

REPORT TITLE: Integrated Library Hubs: Early Learning, Community Engagement, and Place-Based Support for the Future

Meeting:	Overview Scrutiny and Management Committee
Date:	13/02/2026
Cabinet Member (if applicable)	Cllr Pinnock
Key Decision Eligible for Call In	No No – If no give reason Scrutiny report
<p>Purpose of Report</p> <p>This report presents early learning from the ten Integrated Library Hubs across Kirklees, highlighting:</p> <ul style="list-style-type: none"> • the clear benefits delivered for residents and the wider system • how the model provides flexible, inclusive, place-based access to council and partner services • how early learning is shaping the next phase of development <p>It also outlines the critical role of partners, volunteers and community networks in maximising impact.</p>	
<p>Recommendations</p> <ul style="list-style-type: none"> • To note the progress made on the Integrated Library Hub model • To note next steps and provide feedback to inform future direction <p>Reasons for Recommendations</p> <ul style="list-style-type: none"> • To ensure continued development of the service model 	
<p>Resource Implications:</p> <p>None, the model is being delivered within its current budget parameters.</p>	
<p>Date signed off by <u>Executive Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</p>	<p>08/01/2026 Michelle Cross Executive Director – Adults and Health</p> <p>13/01/2026 Kevin Mulvaney Service Director – Finance</p> <p>13/01/2026 Samantha Lawton Service Director - Legal, Governance and Commissioning (Monitoring Officer)</p>

Electoral wards affected: All

Ward councillors consulted: Cllr Pinnock Cabinet member for Communities and Environment

Public or private: Public Report

Has GDPR been considered? Yes, no personal identifiable data or information is included within this report.

1. Executive Summary

The Integrated Library Hubs have rapidly become Kirklees' most accessible, trusted and flexible gateway to information, council services, learning and community support. They:

- Provide local access to the library network within two miles for 92% of residents
- Resolve 63% of enquiries in under five minutes, demonstrating high efficiency
- Support over 46,000 quick digital/transactional tasks and 2,000 plus complex enquiries requiring deeper help
- Delivered a 31% rise in library IT sessions, showing increased confidence and digital inclusion
- Operate within budget while supporting a £950k saving

Integrated library hubs combine books, lifelong learning, cultural activity, digital inclusion, face-to-face support and access to wider services in one welcoming space. They connect people not only to information or support but to early help, wellbeing support, employability, social connection and preventative services.

The model is intentionally flexible and scalable, adapting to the needs of different localities from busy town- centre hubs to smaller rural libraries and supporting everything from unassisted digital access to full one- to- one enabling support.

Ongoing learning and development are informing stronger data capture, improving digital pathways, enhancing work with Adult Social Care and health partners, and the expansion of targeted face-to-face clinics.

In addition, over 400 volunteers play a vital role in strengthening the hub offer, leading community activities, supporting digital access, and helping create welcoming, inclusive spaces across all 24 library sites

2. Information required to take a decision

Background

The Integrated Library Hub model was developed following service transformation and extensive community engagement. It replaces a siloed approach previously delivered through two customer service centres in Dewsbury and Huddersfield.

The model was founded on a core principle: any resident should be able to walk into any hub and receive the support they need without navigating complex structures or specialist teams. This single-front-door approach ensures consistency, reduces duplication, and enables staff to provide responsive, enabling support.

Following pilots in Huddersfield and Dewsbury, learning was used to inform an eight-hub roll-out across Kirklees. The model is intentionally adaptive and evolves with changing community needs. Hubs bring together:

- books, culture, learning and literacy

- self-service digital facilities
- face-to-face support for council services
- community activities and wellbeing programmes
- partnership services delivered in accessible, non-stigmatising spaces.

The model now operates across ten Library Hub locations Huddersfield, Holmfirth, Heckmondwike, Dewsbury, Batley, Cleckheaton, Birstall, Ravensthorpe, Almondbury, and Kirkburton, providing localised access to services that were previously centralised. This expansion has significantly improved accessibility and digital inclusion, helping residents build confidence and resilience through supported self-service. **See [Appendix A](#) Locality Maps**

How library hubs support and enable citizens to access the information and services they require

See [Appendix B](#) for model of support.

The Library Hub model builds upon the longstanding tradition of libraries delivering public services within communities. This model works in both large town hubs and small rural settings ensuring services are more accessible, particularly for those who are digitally excluded, face mobility challenges, or need extra support due to sensory or cognitive impairments.

Library Hubs bring together the traditional library offer with wider support services, creating a single, integrated experience for residents. They act as welcoming community spaces, offering cultural activities, heritage events, and business support, while reinforcing the library's role as a trusted point for engagement and inclusion.

The Library Hubs not only provide access to council services but also promote the core library offer, including books, reading, and literacy. These elements are central to the library's statutory responsibilities and contribute significantly to financial, educational, wellbeing, and social outcomes.

At the heart of this model is a commitment to inclusion and personalised support. Each hub is tailored to meet the specific needs of its local community, offering resources in a variety of formats. Facilities include loop systems for the hearing impaired, large print materials, and autism-friendly environments. Staff are trained as Dementia Friends and are experienced in supporting individuals and families from diverse backgrounds, including those new to the area or with limited English proficiency. In line with national accessibility standards, the hubs also provide assistive technologies such as screen readers, magnification software, and accessible public PCs to ensure that blind and partially sighted users can access digital and physical resources with ease.

