

Croydon Libraries consultation – Phase 2 (1st June – 26th July 2021): Summary of feedback

Options for our future library service

This is a summary of the feedback received from residents following the Phase 2 public consultation on three options proposed for changes to the library service which would also achieve a target of £500,000 savings target outlined in detail in the cabinet paper.

<https://democracy.croydon.gov.uk/documents/s29167/Libraries%20Public%20Consultation%20Phase%20Two.pdf>

Option one: reduce library service hours by 21% across the borough

Under this option all libraries remain council-run and open two fewer days per week, except the central library that would open five days per week. Savings would be achieved by a 25% reduction in staff and a 21% reduction in opening hours across all 13 libraries. Library opening days would be adjusted to ensure that at least one library in each area (north, central, and south) was open and staff available each day (Monday to Saturday).

Option two: the council would work in partnership with an organisation to outsource the management of all 13 libraries

Under this option a partner organisation would be sought through an open procurement process for a £2,898,500 contract. It is likely that the service would be delivered in much the same way as it is under the council. The operator could achieve savings through efficiencies and income generation. It is anticipated that this would take between 6 and 12 months to complete the procurement and mobilise, therefore, savings would not be achieved in this financial year.

Option three: includes five community-run libraries and reducing opening hours for eight libraries

Under this option eight libraries would stay in council control and open two fewer days a week, and the other five - Bradmore Green, Broad Green, Sanderstead, Shirley, and South Norwood libraries - would be leased to community groups, with the council providing some staff two days a week, as well as books and IT support. This would mean a reduction of opening hours by 22% across all Croydon Libraries. Savings would be achieved by a reduction in staffing levels by 25%. In addition, further savings would be generated from a reduction in business rates and utilities through the lease, reducing the impact on staff numbers. The staffing savings would be expected to be delivered in-year, however it is likely to take longer to achieve the buildings savings due to the need to effectively procure these community run services.

The information is presented in sections below and should be read together with Appendix 2 Equalities Impact Assessment.

1. **Summary of Publicity and Social Media (page 2)**
2. [Survey approach and messaging \(page 6\)](#)
3. [Summary of Feedback \(page 11\)](#)
4. [Profile of Respondents \(page 22\)](#)
5. [Further impact analysis \(page 28\)](#)
6. [Summary Conclusion \(page 30\)](#)

1. Summary of Publicity and Social Media:

1.1. Publicity for Consultation Survey, 2 webinars, 14 in person drop-in sessions

- Survey Posters and leaflets available in all libraries and posted in 'Select & Collect' book reservation bags
- All Phase 1 respondents who provided and consented to contact were sent an email by from libraries consultation email address
- All library members received an automated email message about the library consultation via Symphony library catalogue (approximately 100,000 members on library membership database)
- Publicity in YourCroydon, Council Facebook, Twitter and Instagram
- Posts on Croydon library service social media: Website, Facebook, Twitter, Instagram

Library Social Media	<i>Posts</i>	<i>Impressions/Reach</i>	<i>Engagements/Likes</i>
Facebook	5	3163	152
Instagram	2	494	22
Instagram Stories	3	181	n/a
Twitter	6	2952	67

1.2. 2 webinars on Saturday 12th June and Tuesday 15th June 2021 at start of consultation: details advertising the events and slides, transcripts and recordings posted here: <https://getinvolved.croydon.gov.uk/project/695>

1.3. 14 Face to face meetings from 2nd – 16th July: advertised on posters and leaflets in every library, leaflets, emails to community groups and emails from Ward Councillors and community groups to their networks. Council officers spoke to over 340 residents, discussing the options, answering questions, and collecting feedback.

1.4. Print Publicity:

Image (see details adjacent) featured twice on back page of Croydon Guardian,

Local Groups including local Residents' Associations provided paper copies to residents who were not available to access the online survey and engaged with officers at the face to face meetings. These contacts are greatly valued and will be continued and developed following this consultation.

