

15 March 2018 (updated to 26 March 2018)

This is a proposal by new Charitable Incorporated Organisation NewSPAL (registered in England and Wales no.1176729), set up and led by Surrey Performing Arts Library (SPAL) users, and including trustees from drama and music groups and from UK-wide organisations Making Music and the International Association of Music Librarians, UK & Ireland branch, to take on the running and management of SPAL from Surrey County Council (SCC).

This solution has been endorsed by over 8,700 current users since the Select Committee on 8 February. Breakdown of supporters: 13 drama groups (representing 715 individuals), 176 music groups (representing 9,680 individuals), 56 individual drama users, 190 individual music users (26 March).

Aims:

- to provide a financially sustainable user-led performing arts library service for Surrey residents
- to enable SCC to focus its resources on the provision of statutory library services

Details of provision:

- all material currently part of SPAL to be kept together in NewSPAL
- material to be loaned initially to NewSPAL, enabling SCC to monitor the success of the new venture before releasing assets
- Surrey users to have access to material in other relevant collections via Inter Library Loans (ILLs) or bilateral agreements; non-Surrey users to be able to access NewSPAL via direct hire, ILLs or bilateral agreements
- provision of a web-based catalogue and booking system available 24/7 for: searching, reservations of material up to 1 year in advance, payments, etc.
- charges for music groups pay as you go per month per copy; charges for drama groups by subscription; charges for individual users to be decided
- new premises to be suitable for storage, handling, and browsing of stock; and accessible for browsing, collection and drop-off of materials by users and couriers
- opening times to suit users' needs to include at least one morning, one afternoon, one evening and part of Saturday
- provision of specialised and dedicated professional staff to manage hires and stock, interact with users to facilitate borrowing and hires, giving musical advice, and promoting NewSPAL to users and potential users
- professional management back-up contracted for HR, book-keeping, premises and utilities etc.
- support to staff provided by a range of different volunteers, including professional expertise such as business management, marketing and promotion, fundraising, legal, accounting, library, musical, and general volunteers for database management, customer interface etc., as well as by trustees with a mixture of relevant experience and skills

Transition and investment:

- Purchase of software, integration of payment gateway, associated equipment
 - Provider: Nottingham City Council (software); World Pay (payment gateway)
 - Cost: **£13,500**
- New premises fit-out including shelving, utilities (telephone, broadband, electricity, water), equipment (computers etc.), packing and removal costs
 - Providers: to be confirmed (premises in negotiation)
 - Cost: **£38,500**
- Change management and promotion including: negotiation of relevant agreements (with SCC, premises, etc.), consultation with users, recruitment of staff and volunteers (including relevant training), promotion and launch of new service (e.g. online, social media, PR), user training

- Provider: professional project manager supported by volunteers with relevant professional expertise, e.g. HR, marketing, legal, financial etc.
- Cost: **£21,000**
- Staff prior to service launch, including recruitment costs and training, set up and development of processes etc.
 - Provider: 0.6 Full Time Equivalent (FTE) professional music librarian; 0.8 FTE support staff; both for three months; posts to be advertised
 - Cost: **£10,822**
- Financing and management of transition
 - Provider (human resource):
 - professional project manager
 - volunteers with relevant professional expertise as already identified
 - general volunteers for stock take; packing; unpacking; database entry; barcoding; set-up
 - Provider (finance):
 - current and potential user groups: pledges of **£62,387** (or 74%) in 31 days (to 14 March) since launch of appeal; therefore realistic that the full amount of **£83,822** needed for the transition will be raised by the time of the Cabinet meeting on 24 April.

Ongoing operational model – years 1 to 3

- NewSPAL to cover its running costs fully from year 3; subsidy of £17,000 for year 2 and £26,000 for year 1 to be raised via a mixture of:
 - premises subsidy
 - fundraising (from individuals and charitable foundations already identified)
 - low interest loans (from users; already offered)
- FOSPAL (Friends of SPAL) to provide funds for new acquisitions and replacement of worn stock during this time (agreement secured)
- This model is based on and has costed for the following assumptions:
 - charges to be at least those currently levied by SCC
 - service also to be offered and promoted to users not resident in Surrey
 - investment into promotion of service to users and potential users in general
 - no funding from SCC after handover of the service

This proposal addresses the main concerns raised by the Communities Select Committee on 8 February. Agreements, costings and further details can be supplied on request to relevant portfolio holder as there is a degree of commercial confidentiality.

NewSPAL has demonstrated, in a very short space of time:

- **the support for its proposed solution from a significant number of users within Surrey, and**
- **its ability to resource the transition and setting up of a new facility and**
- **realistic plans for running the performing arts library on an ongoing basis.**

NewSPAL is therefore asking SCC's Cabinet to adopt NewSPAL as the preferred option for SPAL.