Individual support is offered through a flexible, system that ranges from unassisted self-service to full one-on-one assistance. Residents can independently use public PCs, Wi-Fi, scanners, and telephones, or receive light-touch guidance for simple tasks. For those needing more help, moderate to full support is available, including assistance with printing, digital skills training, and translation services. This ensures that everyone, regardless of their digital confidence or ability, can access the services they need. (**See [Appendix C](#)** for customer journeys).

Kirklees Libraries have gained regional and national recognition for their digital inclusion work, supported by partnerships with organisations such as the Good Things Foundation and the National Databank. Recent figures show libraries are evolving into community digital hubs, extending the council's wider Digital Inclusion programme into more neighbourhoods. This shift is reflected in a 31.4% rise in library sessions in 2024/25 (189,534 compared to 144,244 in 2023/24), driven by improved accessibility, expanded programming, and integrated customer services. Data highlights growing digital confidence among residents, broader outreach to sanctuary seekers and older adults, and inclusive design features such as private spaces, assistive technologies, and multilingual resources. See [Appendix D](#) IT usage data.

In addition to people accessing services, library staff routinely spot hidden needs and prevent issues from escalating. These interactions can lead to referrals to community or council services, such as Community Plus for social isolation, adult learning opportunities, or housing support. This wraparound approach helps address issues early, preventing them from escalating and promoting overall wellbeing.

For more complex or sensitive enquiries, library hubs provide clear pathways to specialist services. These include referrals to Adult Social Care, safeguarding teams, and health services via social prescribing. This ensures that individuals with more intensive needs are connected to the appropriate support quickly and effectively.

The Importance of raising awareness and the wider role of services and partners.

Raising awareness of the Integrated Library Hubs is vital to ensuring that residents across Kirklees can access the full breadth of support available to them. These hubs exemplify the modern library model, offering a cohesive blend of traditional and contemporary services; they are dynamic, community-based access points that connect individuals to a wide range of support across the life course. The effectiveness of these hubs is underpinned by a coordinated, multi-agency approach, involving council departments, health services, voluntary and community sector organisations.

Libraries are the borough's most trusted and accessible gateways to support, where health and wellbeing programmes, employment and skills development, legal and financial advice, and cultural engagement are delivered in one central location. For example, health partners such as the Kirklees Wellness Service deliver health coaching, smoking cessation, and healthy weight programmes across various hubs throughout the year, while peer support groups like Andy's Man Club operate from the Birstall library hub. Employment and skills support is provided through organisations such as Paddock Trust, which runs sessions at Batley, Birstall, Greenwood, Cleckheaton, and Heckmondwike Libraries, and C&K Careers, which offers guidance at Batley and Huddersfield (HF) Libraries. All Library Hubs also offer to host councillor surgeries and volunteering opportunities, further strengthening community engagement.

In addition, collaborations with Locala enable expectant and new mothers to access midwifery services at Greenwood library hub, and partnerships with Investing in Children & Families Services offer practical support for families, including help with health conditions, poverty and safe spaces for excluded children to meet with tutors, ensuring continuity of learning.

Libraries also collaborate closely with schools, early years providers, and family hubs to deliver literacy programmes, homework clubs, and parenting support sessions. These wraparound services not only reduce barriers and promote inclusion but also create a preventative network that tackles health inequalities, social isolation, and economic hardship at an early stage, ultimately reducing demand on statutory services and

strengthening community resilience. This integrated model demonstrates that libraries are not standalone entities but are integral to a wider network of community provision, delivering holistic, person-centred support in partnership with a diverse range of organisations.

Implementation

We have taken a phased approach to implementation, making the best use of available resources and embedding a culture of continuous learning. The first phase, focused on establishing the foundations and testing the model in key locations. Building on this experience, the second phase will refine and develop more tailored offers, informed by feedback and emerging needs, while broadening the approach across the entire library service. This iterative process ensures flexibility, sustainability, and responsiveness to the communities we serve.

The development and promotion of the hubs were underpinned by extensive partnership working. A key milestone was the co-production of the customer pathways document, which clarified the scope of support available and ensured consistency in service delivery across all locations. Library staff were engaged early in the process through awareness sessions and weekly meetings, which allowed for real-time feedback and iterative updates to the pathways document. Senior staff provided on-the-ground support during the rollout, while Assistant Area Managers led training and maintained issues log to escalate concerns and refine the model. Shadowing opportunities at Huddersfield and Dewsbury hubs helped staff prepare for the wider launch.

To maximise the impact of the hubs, a robust engagement strategy was implemented. This included social media campaigns, targeted outreach to underrepresented groups, and Volunteers and Friends of Groups played a key role in promotion through word-of-mouth and local networks. Weekly operational meetings with services such as Housing Solutions and Homes and Neighbourhoods ensured alignment and responsiveness to customer needs. This collaborative effort has ensured that the hubs are not only visible but also embedded in community life, offering a trusted and familiar space where residents can access the help they need.

Early Learning from the 10 Library Hubs

Data for this analysis is drawn from enquiry logs recorded across all Library Hubs between 25 July 2024 and 25 November 2025. These logs capture the volume, type and duration of interactions, providing a useful snapshot of service demand and patterns of support.

Highlights show that Library sessions rose by 31.4% in one year, a strong signal that residents trust and actively choose library-based support. The model manages 46,000 plus short interactions and 2,000 plus more complex cases demonstrating both efficiency and capability. Enquiry patterns mirror traditional customer service centres, proving the model is absorbing that demand successfully across 10 localities.

While this dataset offers valuable insights, it is not exhaustive: qualitative aspects such as user satisfaction, outcomes beyond the initial enquiry, and demographic details are not consistently captured. In addition, variations in recording practices between hubs can affect comparability.

