Providing Recommendations to the Belsize Community Library for Sustainable Practice

An Interactive Qualifying Project (IQP)

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Degree of Bachelor of Science by:

Sjoerd Huitema | AE | 25'

Isabella Makabali | BCB, BBT | 25'

Shivali Mani | DS | 24'

Project Advisors: Professors John-Michael Davis and Jason Davis

Sponsor: The Winch

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Abstract

The Belsize Community Library (BCL) in Camden, London has faced new challenges serving their community after the withdrawal of government funding. This project identified opportunities for the BCL to obtain sustainable financial support and increase community engagement. We immersed ourselves in seven library activities, interviewed five community libraries and three staff members, surveyed 14 Camden residents, and conducted an analysis of BCL social media platforms. Based on our findings, we offered a series of recommendations for the BCL to generate revenue (e.g., paid events and advertising adult-oriented activities) and increase community engagement (e.g., social media presence, youth events for 11-16-year-olds, and student study space).

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TABLE OF CONTENTS

Abstract.....i

Acknowledgements.....ii

List of Figures.....v

Executive Summary.....vi

Chapter 1: Introduction.....1

Chapter 2: Background.....3

2.1 Community Libraries: General Overview.....3

2.1.1 Program and Service Determination.....3

2.1.2 Sustainable Funding for Community Libraries.....5

2.2 Community Libraries in the Camden Borough: Primrose Hill and Keats.....6

2.3 The Winch Organization and Belsize Community Library.....6

2.3.1 Previous Research of Belsize Community Library.....8

2.3.2 Belsize Community Library Business and Feasibility Plan.....9

Chapter 3: Methods.....11

3.1 Immersion Exercise in Belsize Community Library.....11

3.2 Community Surveys.....12

3.3 Interview with Community Libraries and The Winch.....13

3.4 Belsize Community Library Social Media Analysis.....14

Chapter 4: Findings.....16

4.1 Identified a Need for Outreach and Opportunities for Volunteerism.....16

4.2 Identified Events and Opportunities to Generate Revenue.....17

4.3 Analyzed Community (Dis)engagement with Belsize Community Library.....18

4.3.1 Youth Engagement/Disengagement.....18

4.3.2 Community Views.....19

4.3.3 Library Advertisement through Social Media and Websites.....20

Chapter 5: Conclusion.....23

5.1 Opportunities for Outreach and Volunteerism.....23

5.2 Revenue-Generation Strategies....24
5.3 Recommendations for Increased Engagement with the Library....25
References....27
Appendix A : Deep Hanging Out Guidelines....30
Appendix B : Community Survey Questions....32
Appendix C : Interview Guidelines for Community Libraries....38
Appendix D : Interview with Daniel Kwashie....40
Appendix E : Interview with Chief Operations Officier....42
Appendix F : Interview with Alex Hickey....43
Appendix G: Community Survey Results....44
Appendix H: Report Authorship Table....48

List of Figures

Figure 1: Brighter Future Cradle to Career.....7

Figure 2: Community survey response to incentives for a paid membership ….....9

Figure 3: Twitter Engagement Metrics.....21

Executive Summary

Community libraries provide services ranging from reading programs for children to support groups for marginalized populations depending on community needs (The Winch, 2023b; READ Nepal, 2023). Despite the benefits community libraries can offer, they often struggle to provide adequate services because they lack funding. In England and Wales, community libraries' expenses have steadily increased since March 2022. This is due to factors such as inflation and an overall rise in National Living Wage and energy costs (Davies, 2022). In England, the Localism Act of 2011 handed responsibilities from the central government to local communities on community needs. It states that councils funding community libraries must deliberate with their communities on how they are delivering services in a way that meets the needs of patrons.

Belsize Community Library's mission is to cater to all ages and to create an all-inclusive community space. Achieving this mission has become increasingly difficult due to financial struggles from their council's funding reductions. The Winch, a children's charity and youth center took the responsibility of funding and overseeing library operations in 2012. To address the library's continued financial hardship, Belsize Community Library and The Winch developed a business plan to implement from 2019 to 2022. However, this plan did not align with the library's need for sustainable funding, which entailed financial longevity and not a one-time profit. By the end of 2022, the library has yet to achieve a financial model with the goal of simply sustaining its operations and wishes to broaden its engagement with a wider demographic to demonstrate its value to the whole community. The library attracts 0-5-year-olds and adults, however youth aged 11-16 are less likely to attend.

Our project's goal was to identify strategies the Belsize Community Library can use to become economically sustainable and to determine which programs may be most valuable to their community. Our project comprised three objectives:

1. Determine how the community envisions the library as a resource.
2. Provide recommendations to increase engagement amongst 11–16-year-olds with the library.
3. Identify strategies for the library to generate revenue sustainably.

Methods

To achieve these objectives, our team conducted immersion exercises, surveys, interviews, and a social media analysis. Through our fieldwork, we immersed ourselves in seven library activities as participant observers to gain insight into the value that they provide to patrons. We also used a survey conducted by Belsize Community Library amongst patrons to better understand how to increase engagement, which had 74 responses. Then, we conducted a separate survey amongst Camden locals to learn more about library familiarity, visitation, and disengagement. The survey comprised 16 questions, took three minutes to finish, and was completed by 14 community members. Next, we conducted three interviews with staff members at The Winch to inquire about their programs and plans for long-term economic sustainability. We then conducted five interviews with other community libraries in London to identify strategies they use to engage people aged 11-16, to understand how The Winch can better support the Belsize Community Library's sustainability plan, and to identify strategies the library can use to increase revenue. Lastly, we analyzed the library's social media across three platforms (Instagram, Twitter, and TikTok) to better understand how they engage with their online community.

Findings

Through our methods, we garnered results on outreach and volunteerism, revenue generation, and community disengagement. Due to limited staffing capacity, the library lacks consistent community outreach. The fundraising officer revealed that outreach responsibilities are split amongst two staff, limiting the amount of time that can be devoted to newsletter and flyer creation. There is disconnect between nannies who attended children's activities such as 'Rhyme Time' versus parents. Through our conversations with library volunteers and Deep Hanging Out observation, parents were more willing than nannies to donate to the library. Parents seemed to understand the impact that library activities like 'Rhyme Time' or 'Stay and Play' have on their children, making asking for donations much easier, whereas nannies were more hesitant since they are paid employees to the parents or an agency. Through interviews with staff and other community libraries, we found ways to recruit volunteers devoted to outreach assistance. Additionally, interviews with staff at The Winch allowed our team to discover opportunities for collaboration with the library to create youth programs. Most patrons use the library for library-specific activities such as reading and borrowing books. The top

responses when asked what services patrons use in the library were reading, with 21% (33 responses), and loaning books, with 17% (27 responses). Apart from library operating hours, most patrons took issue with the lack of quiet within the library. When asked what prohibited patrons from visiting the library more often, 30% (31 responses) answered that it was the library's opening hours. Next, 23% (23 responses) answered that they visit the library as much as possible already, followed by 15% (15 responses) who said that it was the lack of quiet within the library. The library already hosts activities of interest, but the community is unaware of them. 71% (5 responses) said that they would want to attend activities at the library for an older demographic such as author talks, book clubs, and discussion groups, of which the first two are already offered. Our social media analysis found the showcasing of library events to be most engaging, although there was little consistency across all three platforms. This indicated more time needed to be spent on networking and advertising library events through social media.

Conclusion

Through our findings, we created a list of recommendations that Belsize Community Library can use to generate revenue sustainably and attract the 11-16-year-old demographic. To generate revenue sustainably, we recommended that Belsize Library and The Winch expand community outreach through volunteerism, more clearly communicate the library's financial struggles to patrons, and turn current free activities into paid programs. To attract the 11-16-year-old demographic, we recommended that Belsize Library and The Winch host youth events at the library, create a quiet space for students and other library goers, and improve posting consistency and cross posting on social media.

Through increased funding and footfall, community libraries can continue to provide the necessary social and educational support to their entire community. Our research can be further developed by focusing on the logistics and feasibility of library renovations and comparing the nuances of each mode of library advertisement. This report can be utilized as a case study for other community libraries who are facing a similar challenge of upkeeping their operations.

Chapter 1: Introduction

A library outranks any other one thing a community can do to benefit its people.

Andrew Carnegie, *The Gospel of Wealth*, 1889

Andrew Carnegie was a philanthropic champion who helped public libraries become key government services throughout the US in the late 1800s and early 1900s (Britannica, 2023). Over the past five decades, community libraries have emerged as an alternate form of library, providing services ranging from reading programs for children to support groups for marginalized populations depending on the community (The Winch, 2023b; READ Nepal, 2023). Community libraries offer engaging and flexible facilities that value local cultures while preserving knowledge unique to the community. They may also host collections of historical records or artifacts important to the local area (Shrestha & Krolak, 2015). While sometimes government-funded, they often function independently of public entities, relying on philanthropy for support (Locality, 2013).

Despite the benefits community libraries offer, they often struggle to provide adequate services because they lack funding. In England and Wales, community libraries' expenses have steadily increased since March 2022. This is due to factors such as inflation and an overall rise in National Living Wage and energy costs (Davies, 2022). Specifically, 2022-2023 budgets assumed that inflation would stay at 3 percent, failing to consider a difference of 6 percent (Butler, 2022).

The Belsize Community Library was one of many libraries that lost their funding from Camden Council. The Camden Council, a government entity that used to fund the library, was using a budget-cutting tactic in 2012 to remove "unnecessary funds" allocated to the library.

