhyme time / Time to listen for adults / Knit and natter
Wednesday Reading group (monthly)
Thursday Local and family history session
Friday U3A Creative writing group (every two weeks)
Saturday Knit and natter

Special events

Evening talks

Wildlife gardens Jenny Steel (author and wildlife gardener)
Sustainable transport Professor John Whitelegg (author/ campaigner)
Crime authors presentation by Orenda books jointly organised by Burway books and Church Stretton libraries. Held in Silvester Horne Institute as audience too large for library.
Crime book event
Dementia meeting/talk by author Gillian Griffith

Other special events

Book sale events with refreshments (2 to 3 times annually)
National library day
National Poetry day
National knitting event for charity
World book day
Local authors
Christmas rhyme time with Santa visit
Christmas mince pies / refreshments
Summer reading challenge events for children
Children's author Meg Hawkins (event and display)
Bookstart Bear rhyme time and events
Bedtime stories with Hugless Douglas

Bookings by societies / groups

AGM Civic Society
Art Group figure drawing
CS Local History Society
Green Party Executive
Stretton Players rehearsals

Special Displays including

Croquet Club, Walking Festival, Photography, displays by local artists, Rheumatoid Arthritis Week, Mayfair Health and Wellbeing Centre, Local authors books,

Other Activities

Musicfest information point/selling of entrance bands by musicfest volunteer
Musicfest toddler musical activities
Summer reading schemes for adults and children
Saturday afternoon craft sessions for children
Board games for children
Teen reading group (planned)
Bookstart bear (outreach to preschools)
Home library service involving volunteers

Visits to the children's library

Primary school from Church Stretton
Preschools
Little Acorns from Rushbury
Stepping Stones from Church Stretton
Busy Bees from Church Stretton
Dorrington nursery

Regular displays

Entrance hall

Large display of local activities / societies / clubs accompanied by many free local leaflets.
Town / Town Council notice, requests for volunteers

Main library

Books on varying themes particularly relating to town or events
Children's books on a variety of subjects
Nursery display board relating to visits by pre-school groups
Information leaflets for parents
Health and Wellbeing books
New books
Reading Group book sets

Exhibition and Meeting Room

Regular art exhibitions from local artists and regional artists.

Appendix 4

Volunteering

Appendix 4 Volunteering

1. People

There has been a very positive response to our requests for volunteers to help in the library, with also offers for volunteering in the combined VIC. In addition to the existing over thirty volunteers in the present library we have nearly fifty firm offers of help from professional and experienced people.

Many people have offered to work half a day a week, some one day a week, some to cover on an ad hoc basis.

Key volunteers include:

6 librarians

10 people with significant computer/IT skills.

2 accountants

1 actuary

Heads and deputy heads of schools and teachers

Professors and heads of university departments

People with experience of community interest companies, charity trustees and fundraising.

2. Hours

Opening hours of library at present

Tuesday 9-30-7-30

Thursday 9-30-5-00

Friday 9-30-5-00

Saturday 9-30-5-00

The present offers of help will ensure that a rota of volunteers, organised by a volunteer coordinator in conjunction with our two librarians will provide economic effective running of the library. This will enable two volunteers to be available for each session the library is open, to work alongside an employed member of staff; with ample volunteers in reserve.

Provision of volunteers for the VIC also looks realistic. Once the new structure is established we would hope to open the VIC more days/longer hours, especially in the tourist season.