To address these limitations, a data development agenda is being progressed. This includes standardising data capture methods, expanding the range of metrics to include user experience and impact measures, and exploring integration with wider partnership

datasets. The aim is to create a more comprehensive evidence base to inform service design and continuous improvement.

Notably, no complaints have been recorded during this period, which is a positive indicator of user experience but will be validated through future feedback mechanisms.

Analysis of enquiry data across all Library Hubs from 25 July 2024 to 25 November 2025 reveals several key insights that are shaping future planning and service design. The majority of enquiries are resolved quickly, with over 46,193 (63%) interactions completed in under 5 minutes, 20,184 (27%) within 5–10 minutes and a further 5,064 (7%) within 10–20 minutes. However, 2,156 (3%) enquiries required 20 minutes or longer, indicating a consistent need for in-depth, enabling support.

Enquiry length

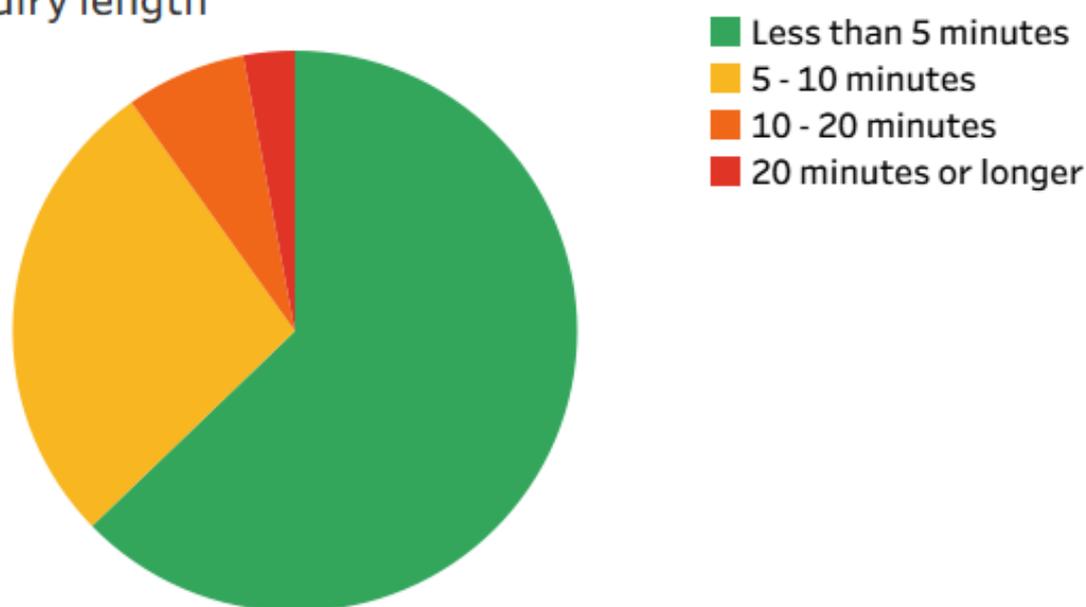
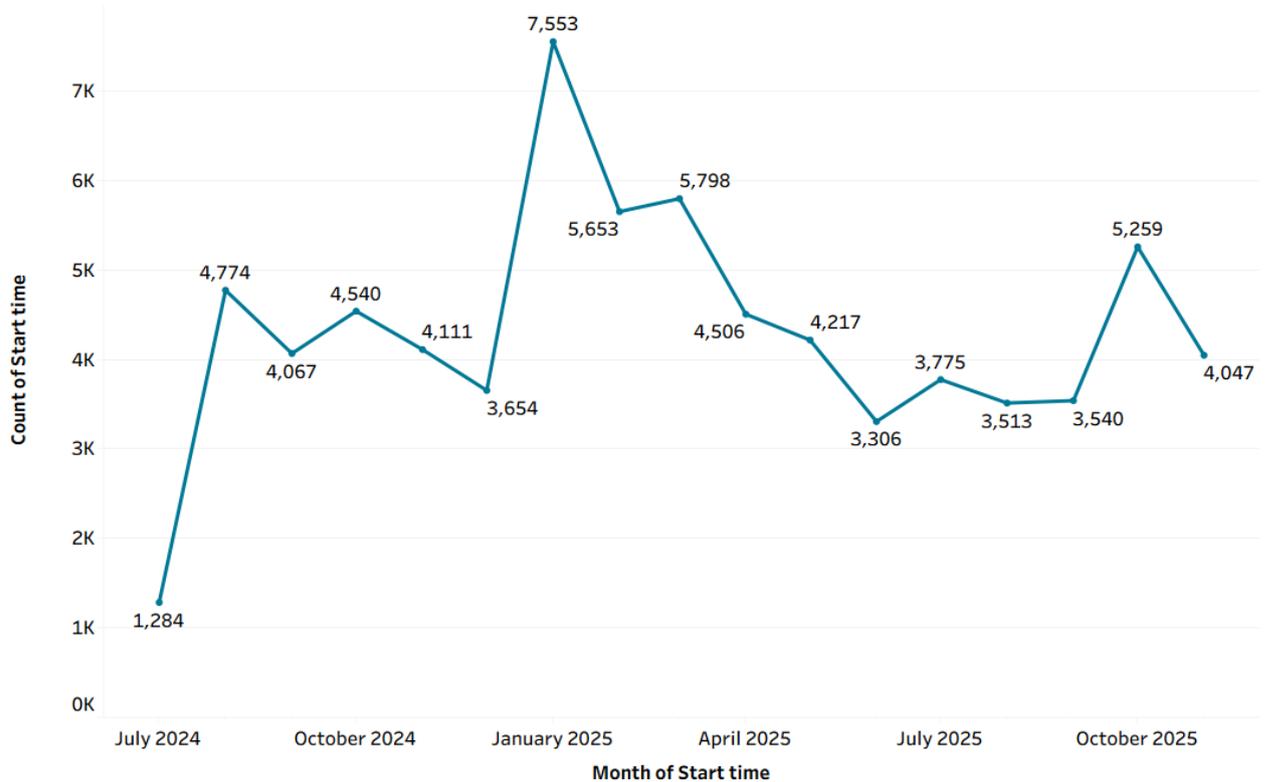