The Belsize Community Library provides services aimed at helping people in Camden Borough read, create, and connect. It offers a family support program, providing traumatized parents an opportunity to share their experiences and learn from each other. Additionally, the library holds various events for children with special needs and boosts job prospects through volunteer experience. Children's programs include arts and crafts nights, music nights, and tend to attract children aged 0-8 years old.

BCL has explored addressing their revenue challenges through the business plan and past research recommendations. Recommendation included establishing a membership/loyalty

program for the Belsize Community Library, cashless donation box, community fundraising events, and digitizing historical documents. These recommendations are in the 2019-2022 business plan, which the Belsize Library hopes to transition into an economic sustainability plan (Hunt et al., 2019). While a business plan is an action plan towards profit, a sustainability plan in this context is an action plan for financial longevity.

Scholarly literature has primarily discussed community libraries in low-income countries, describing their role, funding structure and the efficacy of their programs (Community Attributes Inc, n.d.; Pyati & Kamal, 2012; Johnson & Griffis, 2009). These libraries focus on promoting literacy and providing access to technology. However, less is known about the financial and community engagement challenges community libraries face in high-income countries. In developed nations, community libraries tend to emerge in marginalized communities to fill a need unmet by government services (The Winch, 2023). These libraries' strategies to remain sustainable without reliable government funding and how they design programs to best support their community are also absent in scholarly literature.

Our project's goal was to identify strategies the Belsize Community Library can use to become economically sustainable and to determine which programs may be most valuable to the community. To accomplish this, we:

1. Determined how the community envisions the community library as a resource.
2. Provided recommendations to increase engagement amongst 11–16-year-olds with the Belsize Community Library.
3. Identified strategies for the Belsize Community Library to generate revenue sustainably.

The remainder of this report discusses the history of community libraries followed by an overview of the Belsize Community Library, its funding, and programs. We then discussed our research methods, which include interviews with Belsize Library staff along with other community libraries in the UK, general community surveys, participant observation of Belsize Library programs, and a social media analysis.

Chapter 2: Background

2.1 Community Libraries: General Overview

Within the UK, community libraries have emerged as a public resource composing a wide range of organization structures. They provide programs and services tailored to their community's needs and desires. While public libraries are typically funded and run by a government entity, community libraries often function independently or in partnership with the public sector. Community libraries funded and supported by the government are more prevalent in the UK than they are in other countries. A briefing by Arts Council England and Local Government Association defines two types of community libraries: independent community libraries and co-produced libraries (Locality, 2013). Independent community libraries receive no funding from the public sector and primarily rely on community involvement for funding and volunteers. Arts Council England broadly defines community involvement as individual volunteers, community and voluntary sector organizations, local social enterprises, and parish and town councils. Co-produced libraries, on the other hand, are partnership models with both public sector and community involvement. Some community libraries serve the economically and educationally disadvantaged (The Winch, 2023a; Genovese & Albanese, 2011). They may offer supplemental reading and childhood development programs to areas that lack sufficient funding for their school systems, yet not all community libraries serve disadvantaged communities. They may also serve as a community center that hosts entertaining events like wine nights and board game nights that target the broader community (L. Telfer, personal communication, April 5, 2023; Keats Community Library, 2023; Primrose Hill Community Library, 2023).

2.1.1 Program and Service Determination

A briefing by Arts Council England and Local Government Association defines two types of community libraries: independent community libraries and co-produced libraries (Locality, 2013). Independent community libraries receive no funding from the public sector and primarily rely on community involvement for funding and volunteers. Arts Council England broadly defines community involvement as individual volunteers, community and voluntary

sector organizations, local social enterprises, and parish and town councils. Co-produced libraries, on the other hand, are partnership models with both public sector and community involvement. Some community libraries in developed nations serve the economically and educationally disadvantaged (The Winch, 2023a; Genovese & Albanese, 2011). Community libraries may offer supplemental reading and childhood development programs to areas that lack sufficient funding for their school systems, yet not all community libraries serve disadvantaged communities. They may also serve as a community center that hosts entertaining events like wine nights and board game nights that target the broader community (L. Telfer, personal communication, April 5, 2023; Keats Community Library, 2023; Primrose Hill Community Library, 2023).

One challenge community libraries face is providing relevant and valuable programs to their target population. UK library staff continually determine which programs and services most effectively meet the needs and interests of its community given available resources. Some libraries utilize a board of trustees composed of members from the community to determine what programs the local community would best benefit from (Locality, 2013). Others may coordinate with the charities that fund them to determine whether their programs meet the standards by which the charity expects. Community libraries funded by charities may need to consider whether their programming meets the standards and expectations by which the charity wishes to achieve (The Winch, 2023a). Community libraries that work in partnership with the government may have to consider whether their programs are consistent with the government's vision for its community. In the UK, councils that work in partnership with community libraries are required by law to ensure that library programs consider and prioritize equality as consistent with the Equality Act of 2010 (Locality, 2013). This illustrates one way in which the government influences community library programming.

Community libraries utilize a broad range of methods to connect with their community. Studies have shown the power of social media in creating new connections within the community and other libraries. Interviews across six Nigerian universities were done to determine the social media marketing framework. From these interviews, they determined that this framework includes amount, frequency, and quality of information (Ihejirika et al., 2020). Libraries can use social media to increase marketing for the library. EBSCO conducted a study which clarified the goals of libraries' social media being that increase exposure, modernizing e-

reputation, promoting content, reaching to a new audience, and publishing news (Luo et al., 2013). The researchers conducted a survey to understand the types of interactions that happened on social media. The study provided recommendations to libraries for increasing approachability and consistent interaction with the community (Wardell et al., 2022).

Shrestha & Krolak (2015) emphasizes the role of the librarian as a facilitator of literacy and learning within community libraries. They play a more central role in program determination than librarians in public libraries, who may play a less active role in understanding and interacting with their communities. The community librarian must be "trained in library management with a focus on advocacy, public relations and community mobilization" and can "benefit from having a good knowledge of relevant development issues [within the community] and from having the capacity of facilitating non-formal training and other learning opportunities" (Shrestha & Krolak, 2015). Forging a relationship with the local community and understanding its needs is critical to the community library's success. To do this, librarians must spend time building connections, partnerships, and collaborations with vital sectors of their community while continuously ensuring their library's programs and services bring meaningful change in the lives of its members (Shrestha & Krolak, 2015).

2.1.2 Sustainable Funding for Community Libraries

A significant policy in establishing a larger network of public libraries in England came in the form of the 1919 Public Libraries Act, which gave councils authority over libraries within counties (McMenemy, 2008). The Localism Act of 2011 handed authority from the central government to local communities on community needs, stating that councils funding community libraries must deliberate with their communities on how they are delivering services in a way that meets the needs of library goers. Councils must also provide proposals for any service changes to the Department for Digital, Culture, Media, and Sport (DCMS), which must be accompanied by data of the local needs (Government Digital Service, 2022, section 4).

Community libraries tend to have precarious funding sources. Because some lack funding from the government, they face challenges financing their endeavors. While they may receive funding from charities and donors, this funding is often limited (L. Telfer, personal communication, April 5, 2023). There is little academic literature about strategies community libraries in high-income nations use to remain sustainable, but community library websites

provide insight into a few ways they may raise money from their local communities, such as charging money for certain programs and events or receiving donations. Some community libraries may offer room hire programs in which they offer their space for events and meetings (Primrose Hill Community Library, 2023; The Winch, 2023b).

2.2 Community Libraries in the Camden Borough: Primrose Hill and Keats

The Camden Council funded the Belsize, Primrose Hill, and Keats Community Libraries until 2012 when they decided to withdraw funding as part of their budget savings program. These libraries were left to find alternate funding sources for their operations (The Winch, 2023a; Primrose Hill Community Library, 2023; Keats Community Library, 2023).
Each library now functions independently with their own unique purpose, set of programs, and financial plan. Primrose Hill Community Library took a 20-year lease from Camden Council with a budget of £593,000. Room rentals are their most popular service. They also provide community programs targeting youth of 0–6 years old. (Primrose Hill Community Library, 2023). Primrose Hill Community Library has a focused outlook on creating an engaging environment for the community to participate in.

Keats Community Library focuses on providing events and services for adults. The library does not need to function as both a community library and community center since there is another building designated for such services. Instead, Keats Community Library vision aligns with traditional library functions which includes creating a catalogue system to view available books provided by the library (Keats Community Library, 2023).

2.3 The Winch Organization and Belsize Community Library

The Winch is a youth and community charity based in North Camden, England. The Winch's mission is to "help each child succeed, regardless of their circumstances, by giving them the opportunities and support they need from cradle to career" (The Winch, 2023a). The Cradle to Career plan is a step-by-step plan by The Winch for child development (see Figure 1). Founded in 1973, The Winch has and continues to develop life skills and a sense of belonging through their support of community-oriented programs. Programs include the transitions youth club that helped children from small primary schools adapt to large secondary schools, the A.C.E

United youth soccer club, and a resident-led arts and theatre program called Community Creates.