1.5. Online Newsletters:

Croydon Libraries Newsletter and the Croydon Culture Newsletters, featured news of the survey, webinars and drop in events in both June and July newsletters

Have your say on our future library service

Join our drop-in sessions to speak to council staff about the consultation or to get a paper copy survey

Friday 2 July	11:00 - 12:30 14:00 - 15:30	Sanderstead Library Purley Library
Saturday 3 July	10:00 - 16:00	South Norwood Market
Monday 5 July	09:30 - 11:00 12:30 - 14:00	Norbury Library Broad Green Library
Wednesday 7 July	11:00 - 12:30 13:30 - 15:30	Thornton Heath Library South Norwood Library
Friday 9 July	11:00 - 12:30 14:30 - 16:00	Coulsdon Library Bradmore Green Library
Monday 12 July	09:30 - 11:00 12:30 - 14:00	Ashburton Library Shirley Library
Tuesday 13 July	10:30 - 12:00 13:30 - 15:00	Selsdon Library New Addington Library
Friday 16 July	12:00 - 14:00	Clocktower Atrium, Central Library

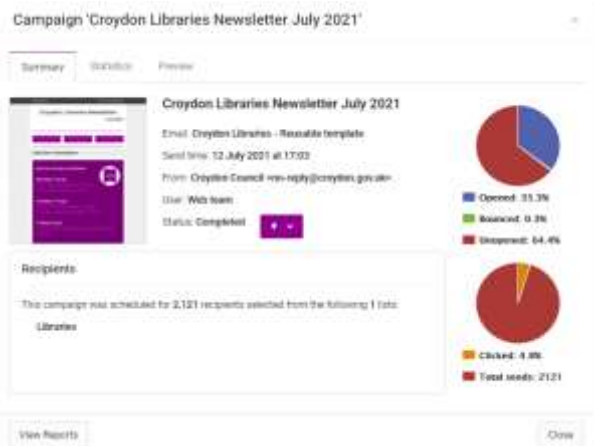
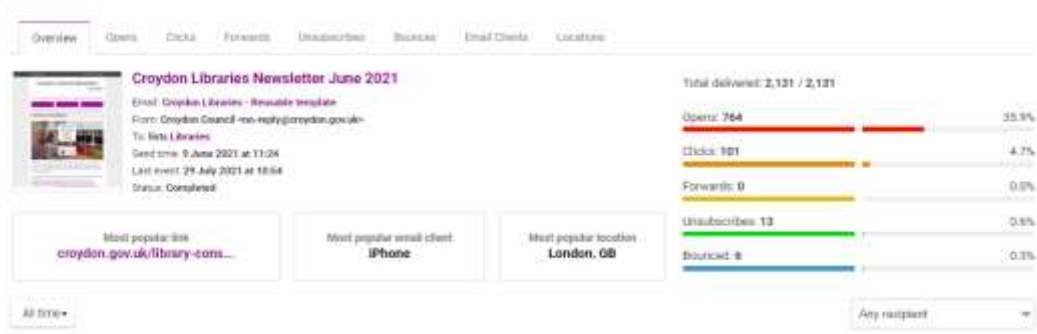
Complete the survey online at:
croydon.gov.uk/library-consultation