Figure 1: Length of time taken for library staff member to assist with customer enquiries.

These longer interactions are most commonly associated with Blue Badge applications (*Blue Badge application are not a process run by the Library Hubs, they just support application completion*), Council Tax and Benefits, Housing Solutions, Local Welfare Provision, and support for Disabled Travel, services that often involve complex eligibility criteria, document verification, or digital form completion. This reinforces the importance of maintaining staff capacity for one-to-one support and ensuring access to assistive technology and offering resources in a variety of formats. Alongside this it is key that staff have remained able to continue to feedback the learning about processes and pathways to inform change where appropriate.

Figure 2: Total enquiries across all library hubs

Total enquiries received by month and year



Enquiry volumes peaked in January 2025 with the highest activity recorded 461 enquiries in one day. This spike was probably linked to the launch of the additional 8 hubs but may also suggest a post-holiday surge in demand, likely linked to council tax, benefits, and winter support services. Weekly trends show steady engagement through March and April, averaging 1,300–1,400 enquiries per week, before dipping in early May, possibly due to bank and easter holidays.

The most common enquiry types across all hubs were Library Enquiries (75%), Council Tax & Benefits (10%), Housing Solutions (5%), Blue Badge (5%), and Homes & Neighbourhoods (5%).

Patterns of need have largely mirrored those seen in Customer Service Centres, with enquiries continuing to focus on core issues such as council tax, benefits, and housing. However, what we are increasingly able to identify and respond to through the place-based model is the wider, holistic needs of residents. This includes connecting individuals to wraparound support such as debt advice, employment services, and wellbeing initiatives, ensuring that enquiries are not treated in isolation but addressed as part of a broader package of assistance tailored to local circumstances.

Which service did the customer require?