Figure 1: Brighter Future Cradle to Career (Hunt et al., 2019, p. 4)

The Belsize Community Library is a neighborhood space built in 1937 that serves as a place "where everyone has a place to imagine; where everyone can read, create, and connect" (The Winch, 2023b). Today, The Winch funds the Belsize Community Library and its programs aimed at helping children, young adults, and adults learn and engage with each other (The Winch, 2023b). The library employs one paid worker and several unpaid volunteers from the local community (L. Telfer, personal communication, April 5, 2023). The library's programs are aimed at families, children, and young adults and are broadly divided into programs that help children read, connect, and create. The Belsize Community Library hosts a book club that takes place on the last Monday of every month from 4:00-5:30 pm. The library hosts craft nights every Wednesday and regularly hosts community assemblies like open mic sessions and concerts. All activities run by the Belsize Community Library are offered to the public for free on Mondays, Tuesdays, and Wednesdays. The library is open for the remaining four days of the week for room rentals (The Winch, 2023b).

The Winch and the Belsize Community Library are in the Belsize Ward in Camden Borough, London. Both The Winch and the Belsize Community Library are near residential

neighborhoods, schools, and a commercial shopping area. The Belsize neighborhood is generally upper middle class (Cedar Estates, n.d.). A significant portion of the ward makes a mean annual household income of at least £45,000 a year, which is 28% higher than the average household income in London (The Camden Council, 2020).

2.3.1 Previous Research of Belsize Community Library

In 2022, the library cost The Winch £60,515 to operate, a £2,000 increase from 2021 (The Winch, 2023a). The library currently sustains itself on room hire, grants, and donations to cover the library's expenses, however funding year to year is quite inconsistent, and there is no guarantee of continued support. Room hire is the main source of income but is available only when the library is closed Thursday to Sunday 8am-10pm. A previous IQP explored community interest and found 85% (79 responses) of patrons were willing to attend events at the Belsize Community Library and discovered a high demand for bake sales and pub quizzes (Hunt et al, 2019, p 11). Survey statistics indicate that the community believed the Belsize Community Library to be financially successful despite lacking money.

In response to financial challenges, the library studied the practicability and potential benefits of offering paid membership to sustain its operation. Based on survey data, most of the respondents liked a discounted library service which included room booking and printing (see Figure 2). Other survey findings included community demand for an increase in activities and changing the inaccessibility of the current system offered by the library. The current system and services provided by Belsize Community Library has several inconsistencies and community members are not incentivized to stay on the library website for very long or visit The Winch given their outdatedness. The general population is thus unaware of The Winch's objective to run the library given the financial loss since the Camden Council stopped its funding, leading to a near closure of the library in 2012 (Hunt et al, 2019, p. 11-15).

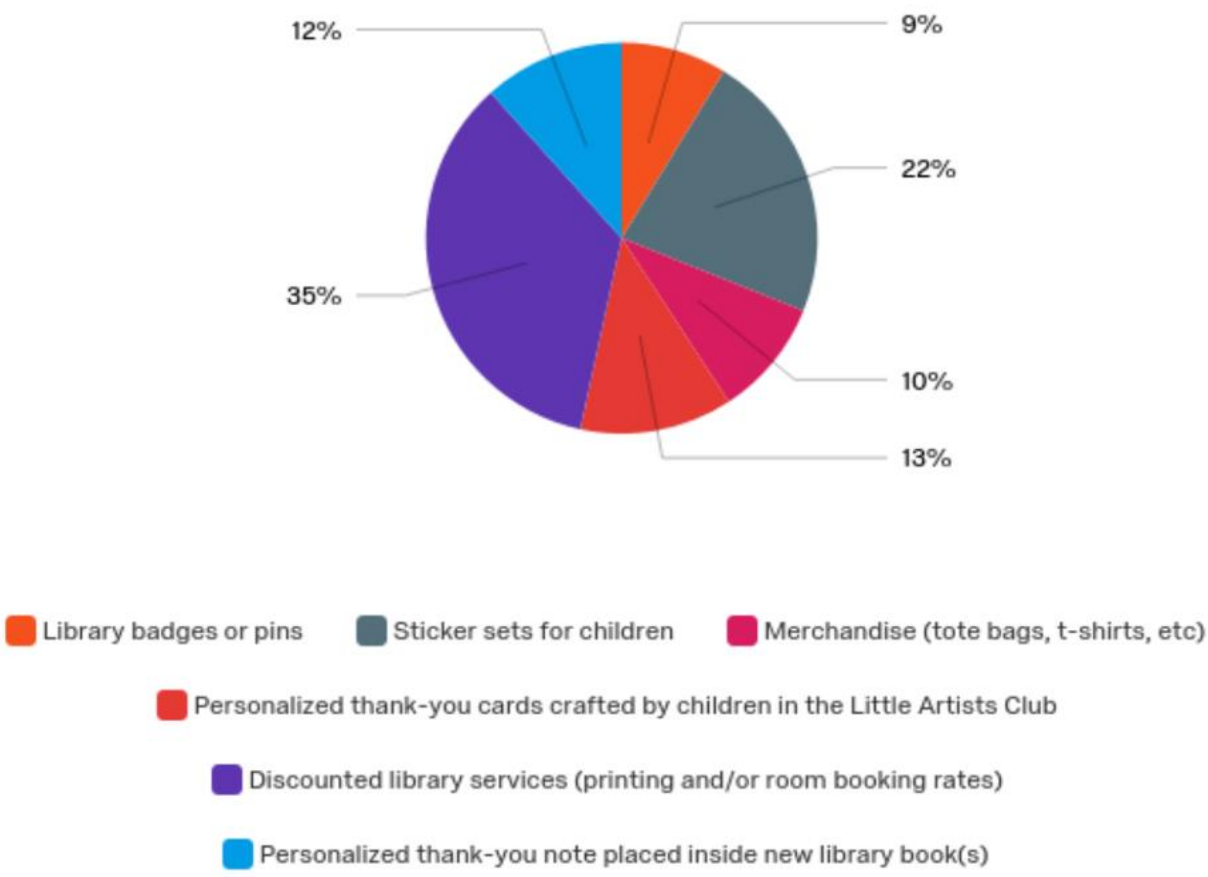

Figure 3: Community survey response to incentives for a paid membership (Hunt et al., 2019, p.13)

Given the findings, the previous IQP recommended "improving advertising by conducting surveys more consistently, establish a membership/loyalty program for Belsize Library, invest in a cashless donation box to communicate the library's need for donations, plan greater variety of community fundraising events, publish historical narrative online, research further advertising methods, and digitize historical documents and continue the historical project" (Hunt et al, 2019, p 16).

2.3.2 Belsize Community Library Business and Feasibility Plan

The termination of steady funding from Camden Council in 2012 was followed by increased financial hardship for Belsize Community Library. Response to this hardship came in the form of a business and feasibility, or renovation plan. The business plan was developed in

2019 by Belsize Community Library in partnership with The Winch. It provides a breakdown of library engagement, annual earnings, and expenses. The plan proposes how to best reduce costs and provides an action plan with the goal of increasing revenue. The feasibility plan was developed in 2021 by Belsize Community Library and provides an overview of proposed library renovations. It proposes that the library turn from an open plan to separate spaces in order to offer quiet spaces as well as increase room hire opportunities.

According to the business plan, in 2018, library costs amounted to £52,337 with revenue just shy of £55,000. In the proceeding years, library costs were expected to outgrow revenue, resulting in a gap of £34,000 by 2022. The plan thus considered closing the library for an extra day each week, saving £7,000 in the process. This, however, would have left the library open for only two days a week, meaning a reduction in the value of library services. It also considered switching to cheaper library management software, which would have saved £1,500. Additionally, by increasing the amount of advertising done for services such as room hire, the biggest contributor to yearly revenue, and expanding upon it to include summer holidays, revenue was projected to reach £65,000 by the end of 2021 (Belsize Community Library & The Winch, 2019).

That year, a new library model was proposed by Belsize Community Library which would add 175 m^2 of space (about two thirds the size of a tennis court) and house six separate rooms. It would also separate the current space into a ground floor and mezzanine. The ground floor would house the entrances, rooms 1-3, cafeteria/work area, and boiler room. Room 1 would act as the main space and be used for events as well as borrowing books. Room 2 would act as a space for children's events and a children's library. Room 3 would house a secondary entrance and all-purpose booths. The mezzanine would house rooms 4-6 and a kitchenette. Room 4 would act as a space for work and events. Rooms 5 and 6 would act as spaces for work and meetings and could be combined into a larger area. Due to funding difficulties, none of the proposed renovations have been completed yet (Belsize Community Library, 2021). By knowing what strategies have been employed by Belsize Community Library and The Winch, our team gained a better idea of the ways in which to gather further information towards our goal of providing recommendations to the library on economically sustainable practice.

Chapter 3: Methods

This project identified strategies the Belsize Community Library can use to become economically sustainable and determined which programs may provide the most value to the community. To accomplish this goal, we:

1. Determined how the Belsize community envisions the community library as a resource.
2. Determined how to increase engagement amongst 11-16-year-olds with the Belsize Community Library.
3. Identified strategies for the Belsize Community Library to generate revenue sustainably.

Our team completed the goal and objectives by implementing a series of methods including an immersion exercise, surveys, interviews, and social media analysis. We interviewed five community libraries, three staff from The Winch, and took part in seven activities at The Winch and Belsize Community Library. Using the information gathered, we created a list of recommendations on outreach and volunteerism, revenue-generating opportunities, and increased library engagement.