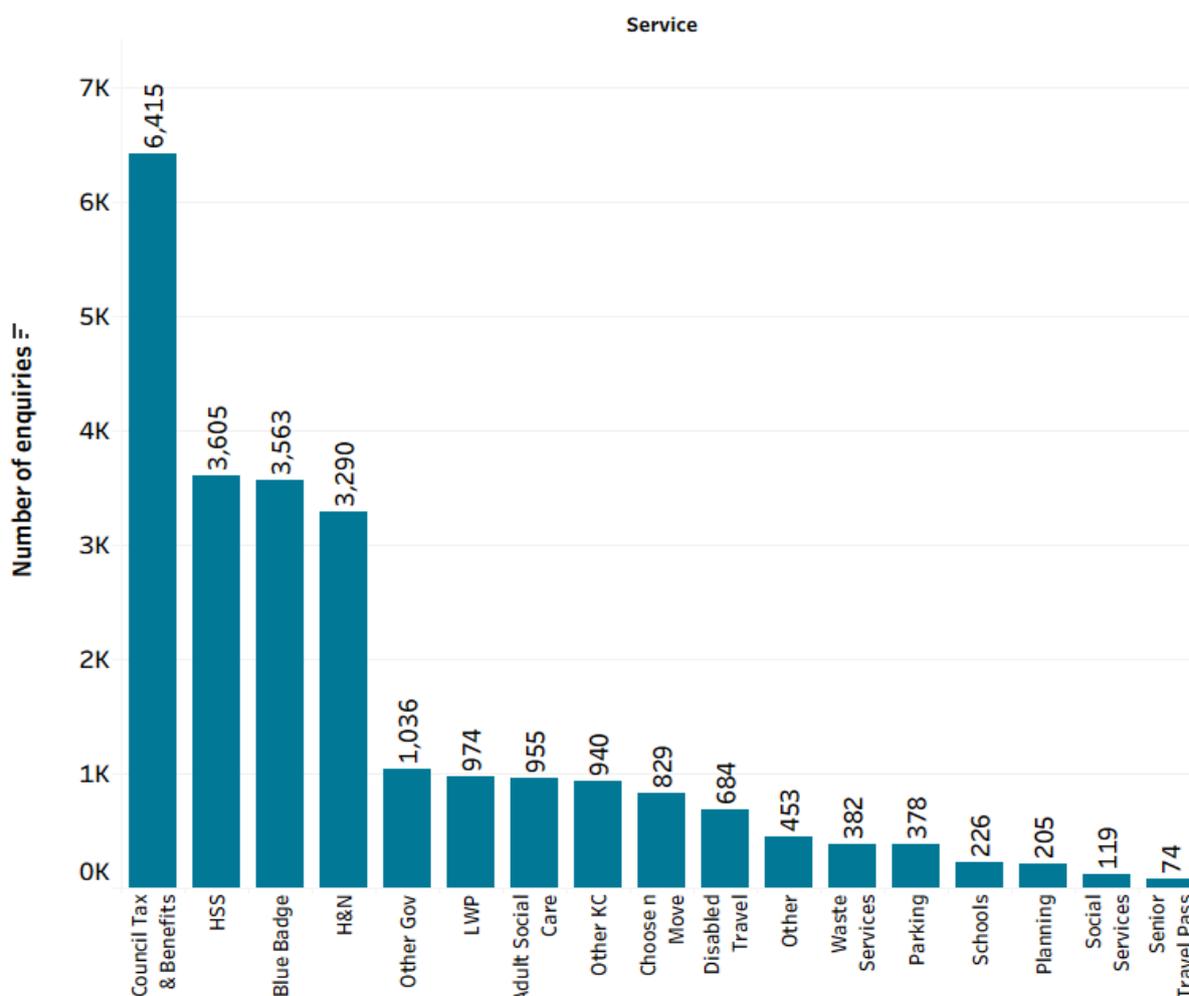


Figure 3: Most common service enquiries (excluding library enquiries)

Huddersfield and Dewsbury account for the highest volumes of total enquiries excluding library enquiries (17,246 and 5,986 respectively) from July 2024 to November 2025.

The other eight locations launched in January 2025, so the data is for a shorter period. Holmfirth (234), Heckmondwike (155), Batley (161), Cleckheaton (147), Birstall (101), Greenwood Centre (33), Kirkburton (33) and Almondbury (32). Uptake across all library hub locations demonstrates the value of a distributed model. These hubs are actively supporting a wide range of services, including planning, waste services, and adult social care, often in areas with higher levels of digital exclusion or transport barriers. Smaller hubs like Almondbury, Kirkburton, and Greenwood Centre also show consistent usage, especially for digital access and signposting.

Recent activity shows steady engagement across all hubs, with notable spikes in Batley, Birstall, and Dewsbury on weekends, suggesting these locations are key for out-of-hours access.

How learning is informing future developments

By co-locating multiple services in accessible community spaces, the hubs increase early identification of need, reduce duplication, and allow specialist teams to focus on complex cases.

The need for robust data to inform targeted interventions, and the benefits of empowering staff to hold enabling conversations that lead to early identification of wider needs. This evidence base is to be developed further to directly inform our next phases of development.

Looking ahead, we plan to work closely with Adult Social Care (ASC) to better understand presenting needs and enable more proactive, tailored support, such as increased identification of early intervention referrals. We will strengthen learning around the integrated ASC front door ensuring access to preventative services at the earliest point, across both the council and health services, embedding the hubs as delivery points for broader health services, community social work, and other frontline teams. For example, work has commenced to review the supporting scripts used as part of the Community Adult Social Care Hub to ensure people are directed to early intervention and prevention support at all stages.

To improve public awareness and accessibility, we are developing a comprehensive and user-friendly web page that clearly outlines the Library Hub offer and how to access it. We also intend to expand the model increased face-to-face support clinics, including benefits advice, adult social care support and Assistive Technology.

Finally, we plan to explore how work with Community Anchors and Community Champions could extend the hub model beyond libraries into other community venues, using local insight to identify unmet needs and shape delivery. These plans reflect our commitment to continuous improvement, ensuring the Library Hubs remain inclusive, adaptive, and rooted in the communities they serve.

The next phase will build on lessons learned to develop more tailored offers and extend the hub model across the library service. Continuous improvement will be driven by feedback from staff, partners, and customers, ensuring pathways, training, and engagement strategies remain effective. Strong partnerships with internal services and community groups will be maintained and expanded to keep hubs responsive and inclusive. Progress will be monitored while risks such as resource constraints or digital exclusion will be actively managed to ensure sustainability.

Learning from the implementation of the Integrated Library Hubs has been instrumental in shaping our forward strategy. Insights gained from delivering holistic, place-based support, particularly around digital inclusion, personalised assistance, and community engagement, have highlighted the importance of flexible, locally responsive models.

How we support Volunteers

Kirklees Libraries work with over 400 volunteers across 24 sites; retention levels of volunteers have remained consistent over the last few years. We recognise volunteers as essential partners in delivering a sustainable, community-rooted library hub service. Volunteers are recruited through a centralised process, often in collaboration with Volunteering Kirklees, and matched to roles that reflect their interests and skills. A structured onboarding process, supported by resource packs and a central contact point, ensures consistency and accessibility.

Volunteers are offered a wide range of training opportunities, including induction, digital skills, safeguarding, and customer service, and are supported by experienced staff and peer networks. Many volunteers go on to lead their own activities, contributing to a vibrant and responsive service offer. For example, supporting rhyme time and arts and craft groups. The service also held a volunteer appreciation event during volunteer week to celebrate 10 years of incredible support from library volunteers which equates to 220,000 hours of support. **See [Appendix E](#)** for more details.

The service is currently refining its approach based on recent volunteer feedback, with improvements to rota management, clearer role definitions, and more flexible opportunities. Volunteers are not only seen as contributors but as community connectors who bring local knowledge, build trust, and extend the reach of the library service.

Looking ahead, Kirklees Libraries aim to expand volunteer-led services such as the Home Library Service and community events, to develop a refreshed Volunteering Framework focused on inclusion and wellbeing and strengthen community interest and support for their local Library. A key focus will be to attract more volunteers across all locations and support the development of an increased number of Friends of Groups. There is also a clear ambition to attract younger and more diverse volunteers, recognising the role of volunteering in supporting employability, social connection, and mental health. These developments reflect a commitment to valuing volunteers as co-creators of the library experience and ensuring they are supported, recognised, and empowered to make a meaningful impact.