3.1 Immersion Exercise in Belsize Community Library

Our team conducted an immersion exercise using the Deep Hanging Out approach with Belsize Community Library. Clifford Geertz describes 'Deep Hanging Out' as "the anthropological research method of immersing oneself in a cultural, group or social experience on an informal level" (Deep Hanging Out, 2011). Through Belsize Community Library programs, we inquired about community engagement with current attendees. This exercise provided insight into the positive influence of Belsize Community Library programs while understanding potential areas of improvement for the programs and the community members. We observed how the community uses Belsize programs and provided recommendations on potential activity improvements.

Our team created a document containing guidelines used during the exercise to track pertinent information about the interaction. These guidelines included an evaluation of visitors' likes and dislikes of programs and questions pertaining to Belsize Community Library and The

Winch (Appendix A). Each team member was present while conducting the exercise and followed the guidelines. This included evaluating attendance at activities and topics pertaining to the library's image and its impact on user engagement. Programs included Tai Chi, 'Stay and Play,' 'Rhyme Time,' and 'Youth Groups' at The Winch, since they already cater to the target audience that Belsize Community Library is trying to attract. Each program that we partook in is uniquely catered to a specific demographic.

Based on those interactions and conversations, we recorded notes after the exercise. The observation and interaction notes contributed to a holistic conclusion and presented recommendations on potential changes made to increase library engagement.

3.2 Community Surveys

We identified and evaluated library programs and events through two surveys: a previously conducted survey by Belsize Community Library and a survey which our team conducted. The past survey by Belsize Library was conducted in March of 2023 and was shared through their public Facebook page and newsletter. The survey explored library accessibility, programs, and activities to better understand how to increase overall engagement and had a turnout of 74 responses.

To supplement the data obtained from this survey, we conducted an additional survey within Camden Borough. In it, we asked respondents about library familiarity, visitation, and disengagement to better understand how the Camden community envisions the library as a resource (see Appendix B). While this survey was created electronically in Google forms, our team also printed out flyers containing the QR code of our survey. These flyers were distributed in places such as bus stops, cafes, and parks in locations such as the Haverstock Hill and England's Lane shops as well as the Primrose Hill Park and Talacre Gardens. Our team also approached people at these places and asked them to complete our survey in-person. The survey comprised 16 questions, took three minutes to finish, and was completed by 14 community members. By conducting our own survey, we gathered data on library disengagement, which informed recommendations on potential changes to the library, its programs, and their advertisement. A challenge our team faced regarding survey distribution was survey fatigue.

Belsize Library sent multiple surveys to their community, one of which was in March 2023. As a result, the community was less willing to complete another survey on the same topic. This was remedied by incentivizing participation through a prize draw for a £30 Franco Manca gift card.

3.3 Interviews with Community Libraries and The Winch

Our team conducted semi-structured interviews with library managers at five community libraries in and beyond Camden Borough to inquire about their programs and plans for long-term economic sustainability (see Appendix C). The interviewees consisted of library managers at three UK libraries outside Camden Borough (Garden Suburb, Moorland Road, Jesmond) and two libraries in Camden Borough (Primrose Hill, Keats). Each interview lasted approximately one hour and took place at each library's respective location (see Appendix C). Interviewing a diverse array of UK libraries allowed us to identify the unique organizational structures and volunteer schemes each library uses to serve their target demographics. Libraries specifically in Camden Borough provided insight into the collective struggles they have faced because of budget cuts to public services since 2010 (The Winch, 2023a).

Our team conducted interviews with three pertinent staff at The Winch to identify strategies they use to engage people aged 11-16, to understand how The Winch can better support the Belsize Community Library's sustainability plan, and to identify strategies the library can use to increase revenue. To identify how The Winch engages 11-16-year-olds, we interviewed youth worker Daniel Kwashie and inquired about program successes, failures, and determination strategies (see Appendix D). By asking about their programs and program outreach, we discovered opportunities the Belsize Community Library used to engage this demographic. To better understand how The Winch can support the Belsize Community Library, we interviewed The Winch's Chief Operating Officer (COO) (see Appendix E). During that interview, we inquired about The Winch's relationship with the Belsize Community Library and its current role in supporting their operations. Finally, we interviewed senior fundraising officer Alex Hickey to learn about the library's funding (see Appendix F). From this, we discovered opportunities for collaboration between The Winch and the library and identified areas in need of greater support.

We used Otter transcription software to record the interviews while each team member took notes on their laptops. Notes and transcription data were analyzed using grounded theory, which meant collecting and compiling data then applying inductive reasoning to identify themes as they emerged throughout the interviews. Notes and transcription data were coded in accordance with these emerging themes. Compiling these results helped us identify learning opportunities for Belsize Community Library.

Interviewing community libraries and workers at The Winch came with their respective limitations. One challenge our team faced when collecting data was libraries' hesitance to reveal information regarding their funding streams. While some libraries readily discussed their philanthropic goals and programs, they were reluctant to discuss the extent of their relationship with donors and wealthy individuals. This lack of information on funding was remedied by interviewing the senior fundraising officer at The Winch and performing additional research into funding opportunities for community libraries. A limitation to interviews with workers at The Winch is that their recommendations for funding and programming may not be applicable to the Belsize Community Library. The staff members provided insight into their operations based on their experience at the organization. Their organization has been building loyalty amongst families and youth since the 1970s. However, Belsize Library has not yet established a great presence in its community and may have difficulty attracting attendance with the same strategies The Winch uses. Interviews with community libraries sufficiently compensated for this limitation by providing our team with fundraising and youth programming ideas applicable for community libraries that have not yet established a great presence in their communities.

3.4 Belsize Community Library Social Media Analysis

Our team analyzed social media platforms to understand the platforms capabilities as a marketing and data collection tool for the community and staff of Belsize Community Library. Currently, Belsize Community Library has Twitter, Instagram, and most recently TikTok. We analyzed each platform for their most popular posts, respectively. For Instagram we analyzed the number of unique accounts that view a particular post once, and engagement; this included likes,

saves, comments, and shares. For Twitter, we analyzed engagement, retweets without comments, link clicks, and likes. Lastly, for TikTok, we analyzed likes and comments.

After analyzing the different social media, we consolidated the data found across each platform to evaluate the effectiveness of its current use and provide recommendations for improvement. Given that this was a data driven approach, some challenges that came with social media were that the posts and videos are snippets of the culture in the library. When analyzing data, we had to consider misinterpretation of content which could lead to incorrect data interpretation. Also, certain metrics were not being measured by the analytic tool provided by the social media platforms. Another limitation that came with this analysis was that since anyone can access the platform anonymously, there was no clarity as to who provided comments, or who each post had reached. Nonetheless, we consolidated a list of strategies for improving the Belsize Community Library's social media presence.

Chapter 4: Findings

Through our use of library immersion, surveys, and social media analysis, we were able to identify several factors contributing to the lack of adequate funding and footfall at Belsize Community Library. Below, we have organized our findings according to each factor contributing to the deficit of funding and footfall at the library. The factors we identified include outreach and volunteerism, revenue generation, and community disengagement.

4.1 Identified a Need for Outreach and Opportunities for Volunteerism

The first factor our team identified was outreach and volunteerism. Winch fundraising officer Alex Hickey expressed the difficulty of having limited staff capacity regarding the library's funding and marketing efforts. In interviews with The Winch's fundraising officer Alex Hickey and the Chief Operating Officer (COO), our team learned that fundraising and outreach responsibilities are split amongst two staff. Alex Hickey is responsible for fundraising while Chitra Shanbhogue is responsible for community partnerships. Lucy Telfer is the only paid employee who solely oversees operations at Belsize Library. Lucy must attend regular meetings with the COO, Chitra, and Alex to determine fundraising strategies for the library. Lucy is also primarily responsible for many other roles including program and event determination, outreach marketing, and library displays. Since there is not one staff member solely devoted to community outreach, this responsibility falls upon Lucy and Chitra. Community donations rely upon the library's ability to appeal to locals. The library currently sends out a monthly newsletter to 752 subscribers updating them on library events. Despite this, donations only contribute 5% of the Belsize Community Library's annual funding. Alex suggested that this number could be increased if there were someone solely dedicated to marketing. The COO has expressed hesitance to hire someone dedicated to this role, as he estimates it costs about £8,000 per year.

Other community libraries effectively draw community members into the library through specialized voluntary positions in outreach and marketing. During our interviews with other libraries, we discovered that each library utilizes a trustee's scheme to run various aspects of their operations. Each board of trustees consists of between six and eight volunteers. One example is the Moorland Road Community Library, whose board of trustees is composed of eight members with different specialties. Trustee specialties include treasury, building management, outreach,

library displays, programs and events, health and safety, community partnerships, and a chair who leads meetings. While The Winch has a board of trustees, they serve the organization and are not exclusively dedicated to the Belsize Community Library. Additionally, specialties like building management and community partnerships are already effectively managed by staff at The Winch. Although the library may not be able to create and manage a separate board of trustees, they may be able to draw lessons from these libraries to create specialized outreach positions for volunteers to fill.

Interviews with other community libraries as well as research into the online platforms they use has allowed us to identify ways the library can recruit volunteers for specialized tasks like outreach. The Garden Suburb and Jesmond Community Libraries use council-wide volunteering websites, which allows libraries to post open volunteering roles and their corresponding descriptions. The Moorland Road Community Library uses the Duke of Edinburgh (DofE) program to promote volunteerism amongst young people within the library. The Duke of Edinburgh's Award is given to adolescents and young adults for completing a series of self-improvement exercises in four areas including volunteering, physical activity, skills development, and expedition. The Moorland Road Community Library currently encourages participants to fulfill their volunteering requirements for three or nine months depending on whether they wish to participate in the bronze or silver level DofE program. The three-month bronze program requires participants between the ages of 14 and 25 to volunteer for an hour a week. The nine-month silver program requires participants aged 15 to 25 to complete an additional six months of volunteering after completing their bronze requirements. Silver program participants at the Moorland Road Community Library must show growth and development in their volunteering efforts by requiring them to take charge of programs and activities held by the library.

4.2 Identified Events and Opportunities to Generate Revenue

The second factor our team identified was revenue generation. Our Deep Hanging Out exercise revealed Belsize patrons to be unaware of the library's financial status. Most patrons assumed that the library was doing well financially, as children's activities like 'Stay and Play' always bring in a steady number of attendees. They were shocked at the mention that the library

may potentially close. By more clearly communicating Belsize Library's financial struggles, patrons may be more willing to donate to the library when asked.

Our Deep Hanging Out exercise also showed that while parents were involved with their children during activities such as 'Rhyme Time', nannies were less so. During one session, our team observed a nanny leaving her child unattended without notifying any other adult figure. Parents were more willing than nannies to donate to the library. Through our conversations with library volunteers and Deep Hanging Out observations, parents seemed to understand the impact that library activities like 'Rhyme Time' or 'Stay and Play' have on their children, making asking for donations much easier, whereas nannies were more hesitant since they are paid employees to the parents or an agency. One of the volunteers suggested changing from asking for donations before the start of activities and to instead charging for a small card stock, where 10 activities would correspond with paying £10. By implementing this system, the volunteer suggested that nannies would become more involved in children's activities.

4.3 Analyzed Community (Dis)engagement with the Belsize Community Library

The last factor our team identified was community disengagement. We interviewed youth worker Daniel Kwashie and the Chief Operations Officer (COO) at The Winch to determine reasons for youth disengagement with the library. From these interviews, we identified collaboration opportunities between The Winch and the Belsize Community Library that may increase youth engagement. We analyzed the results of a survey previously conducted by Belsize Community Library in March 2023 from patrons and the data our team collected from locals in Camden Borough. From these, we discovered reasons for community engagement and disengagement with the library. Finally, our team analyzed the library's social media platforms and identified successful community engagement tactics.

4.3.1 Youth Engagement/Disengagement

The Belsize Community Library has various limitations on the attendance and range of programs they can offer to youth aged 11-16. Daniel identified that one reason the youth aged

11-16 were so engaged in programs at The Winch was because the staff had developed a close and trusting relationship with them. This was evident during Deep Hanging Out sessions at youth programs, in which our team observed the close friendships that youth workers have established with program attendees. Daniel acknowledged that Belsize Library does not have the necessary staffing to develop such relationships with youth in the community, which is due to a lack of funding. While Deep Hanging Out with youth and the interview with Daniel suggested this age group is largely interested in playing video games, lack of funding prevents the installation of gaming set-ups within the library. Additionally, Daniel suggested that The Winch's central location and community presence has enabled and encouraged youth to attend their programs since the 1970s. The Belsize Library has not yet established itself in its community as a space for young people aged 11-16.

Daniel and the COO suggested that The Winch can remedy this limitation by collaborating more closely with the library to host youth programs there. Although this has been tried in the past with a program called 'Take Back the Power', these sessions ran inconsistently and after library hours. Both the COO and Daniel expressed interest in holding these programs during library hours and coordinating these programs with Lucy. However, further logistics were not discussed.

4.3.2 Community Views

Camden locals revealed little awareness of the Belsize Community Library's adult-oriented programs. 71% (5 responses) said that they would want to attend activities for an older demographic such as author talks, discussion groups, and book clubs. Since activities like author talks and the book club are already offered in the library, greater advertising for these programs may be needed.

Most locals knew of the library either because they passed by or through word of mouth. When asked how Camden locals came to know of the library, 50% (7 responses) answered that they had passed by previously, while 14% (2 responses) answered that they had heard of the library through word of mouth. Besides happening to pass by the library, word of mouth could be an effective way to try to expand on the advertising of library activities. The survey previously conducted by Belsize Community Library showed that most patrons either knew of the library

through living nearby or word of mouth. 51% (38 responses) answered that they lived near the library, while 19% (14 responses) answered that they heard through family or friends. From both our survey and the previously conducted survey, word of mouth has shown to be an effective way to expand library advertising.

The previous survey also showed that the biggest complaints amongst library patrons were library operating hours, followed by its noise level. When asked what prohibited patrons from visiting the library more often, 30% (31 responses) answered that it was the library's opening hours. Next, 23% (23 responses) answered that they visit the library as much as possible already, followed by 15% (15 responses) who said that it was the lack of quiet within the library. By creating a quiet space for patrons like students, they may want to visit the library more regularly. Most patrons indicated that they use the library for library-specific activities such as reading or loaning books. The top responses when asked what services patrons use in the library were reading, with 21% (33 responses), and loaning books, with 17% (27 responses). Creating a quieter space within the library through means such as designating specific times for readers and other such patrons to use the library may increase footfall, specifically from students.

4.3.3 Library Advertisement through Social Media and Websites

Social media has been essential to Belsize Community Library for communicating and promoting library services. The library primarily utilizes Instagram, TikTok, and Twitter. For Instagram, our team analyzed the top five most reached posts over the last two years. We found that four of them were Instagram reels. Instagram reels are full-screen vertical videos that can be up to 90 seconds long. 1,185 unique accounts viewed the most reached Instagram reel, which was 990 more accounts than each of the five most recent posts on the library's page on average. The most popular reel was a reposted TikTok showcasing a dancing librarian at the library wearing a mask during the COVID-19 pandemic. The next four most popular posts reached between 563 and 876 accounts. These posts consisted of two reels advertising Sofar Sounds music events held at the library, one showing off the library's patio area, and one displaying the library's Crafternoon program. Our team compiled the five most engaging posts over the past five years. The most engaging post was a photo of the Crafternoon program, with 105 likes and 5

comments. The next four most engaging posts showcased the library's cafe feature, advertised the reopening of the library, and prompted the community to share what they value most in the library. Utilizing Instagram to promote events and activities may increase viewership for the library.

TikTok, another platform utilized by the library, did not have its analytic tool activated prior to our analysis, meaning that we were not able to gather further insight into the platform. Instead, through observation of the library's account, we found that the library has 356 followers and a total of 337 likes. To date, the account has published 33 videos. Videos ranged from showcasing books, diversity, library activities and small quick trends that make the library interesting. The account contains 10 videos which received under 100 views. These videos ranged in content from the library reopening to the replacing of book titles with different words, and Belsize Community Library book recommendations. Videos that received between 200 and 400 views reflect similar themes. Given that the library created their TikTok account during the pandemic, the range of themes explored within their videos was limited. Their latest video was published on 2022-11-09. Since TikTok is a mode of communication used by today's youth, using this platform more often may improve the library's chances of attracting the 11-16-year-old demographic.

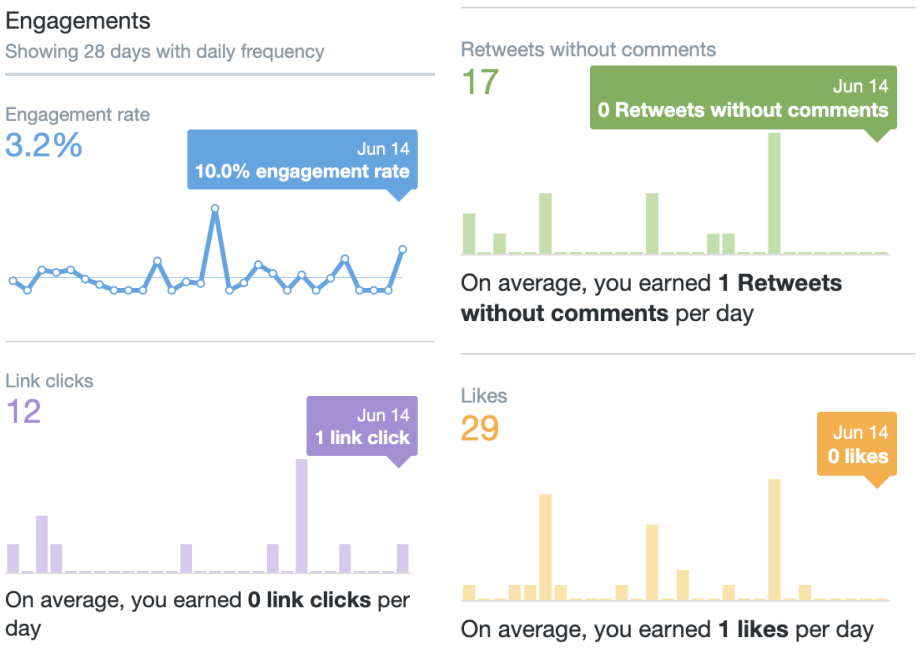

Figure 3: Twitters Engagement Metrics

Twitter was another platform utilized to promote library services. Of the three platforms analyzed, Twitter had gained the most recognition. Since Twitter's insight tool strictly measured engagement within the past 28 days, our analysis was limited to that period. Within these 28 days, the library's Twitter account experienced fluctuations in the interaction and engagement of their tweets. Specifically, the library received at least one of each type of impression on their tweets (See Figure 3). Their account gained 5 followers in the span of 28 days, during which tweet impressions increased by 297.7%. The reason for this upsurge was the advertisement of the then upcoming author talk by Lauren Child, author of children's novels such as Charlie and Lola. Promotion of this event on Twitter created a boom in impressions and general interest. By cross posting these types of events on different platforms, the library may be able to increase engagement for them.