3. Implications for the Council

3.1 Council Plan

The Integrated Library Hubs initiative directly supports the Kirklees Council Plan 2025–26 by embodying its commitment to “working with people and partners using a place-based approach” and “delivering efficiently and effectively”.

The model also supports the councils 4 priorities:

Getting the basics right

The Library Hubs modernise service delivery by combining customer services, digital access, and library functions in one place, resolving most enquiries quickly and operating within existing budgets. This streamlined model improves consistency, reduces duplication, and delivers better value for money.

Protecting the vulnerable and achieving inclusion

Hubs provide personalised help for residents who face digital, sensory, mobility, or language barriers, supported by trained staff and accessible environments. They also offer clear links to specialist services such as housing, benefits, adult social care and safeguarding, ensuring vulnerable people receive timely support.

Thriving people and communities

By hosting cultural activities, health programmes, digital skills support, literacy work, and community groups, the hubs act as inclusive, local spaces that reduce isolation and strengthen wellbeing. Their place-based design ensures support is tailored to local needs, helping communities stay connected and resilient.

Local economic growth and partnership working

The hubs enhance digital access, support employability through careers and skills sessions, and reduce travel by bringing services closer to residents. Partnership working—with health providers, voluntary groups, schools, and national digital inclusion organisations—broadens opportunities and strengthens local economic participation.

3.2 **Financial Implications**

The development of the Library Hubs created a £950K saving to the council in 2024/2025 budget year. The model is operating within the constraints of its set budget with no overspend risks.

The total budget allocated to the Library Service in 2025/2026 is £4,450,725.

3.3 **Legal Implications**

N/A

3.4 **Climate Change and Air Quality**

This model of deliver supports the council's ambition to reduce carbon emissions and improve air quality through reducing the distance residents need to travel to access support. In many cases removing transport all together with Hubs in walking distance of residents' home and places of work or education.

3.5 **Other (eg Risk, Integrated Impact Assessment or Human Resources)**

The main risks associated with the report have already been identified and are reflected within the directorate and corporate risk register, and as outlined in the 'Implications for the Council's' section in this report.

An IAA was undertaken in 2024 to assess the impact of the Integrated Library Hub model. This will continue to be monitored. [Libraries IIA 2024](#)

Human Resources

There is a phased recruitment plan to ensure a fully staffed model, and this is nearing completion.

4. **Consultation**

Formal consultation with staff within the customer service centres including unions took place in 2024 prior to the implementation of the model.

5. **Engagement**

Informal community engagement commenced in early 2024 as part of the libraries service change planning. This included engagement with Library stakeholders such as Friends of Groups, Volunteers and trustees as well as ward, town and parish councillors.

This engagement will remain an active ongoing process, with regular communication with all stakeholders and support to develop each of the library's community plans.

6. **Options**

6.1 **Options considered**

These are detailed in the report presented to cabinet on Strength-Based Integrated Community Library and Customer Service Functions (20 February 2024) and Future of the Library Service – Cabinet Report (10 September 2024).

6.2 **Reasons for recommended option**

See above papers.

7. **Next steps and timelines**

Scrutiny to acknowledge the progress achieved so far and the positive impact of the initial implementation phase and to provide feedback to inform the next stages of delivery.

Throughout 2026, we will develop and expand services informed by scrutiny feedback and recommendations, focusing on data-driven support, stronger partnerships, improved accessibility, wider community reach, and inclusive volunteering.

8. **Contact officer**

Mags Rogerson – Head of Local Integrated Partnerships

9. **Background Papers and History of Decisions**

Report presented to cabinet on Strength-Based Integrated Community Library and Customer Service Functions (20 February 2024): [Cabinet Report 20-2-24](#) and Future of the Library Service – Cabinet Report (10 September 2024): [Cabinet Report 10-9-24](#)

10. **Appendices**

A - Locality Maps

B - Models of Support

C - Example Customer Journey: Unassisted Self-Serve at a Library Hub

D - IT usage data

E - Core Activities Led by Library Volunteers

11. **Service Director responsible**

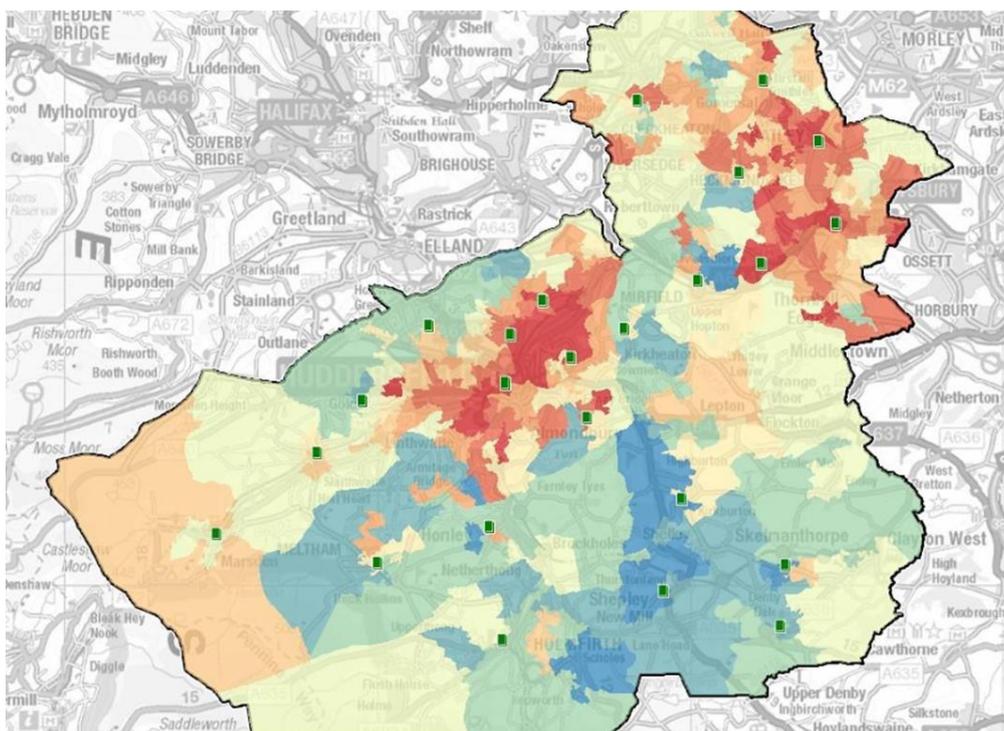
Jill Greenfield – Service Director for Customer and Access Services