Each of the three social media platforms analyzed promoted different aspects of the library. Topics ranged from advertisement to displaying library activities. Although the library engaged in some cross postings across the different platforms, their social media lacked consistency. Currently, the library's social media is not being utilized to its fullest capacity, partially due to a deficit in human resources.

Our interviews with community libraries indicated that library websites may be an effective way of advertising. All five of the libraries we interviewed have an independent website which they claimed has helped to attract new patrons. Some, like the Garden Suburb Community Library, stated that they do not feel the need to advertise through any mediums other than their website, which they believed was their most significant medium in terms of visitor turnout.

Chapter 5: Conclusion

Belsize Community Library does not receive adequate funding to continue their operations. To address this, our team identified strategies the Belsize Community Library can use to become economically sustainable and determined which programs may be most valuable to their community. Specifically, our team identified a need for outreach, opportunities for volunteerism, revenue-generating opportunities, and explored reasons for engagement/disengagement with the library. Based on these results, we recommended Belsize Community Library and The Winch to:

1. Expand community outreach through volunteerism
2. Turn current free activities into paid programs
3. More clearly communicate the library's financial struggles to patrons
4. More frequently advertise adult-oriented activities
5. Host youth events at the library
6. Create a quiet space for students and other library goers
7. Improve posting consistency and cross posting on social media

5.1 Opportunities for Outreach and Volunteerism

Firstly, our team recommended the Belsize Community Library recruit volunteers devoted to community outreach by advertising on the Volunteer Centre Camden website and promoting volunteering opportunities for the Duke of Edinburgh (DofE) scheme. The library can advertise its volunteering roles on Simply Connect, Camden's online database of volunteering roles. The database is completely self-serve, giving administrators of the organization's profile direct contact with volunteers and the ability to create volunteering role descriptions. The library also can create a program for youth aimed at helping participants of the DofE program achieve volunteer requirements.

The library can promote opportunities for the DofE scheme free of charge through their website, newsletter, and verbal announcements during library and Winch programs. The library can also invest in flyers to post at local secondary schools, The Winch, and the library. Flyers could include outreach roles offered through the library, list any necessary skills, or interests a candidate may possess, and specify program completion times (3 months, 9 months, or 12

months). The library may optionally include additional library management roles unrelated to outreach in the flyer.

The library could also invest in an Approved Activity Provider (AAP) license through the Duke of Edinburgh charity. While the AAP license is not a mandatory requirement for organizations offering opportunities suitable for volunteering and skill sections of the program, it can provide benefits including a listing in the DofE website, support for the creation of programs, and access to discounted marketing opportunities in the DofE magazine. The licensing application fee costs £190 and annual licensing is £145 per year for organizations that make between £500,000 and £900,000 annually (AAP Manager's Pack, 2015). Those involved in AAP programming at the library will be expected to attend three training sessions that will take two to three days to complete. Expectations and obligations for AAPs are more fully outlined on the DofE website and Duke of Edinburgh's Approved Activity Providers Document (The Duke of Edinburgh, 2022).

5.2 Revenue-Generation Strategies

Second, we recommended charging for library activities. Through observations and conversations with the activity coordinators at the library, we discovered that they are struggling to promote donations to nannies. Instead, money could be raised through a stamp card system. Our conversations with an activity coordinator suggested that nannies could buy a card for 5 or 10 lessons and receive a stamp for every activity they attend. There would be no penalty for unattended activities. After a certain number of lessons are completed, there would be a reward of one free activity or a discounted price for the next purchase of the card. Lucy, the library manager, would have to do the initial oversight of this program but it may be feasible to hand it over to a volunteer at the library.

Third, we recommended that Belsize Library and The Winch more clearly communicate the library's financial hardships to patrons. Our conversations with patrons showed that most were unaware of the library's ongoing financial challenges. The library could thus more clearly communicate their financial struggles when asking for donations. This would limit the frequency with which donations can be requested, as asking too often could disincentivize patrons. Donations should thus continue to be asked for occasionally. Most of our interviewed

community libraries believed their websites to be effective advertisement. The library may also consider including more information about their financial challenges on their webpage.

5.3 Recommendations for Increased Engagement with the Library

Fourth, we recommended that the library and The Winch increase their advertising of adult-oriented activities held at the library. In our surveys, most people showed interest in events for an adult demographic such as author talks, book clubs, and discussion groups. Since the first two activities are already hosted at the library, it should consider advertising them more frequently. The library should consider advertising these activities through word of mouth and the library webpage on The Winch's website. In both the survey conducted by the Belsize Library and the survey our team conducted with Camden locals, one of the most common ways people grew familiar with the library was through word of mouth. The library could use book check out to inform guests about activities or encourage current attendees to recommend them to others. The library could also advertise these activities through their webpage. Most community libraries we interviewed believed they attract more newcomers to visit them via their website. The library should consider updating their webpage on The Winch's website to include more information on the aforementioned activities.

Fifth, we recommended that staff at The Winch coordinate with Lucy to hold events at the Belsize Community Library to attract 11–16-year-olds and build its reputation as a community hub for this age group. Daniel and the COO have suggested the possibility of hosting more regular youth events at the library and enlisting Winch staff to run them, which would require new coordination between The Winch and the library. Currently, meetings to determine the youth programs occur between October and January of each year with Lucy and Winch staff discussing how to best accomplish their goals with funding and programs. We recommend Lucy and The Winch target engagement with 11-16-year-olds and discuss which staff members may be best suited to host programs to meet that objective. The library may begin hosting programs that have proven popular previously such as Take Back the Power. This initiative brought together teenagers passionate in social activism to discuss and research issues like violence against women of color. Depending on the success of this program, the library may choose to host other indoor youth events. From interviews with Daniel and the Moorland Road Community Library, we learned that 11-16-year-olds enjoy food and that board game nights have gained

popularity amongst youth in community centers around London. This shows that activities involving board games and snacks would interest the youth, which would allow the library to engage with 11-16-year-olds without having to invest in costly gaming set-ups.

Sixth, we recommended the library create a quiet space for students and other library goers. In the library's past survey, 22% responded that they were dissatisfied with the lack of separation between the children's and main spaces. Additionally, Moorland Road, Jesmond, Primrose Hill, and Keats libraries all attract 11-16-year-olds as well as university students through their quiet spaces. Belsize Library should thus consider designating specific times when anyone can come in and use the library as a quiet space. The library could either find times within or outside of operating hours. A challenge of designating 'quiet times' outside of library operating hours would be in running costs and personnel. To address this, the library could assign volunteers through the Duke of Edinburgh (DofE) scheme as library overseers. For both within and outside of library operating hours, parents and children may want to use the children's library. To address this, the library should consider closing the children's library during designated 'quiet times'.

Lastly, we recommend improving the library's social media presence by increasing posting consistency; ideally, posting at least twice a week. The library can experiment with posting various content, such as a video of arts and crafts during Crafternoon, to find what generates the most feedback and increases engagement. Our social media insights showed that Instagram reels and short videos displaying events or advertising library services were most engaging. TikTok, a platform more recently used by the library advertised its services during the pandemic but has not published any videos since. The library should consider publishing videos more frequently to prevent a decrease in viewership and utilizing a volunteer versed in social media to help this process.

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Appendices

Appendix A: Deep Hanging Out Guidelines

Hello, we are a student-led project group from Worcester Polytechnic Institute. We will be taking part in today's activity to get to know everyone here and to understand what Belsize Community Library can offer. We would like to get to know all of you and the community in the area.

Questions will change from person to person but mindful of the outlined themes when conversing with the community members.

- General
    - Activity Name
    - Date
    - Number of Participants
    - Number people engaging in the activity, excluding anyone who may be distracted by phone, conversations, or miscellaneous.
- Conversation Notes
    - Satisfaction Level: [Dissatisfied (1, 2, 3 4, 5) Satisfied]
        - What do you think of this activity today?
        - What brought you to Belsize Community Library?
        - Are there any events you would like the library to host?
        - What activities would you like to see?
    - Environment
        - Is the space enough to do the activity?
        - What would make the current space more useable?
    - Events
        - Is booking accessible by the community members?
    - Rent-a-Room
        - Given you had a room to yourself what would you use it for?
        - What do you think of the pricing of the rent a room?
            - If expensive, why?

- If not, then would you be willing to pay more in the future?

Belsize Community Library

- Why are you here today? What brought you to this program?
    - Opportunity to ask probing questions about the impact the library has had on their lives
- How did you hear about the library?
- Do you know that the library is a part of The Winch?
- Do you have any feedback or suggestions for this program? Do you have any feedback or suggestions for the library's operations in general?
    - Can ask about what they think about opening hours etc.
- Has this library changed your view on what a library can be?
- How has the library left an impact on you or your family?

The Winch

- How long have you been coming to The Winch?
- What activities do you take part in The Winch?
- What do you think about the activities provided by The Winch?
- Do you know about Belsize Community Library?
    - If yes, do you visit the library?
    - If not, what might be the reason?
- Are there any activities that The Winch is not currently providing that you would be interested in?
- What are some things important to you in reference to social justice?
- How has The Winch helped you?