Appendix A

The distribution of library locations is central to reach into communities, where services have traditionally struggled to engage and in a non-stigmatising way. The map below shows that with the model of 10 Hub libraries and 14 Community libraries within the statutory service, 92.3% of residential properties are within two miles walking distance of one of these 24 libraries.



This map shows the current location of the 24 libraries (in green) set against the areas of deprivation heat map.



Models of Support

1. Unassisted Self-Serve

Customer uses access facilities within the library independently.

Examples: using public PCs, accessing Wi-Fi, using self help scanners and telephone services.

2. Assisted Self-Serve (Light Touch)

Customer receives minimal face to face support or guidance from library staff.

Examples: Support to log on to a PC, provided a contact number to call a council service, provided direction to upload a document to the self-help scanner.

3. Assisted Self-Serve (Moderate Support)

Customer needs more time or enabling support to complete tasks provided face to face within the library.

Examples: Help with printing/scanning, accessing online resources, using assistive technology i.e. loops hearing aids, accessing large print.

4. Assisted Self-Serve (Full Support)

Customer requires more intensive enabling support or assistance to complete tasks on a 1-2-1 face to face basis.

Examples: Completing forms, digital skills support, accessing translation support.



Additional Support Available

Community Support Pathways

As a result of the support provided by Library staff in the hub, holistic conversations with the person may identify additional support needs. This may lead to the customer been signposted to community or council services for wrap around support.

Examples: Referral to Community Plus because of identifying social isolation, adult learning, housing support.

Communication Support

Customer needs specialist support due to a disability or language support need. All library locations work to be autism friendly, are Libraries of sanctuary so have a wealth of experience supporting people and families new to Kirklees from multinational backgrounds staff are Dementia Friends trained and can support to provide assistive technology to aid people with sight loss of those who are hearing impaired.

Examples: Documents printed in large text, advocacy support to use the telephone to call other services, access to loop system for hearing impairment, use of staffs own community language or arranging a translator for people who English is not their first language.

Escalation for Complex Enquiries

Customer needs specialist help or follow-up.

Examples: safeguarding concerns, formal complaints.



Appendix C

Example Customer Journey: Unassisted Self-Serve at a Library Hub

1. *Arrival and Orientation*

A resident enters the local Library Hub (e.g. Huddersfield, Kirkburton, or Dewsbury). A Meet and Greet Officer is present but does not intervene unless approached. Signage and layout clearly indicate available self-serve options.

2. *Identifying Needs*

The customer independently identifies the service they require—this could include:
Uploading documents for Council Tax Reduction or Housing Benefit.
Using a public PC to access the 'Choose'n'Move' housing portal.
Using a self-help phone to contact Local Welfare Provision or Housing Solutions.
Accessing Wi-Fi to complete an online form on their own device.

3. *Using Facilities*

The customer uses:
Self-help scanner to submit documents for services like Blue Badge or Client Financial Affairs.
Public PC to access council services, check school admissions, or apply for a bus pass.
Self-help phone to speak with a service team directly (e.g. Housing Repairs or Community Health and Social Care Hub).

4. *Optional Signposting*

If the customer encounters difficulty, they may approach staff for light-touch support (e.g. help locating a form or uploading a document), but this is not required for unassisted journeys.

5. *Completion and Exit*

Once the task is completed, the customer leaves without needing further interaction. If additional needs are identified (e.g. social isolation, digital exclusion), staff may offer signposting to Community Plus or other wraparound services—but only if the customer initiates contact

Example Customer Journeys for Assisted Self-Serve Models

1. *Light Touch Support*

Customer: A resident arrives at the Batley Library Hub needing to upload a proof of address for a Council Tax Reduction application.

Journey:

- Greeted by a staff member who identifies that the customer knows what they need but is unsure how to use the scanner.
- Staff show the customer how to use the self-help scanner and guide them to the correct online form on a public PC.
- The customer completes the upload independently after the initial guidance.
- Staff remain nearby in case further help is needed but do not intervene unless asked.

Outcome: The customer gains confidence in using digital tools and is likely to self-serve independently next time 1.

2. Moderate Support

Customer: A resident at the Cleckheaton Hub needs to report a change in circumstances affecting their Housing Benefit but is unsure which form to use.

Journey:

- Staff member conducts a short conversation to understand the nature of the change.
- They help the customer identify the correct form and explain what information is needed (e.g. National Insurance number).
- The customer begins completing the form on a PC with occasional help navigating sections and uploading documents.
- Staff check the form before submission to ensure no sections have been missed.

Outcome: The customer completes the task with guided support and learns how to navigate council systems more confidently enabling self-completion in the future

3. Full Support

Customer: An elderly resident at the Ravensthorpe Hub needs to apply for a Blue Badge but cannot use a PC or phone independently.

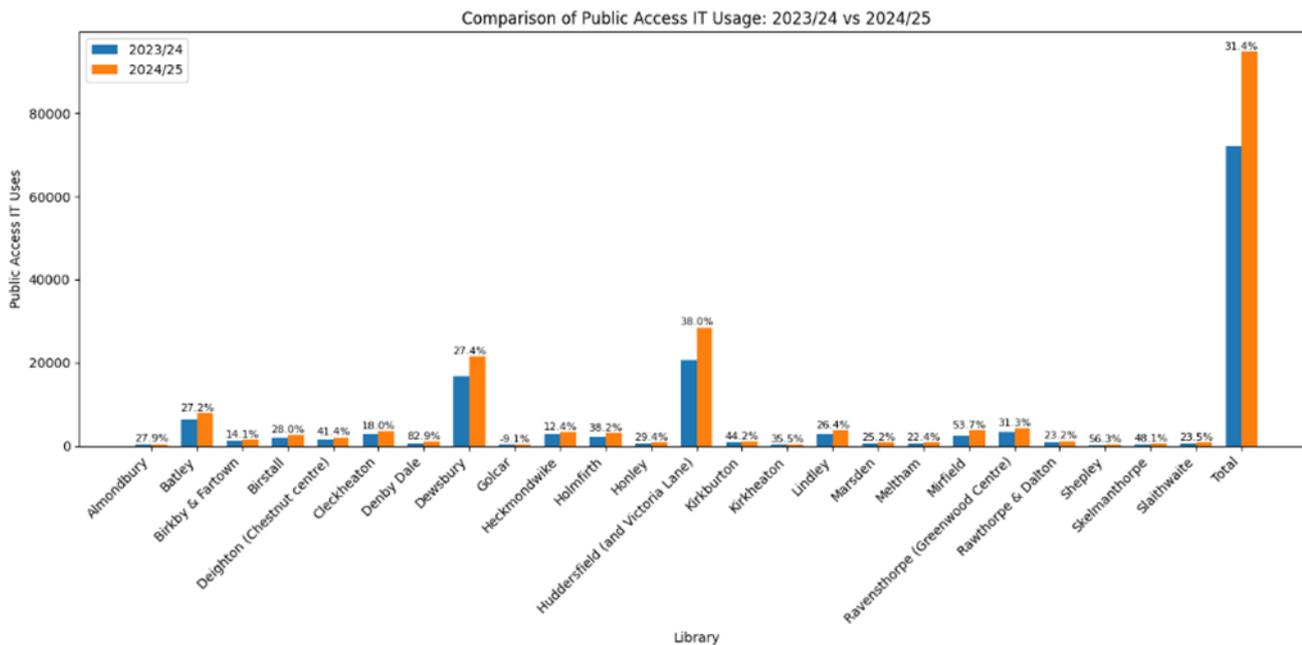
Journey:

- Staff member acts as an advocate, asking the resident questions and completing the online form on their behalf.
- They use a tablet to take and upload a photo for the application.
- If unsure about any part of the process, the staff member contacts the relevant service (e.g. KD) on the customer's behalf.
- The resident is reassured and supported throughout, with no expectation to use digital tools directly.
- Holistic conversations with the customer at the time of supporting them helps to identify other support needs ie wishing to attend some community activities, with consent an introduction to a community plus staff member working from the library is made to explore options suitable for the customer.

Outcome: The customer receives the service they need without digital barriers, and staff ensure the process is completed accurately and compassionately. Additional needs are supported at the same time to support longer term independence.

Appendix D – IT Usage

The chart below shows a library-by-library comparison of public access IT usage between 2023/24 and 2024/25, revealing a 31% overall increase. Most libraries experienced notable growth, with Rawthorpe & Dalton (+56%), Kirkheaton (+55%), and Meltham (+53%) leading the surge. This widespread rise suggests a growing reliance on digital services and successful efforts to enhance IT accessibility across the library network.



Appendix E

Core Activities Led by Library Volunteers

Children's Programming Volunteers frequently lead or support:

- Storytime sessions and class visits
- Craft activities during school holidays
- Lego clubs, including setting up, creating themes, and facilitating sessions

Community Events and Social Activities Volunteers help organise and run:

- Seasonal celebrations (e.g. VE Day events with themed decorations and music)
- Soup and a Roll sessions, providing refreshments and conversation
- Local festivals and outreach events, often acting as friendly hosts

Creative and Cultural Engagement Many volunteers bring their own passions to the library, such as:

- Leading yoga classes
- Hosting poetry readings, music events, or heritage celebrations
- Supporting arts and crafts groups, including knitting and sculpture

Operational and Customer Support Volunteers contribute to the day-to-day running of libraries by:

- Shelving and processing books
- Assisting customers with IT and finding resources
- Opening and closing libraries (in some cases, independently)

Specialist and Outreach Services

- Supporting the Home Library Service for housebound residents
- Acting as community connectors, signposting to services and building trust
- Participating in Friends of Library groups and management committees

Place-Based and Inclusive Support Volunteers are matched to roles that reflect their interests and strengths, including:

- Supporting people with dementia or those experiencing loneliness
- Helping to deliver inclusive services in integrated library hubs

Training and Peer Support

- Some experienced volunteers help train new recruits through shadowing
- Volunteers also co-develop and participate in training on safeguarding, digital skills, and customer service