Appendix B: Community Survey Questions

We are part of a student-led project group from Worcester Polytechnic Institute. We are undertaking this survey on behalf of The Winch to understand public perceptions of Belsize Community Library. This survey is entirely voluntary and will take about three minutes of your time. You can choose to answer the questions we ask and to stop participating at any time.

At the end of the survey, you will have the chance to enter a prize draw to win a £30 Franco Manca gift card. The contact details you provide for this purpose will not be linked to your survey responses. Any personal data you choose to share with us will be stored securely and disposed of June 30th, 2023, in line with the UK General Data Protection Regulation 2018. Worcester Polytechnic Institute and The Winch will produce research reports and other outputs using the information we collect from the survey. All data will be reported anonymously.

If you have any queries about the survey, please contact our email (gr-lon_e23_thewinch@wpi.edu) or our project advisors' emails (jdavis5@wpi.edu, jdavis4@wpi.edu). If you have any questions about how The Winch uses data, please see their privacy policy (https://thewinch.org/privacy-policy-2/#:~:text=The%20Winch%20will%20not%20share,we%20build%20with%20our%20supporters.) or email (belsizelibrary@thewinch.org, lucy@thewinch.org).

Are you 18 years or older? Note: If you answer "no", you will be ineligible for the prize draw.

- o Yes
- o No

---

1. Do you currently reside in the Camden Borough?
   - o Yes
   - o No

2. Are you familiar with Belsize Community Library?
   - o Yes
   - o No
   - o Maybe

3. How did you come to know of Belsize Community Library?
   - o Passed by
   - o Word of mouth
   - o Community events
   - o Social media
   - o The Winch
   - o I don't know of the library
   - o Other

4. What other local libraries do you know of (please check all that apply)?
   - o Keats Community Library
   - o Kentish Town Library
   - o Primrose Hill Community Library
   - o Swiss Cottage Library
   - o None
   - o Other

5. Excluding Belsize Community Library, how did you come to know of these local libraries (please check all that apply)?
   - o Passed by
   - o Word of mouth
   - o Community events
   - o Social media

o I don’t know of these libraries

o Other

_____

_____

1. How often have you visited Belsize Community Library this year?
   o 1 time
   o 2 times
   o 3 times
   o 4 times
   o 5 times
   o More than 5 times
   o None
   o Other

2. What activities do you attend at Belsize Community Library (please check all that apply)?
   o Author talks
   o Book Club
   o Crafternoon
   o Little Artists
   o Reading
   o Rhyme Time
   o Sofar Sounds
   o Stay and Play
   o Story Telling
   o Studying
   o Tai Chi

o None
o Other

3. What sorts of activities do you attend at other local libraries, if any (please check all that apply)?
   o Author talks
   o Children's activities
   o Film showings
   o Interest groups/clubs
   o Reading
   o Studying
   o Yoga
   o None
   o Other

4. What prevents you from visiting the library, if any?
   o Location
   o Opening hours
   o Too noisy
   o No activities for my age group
   o No activities that interest me
   o Not aware of library services
   o Not aware of the library
   o Other

5. Please elaborate on your answer to the previous question.

   _____

6. What activities would you want to attend at Belsize Community Library?

_____

_____

_____

We are asking these questions to understand more about the profile of people who live near Belsize Community Library. Please select 'prefer not to answer' if you would like to skip any questions in this section.

1. Including yourself, how many people currently live in your household?
   - o 1
   - o 2
   - o 3
   - o 4
   - o 5
   - o More than 5
   - o Prefer not to answer

2. What is your age?
   - o Younger than 18
   - o 18-24
   - o 25-34
   - o 35-44
   - o 45-54
   - o Above 54
   - o Prefer not to answer

3. What is your religious belief, if any?
   - o Protestant
   - o Roman Catholic
   - o Mormon
   - o Greek or Russian Orthodox
   - o Jewish
   - o Muslim
   - o Buddhist
   - o Hindu
   - o Atheist
   - o Other
   - o Prefer not to answer

After survey: Thank you for completing this survey! If you wish to enter a prize draw to win a £30 Franco Manca gift card, please enter your email address in the field below. The contact details you provide for this purpose will not be linked to your survey responses. If you do not wish to share your email address with us, you may leave this field blank and click 'submit'. Thank you for your time!

_____

Appendix C: Interview Guideline for Community Libraries

Pre-interview: Thank you for taking the time to participate in this interview. We are a group of Worcester Polytechnic Students from the United States. We are undertaking this interview on behalf of The Winch to understand the programs and strategies that community libraries use to sustain themselves. This interview is entirely voluntary and will take about one hour of your time. You can choose to answer the questions we ask and to stop participating at any time. Any personal data you choose to share with us will be stored securely and disposed of June 30th, 2023, in line with the UK General Data Protection Regulation 2018. Worcester Polytechnic Institute and The Winch will produce research reports and other outputs using the information we collect from the interview.

Post-interview: Thank you for taking part in our interview. If you have any queries about the interview, please contact our email (gr-lon_e23_thewinch@wpi.edu) or our project advisor's emails (jdavis5@wpi.edu, jdavis4@wpi.edu). If you have any questions about how The Winch uses data, please see their privacy policy (https://thewinch.org/privacy-policy-2/#:~:text=The%20Winch%20will%20not%20share,we%20build%20with%20our%20supporters.) or email (belsizelibrary@thewinch.org, lucy@thewinch.org).

Community Libraries Interviewed:

- Primrose Hill in Primrose Hill, Camden
- Keats in Hampstead, Camden
- Garden Suburb in Garden Suburb, Barnet
- Moorland Road in Bath, Somerset
- Jesmond Library in Jesmond, Newcastle upon Tyne

1. Could you give us a history of your library and how it got its name?
2. How is this community library currently funded? Could you provide us with a brief history of its funding?
3. Do you believe your library is financially successful, or do you think further work must be done to sustain your operations?

4. What programs, services, and events does this library hold? Do these serve as a source of income for the library? If so, which ones contribute most to this library's financial success?
5. Who is your library's target audience and how do you choose programs to best serve their needs?
6. Do you face any challenges engaging with your target audience? If so, what are these challenges, and do you have any strategies for overcoming them?
7. How has COVID-19 affected your operations? Has it had an impact on footfall to the library? Has it changed the types and number of programs you offer?
8. Do you use a digital platform to update your local community? If so, what is/are the primary platform(s) you use?
9. Is there someone dedicated to the use of technology at your library?
10. Do you intend to engage or collaborate with other community libraries in the area?

Appendix D: Interview with Daniel Kwashie

Pre-interview: Thank you for taking the time to participate in this interview. We are a group of Worcester Polytechnic Students from the United States. We are undertaking this interview on behalf of The Winch to understand the programs and strategies that community libraries use to sustain themselves. This interview is entirely voluntary and will take about one hour of your time. You can choose to answer the questions we ask and to stop participating at any time. Any personal data you choose to share with us will be stored securely and disposed of June 30th, 2023, in line with the UK General Data Protection Regulation 2018. Worcester Polytechnic Institute and The Winch will produce research reports and other outputs using the information we collect from the interview.

Post-interview: Thank you for taking part in our interview. If you have any queries about the interview, please contact our email (gr-lon_e23_thewinch@wpi.edu) or our project advisor's emails (jdavis5@wpi.edu, jdavis4@wpi.edu). If you have any questions about how The Winch uses data, please see their privacy policy (https://thewinch.org/privacy-policy-2/#:~:text=The%20Winch%20will%20not%20share,we%20build%20with%20our%20supporters.) or email (belsizelibrary@thewinch.org, lucy@thewinch.org).

1. How does The Winch determine its programs for the youth?
2. How do you retain youth in your programs?
3. How does The Winch adapt its programs to best suit the needs and desires of its target demographic?
4. Which programs aimed at 11–16-year-olds experience the most attendance? What do you believe makes these programs most successful? Do you charge for these programs?
5. Has The Winch ever run unsuccessful programs? If so, what do you believe to be the reason behind its demise?
6. How do 11–16-year-olds discover The Winch's programs? What are the primary platforms The Winch uses to advertise its programs?
7. Do you believe that 11–16-year-olds are deeply engaged in activities aimed at their demographic? If not, what do you expect to be the reason for this?

8. Have children in the 11–16-year-old age group expressed interest in starting a program? If so, what programs have they suggested or started? Does The Winch provide resources to help the youth create their own programs?

Appendix E: Interview with Chief Operations Officer

Pre-interview: Thank you for taking the time to participate in this interview. We are a group of Worcester Polytechnic Students from the United States. We are undertaking this interview on behalf of The Winch to understand the programs and strategies that community libraries use to sustain themselves. This interview is entirely voluntary and will take about one hour of your time. You can choose to answer the questions we ask and to stop participating at any time. Any personal data you choose to share with us will be stored securely and disposed of June 30th, 2023, in line with the UK General Data Protection Regulation 2018. Worcester Polytechnic Institute and The Winch will produce research reports and other outputs using the information we collect from the interview.

Post-interview: Thank you for taking part in our interview. If you have any queries about the interview, please contact our email (gr-lon_e23_thewinch@wpi.edu) or our project advisor's emails (jdavis5@wpi.edu, jdavis4@wpi.edu). If you have any questions about how The Winch uses data, please see their privacy policy (https://thewinch.org/privacy-policy-2/#:~:text=The%20Winch%20will%20not%20share,we%20build%20with%20our%20supporters.) or email (belsizelibrary@thewinch.org, lucy@thewinch.org).

1. Is The Winch an authority over Belsize Community Library or does it just fund the library?
2. Are the Belsize Community Library's programs advertised to people who take part in The Winch's activities? If so, how and to what extent are these programs advertised?
3. Has The Winch considered the Belsize Community Library as a space to run their youth programs? If so, has it been executed? If not, what barriers stand in the way of this?
4. Which staff play a primary role at The Winch and the Belsize Community Library? Who are they and what is their role?

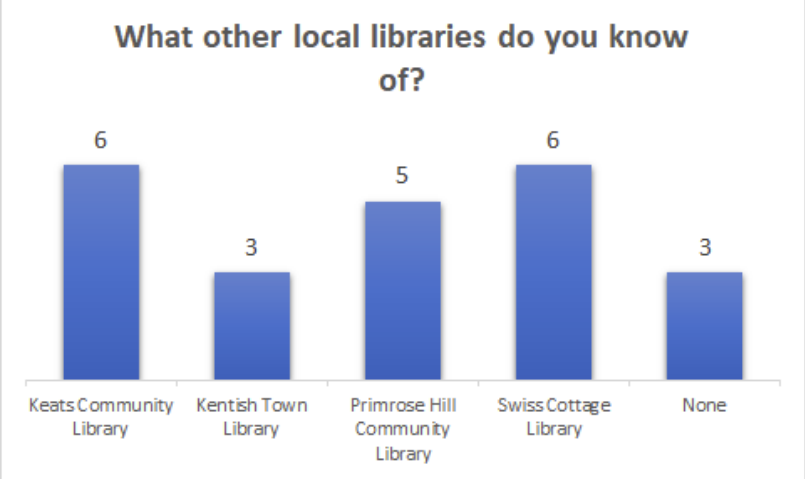
Appendix F: Interview with Alex Hickey

Pre-interview: Thank you for taking the time to participate in this interview. We are a group of Worcester Polytechnic Students from the United States. We are undertaking this interview on behalf of The Winch to understand the programs and strategies that community libraries use to sustain themselves. This interview is entirely voluntary and will take about one hour of your time. You can choose to answer the questions we ask and to stop participating at any time. Any personal data you choose to share with us will be stored securely and disposed of June 30th, 2023, in line with the UK General Data Protection Regulation 2018. Worcester Polytechnic Institute and The Winch will produce research reports and other outputs using the information we collect from the interview.

Post-interview: Thank you for taking part in our interview. If you have any queries about the interview, please contact our email (gr-lon_e23_thewinch@wpi.edu) or our project advisor's emails (jdavis5@wpi.edu, jdavis4@wpi.edu). If you have any questions about how The Winch uses data, please see their privacy policy (https://thewinch.org/privacy-policy-2/#:~:text=The%20Winch%20will%20not%20share,we%20build%20with%20our%20supporters.) or email (belsizelibrary@thewinch.org, lucy@thewinch.org).

1. What are The Winch's primary modes of fundraising? Which of these fundraising schemes is the most successful?
2. Has The Winch had any unsuccessful funding schemes? If so, what were they and why were they unsuccessful?
3. What are the greatest challenges The Winch has faced while fundraising? How has The Winch approached overcoming these challenges?
4. Do you collaborate with other organizations to raise funds for The Winch? If so, are these collaborations successful?
5. How do you advertise fundraising efforts?

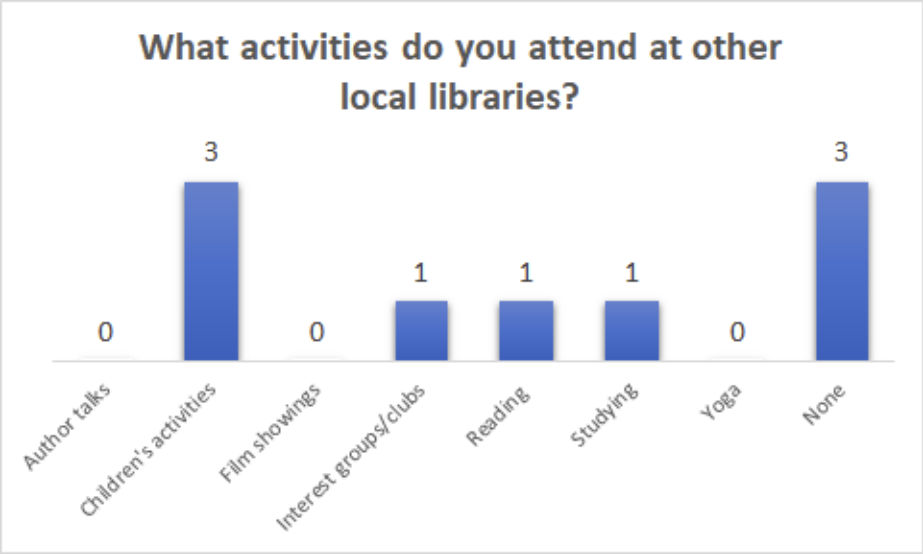
Appendix G: Community Survey Results

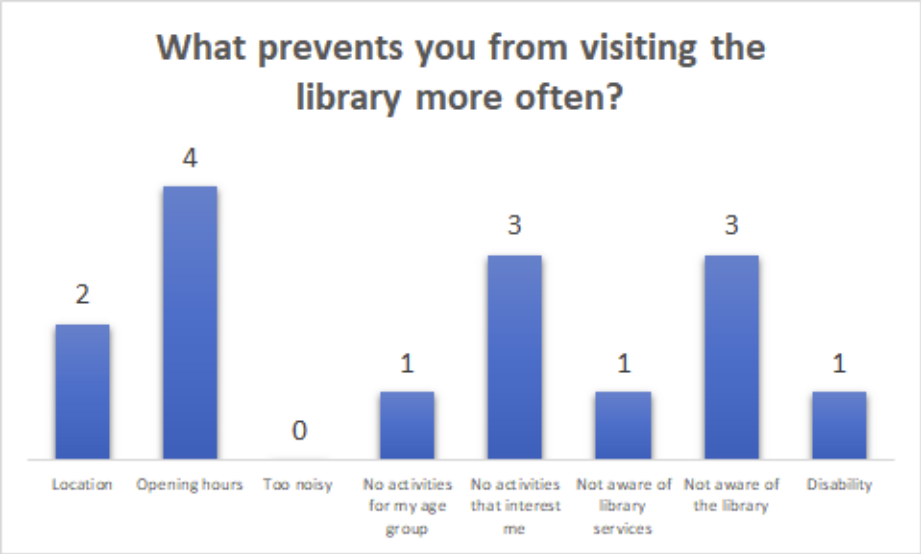


Excluding Belsize Community Library, how did you come to know of these local libraries?
8
1
0
0
3
Passed by
Word of mouth
Community events
Social media
I don't know of these libraries

How often have you visited Belsize Community Library this year?
1
3
7
1 times
2 times
3 times
4 times
5 times
More than 5 times
None

What activities do you attend at Belsize Library?
0
0
1
2
1
2
0
2
2
2
0
6
1
1
1
Author talks
Book club
Crafternoon
Little Artists
Reading
Rhyme Time
Sofar Sounds
Stay and Play
Storytelling
Studying
Tai Chi
None
Art exhibit
Wanted to film
Printer and computer





Please elaborate on your answer to the previous question.

What activities would you want to attend at Belsize Community Library?

Appendix H: Report Authorship Table

	Primary Author(s)	Secondary Author(s)	Editors
Abstract	SM	SH	IM
Acknowledgements	IM		SH, SM
Executive Summary	SM	SH, IM	IM, SM
Chapter 1: Introduction	SH, IM, SM		SH, IM, SM
2.1 Community Libraries: General Overview	IM		SH, SM
2.1.1 Program and Service Determination	IM		SH, SM
2.1.2 Sustainable Funding for Community Libraries	SH, IM		SM
2.2 Community Libraries in Camden Borough: Primrose Hill and Keats	SM	IM	SH
2.3 The Winch Organization and Belsize Community Library	IM		SH, SM
2.3.1 Previous IQP Analysis of Belsize Community Library	SM		SH, IM
2.3.2 Belsize Community Library Business and Feasibility Plan	SH		IM, SM
Chapter 3: Methods	SH, IM, SM		SH, IM, SM
3.1 Immersion Exercise in Community Libraries	SM		SH, IM
3.2 Community Surveys	SH		IM, SM
3.3 Interviews with Community Libraries and the Winch	IM		SH, SM
3.4 Supplementary: Social Media as a Marketing/Advertising Platform	SM		SH, IM
Chapter 4: Findings	SH, IM, SM		SH, IM
4.1 Identified Outreach as a Weakness	IM		SM, SH

4.2 Identified Events and Opportunities to Generate Revenue	SH, SM		IM
4.3 Analyzed community engagement/disengagement with the Belsize Community Library	SH, IM		SM
4.3.1 Youth Engagement/Disengagement	IM		SM, SH
4.3.2 Community Views	SH		IM, SM
4.3.3 Library Advertisement through Social Media and Websites	SM	SH	IM
Chapter 5: Conclusion	SH, IM, SM		SH, IM, SM
5.1 Opportunities for Outreach and Volunteerism	IM		SH, SM
5.2 Revenue-Generation Strategies	SH, SM		IM
5.3 Recommendations for Increased Engagement with the Library	SH, SM		IM