Closes 26 July

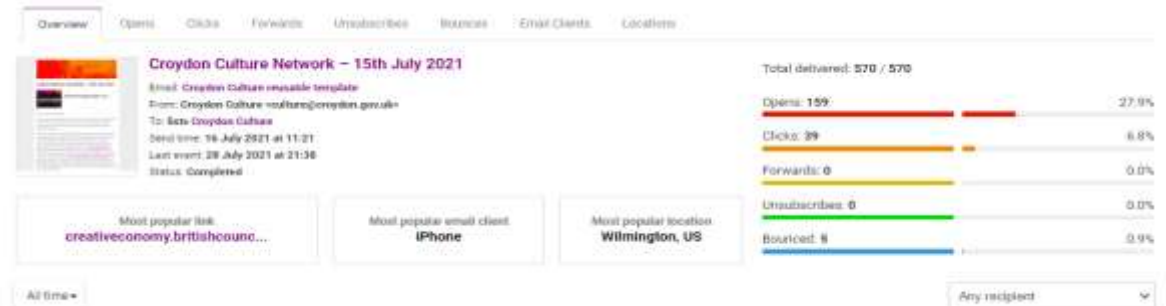
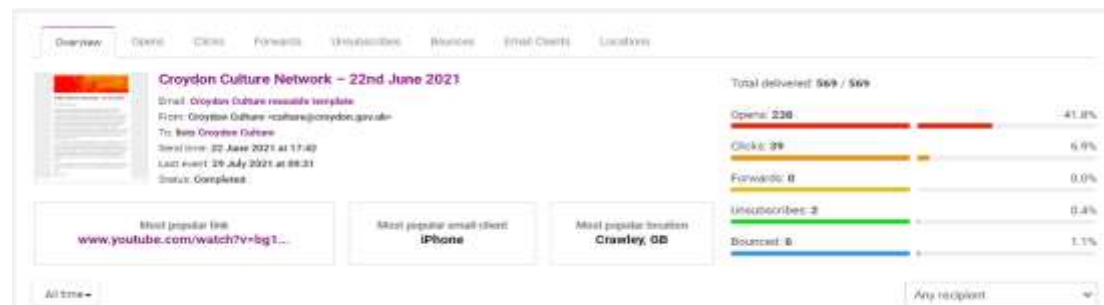


CROYDON
www.croydon.gov.uk

Croydon Libraries Newsletter (monthly): Sent to 2121 registered recipients by email on 9th June and 12th July, promoting the survey, webinars, and in person drop in sessions. In both months 35% opened the newsletter and 4.7% clicked through to the website.



Cultural Network Newsletter (monthly): Sent to 570 registered recipients by email on 22nd June and 19th July, promoting the survey, webinars, and in person drop in sessions. 41% opened the June newsletter and 27% opened the July newsletter, and in both months 6.9% clicked through to the website.



2. Approach to Consultation Survey and Messaging

A Libraries Consultation webpage was created with links to all the background information required. Residents were invited to provide feedback by completing the online survey, or by returning a paper survey form to their local library, or by telephone consultation with a member of library staff.

- Online survey: <https://getinvolved.croydon.gov.uk/project/695>
- Paper copy on request from any Croydon library or email librariesconsultation@croydon.gov.uk
- Request the survey and consultation information in a different format or language by emailing librariesconsultation@croydon.gov.uk
- Alternatively, phone 020 7884 5159 and leave a message including your contact details, or email librariesconsultation@croydon.gov.uk and we will get back to you as soon as possible. The survey could be completed over the telephone.

2.1. Consultation messaging and background information published 1st June 2021 on the Library Consultation website to provide background information, including feedback on Phase 1 consultation when ideas were in a formative stage, and how that was developed into the Phase 2 options. The following background information document was available both online and in print, posted out to residents who requested a paper copy of the survey, and made available during the 14 drop in sessions.

The original document is included here (below) because it is the specific detailed information shared with residents to which they referred when providing their survey feedback:

Croydon Libraries consultation – Phase 2

Our library service in Croydon means so much to our residents across the whole borough, something made very clear to us in the 2,510 responses received in the first phase of consultation about the future of our library service:

https://getinvolved.croydon.gov.uk/kms/dmart.aspx?strTab=ConsultationTimeline&PageType=item&filter_SurveyId=678

Thank you to everyone who took the time to share their views and ideas for the service. This feedback has helped us work through all of the options available to achieve the savings needed for 2022/23, while maintaining a statutory library service; see how in the table below:

You said, we're doing

You told us	What we're doing
Library buildings play an important role in our community, and closing them will impact deprived areas and children, young people and the elderly will be the most impacted.	Closing library buildings is not an option in any of our three new options. Our early proposals were based around closing the libraries with the highest future repair and maintenance costs and lowest visitor numbers – Bradmore Green, Shirley, Sanderstead, South Norwood and Broad Green. Since our phase one consultation, we've identified funding to meet the repair costs. This money, from the ring-fenced Community Infrastructure Levy (CIL) which councils can charge to limit the impact of new developments, would also cover the fit-out costs of the new South Norwood library.
Others want longer hours/more convenient times to meet their needs	CIL funding also provides the opportunity for the roll-out of Open+ technology to more libraries across the borough, allowing those registered to use their library cards to access buildings out-of-hours. https://www.youtube.com/watch?v=I3eq7xFXums
Many suggested reducing hours to reduce costs	Reducing building opening hours reduces staffing costs. This is reflected in options 1 and 3 to help make the savings needed.
Many respondents recommended we look into sharing/hiring/leasing space to raise money.	With each of the options we will continue to explore income generating options, with any income made invested back into the service.
Look into the option of community and volunteer run libraries/buildings.	During the first phase of consultation a number of community groups and individuals approached us expressing an interest in partnering with the service. Following these discussions, our new option three includes leasing buildings to community groups.

Concern about losing library staff.	Staffing costs are the biggest part of the library service budget, so a reduction in staff to achieve the savings might be unavoidable.
Consider sharing the buildings with the local community.	Since the phase one consultation we have been talking with community groups, schools, businesses and individuals about their ideas for how the buildings could be used out of library hours. This is an ongoing conversation and will be possible with any option that we progress.

Options for our future library service

Following a meeting of our council's cabinet where it was agreed to start the second phase of public consultation on proposed changes to the service, we now want to hear people's views on the following options developed to make the £500,000 savings target outlined in detail in the cabinet paper.

<https://democracy.croydon.gov.uk/documents/s29167/Libraries%20Public%20Consultation%20Phase%20Two.pdf>

Option one: reduce library service hours by 21% across the borough

Under this option all libraries remain council-run and will be open two fewer days per week, except the central library that would open five days per week.

Savings would be achieved by a 25% reduction in staff and a 21% reduction in opening hours across all 13 libraries.

Library opening days would be adjusted to ensure that at least one library in each area (north, central, and south) was open and staff available each day (Monday to Saturday). The reduction would be minimised in busier libraries, where possible.

Opening hours	Under this option all libraries (except central library) will be open with library staff two fewer days per week. For example Ashburton Library that is currently open 44.5 hours a week would reduce to 24 hours a week. For Croydon Central Library a one day reduction is proposed meaning it would be open five days per week. See more detail: https://democracy.croydon.gov.uk/documents/s29175/Appendix%208%20Options%20Opening%20Hours.pdf
Accessibility	Open+ technology will be used in six libraries: currently installed in Selsdon & Norbury Libraries to be activated once COVID restrictions allow. To be installed in South Norwood (new library), Coulsdon, Purley, and Thornton Heath Libraries, providing 150 hours of unstaffed operating hours, limiting the reduction in weekly operating hours to 21%.
Service managed by	Croydon Council

Books and digital	Croydon Library Service will continue to provide, access to over 6 million books as part of The Libraries Consortium, plus 24/7 digital library and the Home Library Service. Croydon Libraries will continue to provide full fibre broadband; the network and equipment at all 13 libraries was updated January 2020.
When would this be implemented?	Spring 2022
Equality impact	The Equalities Impact Assessment for this option identifies that there would be a moderate impact upon the following protected characteristics: <ul style="list-style-type: none"> • Age • Disability • Gender • Race • Pregnancy & maternity https://democracy.croydon.gov.uk/documents/s29169/Appendix%202%20Equalities%20Impact%20Assessment%20Reduce%20service%20hours%20by%2021%20across%20the%20borough.pdf

This option will include the opportunity for shared use to meet a local community need e.g. homework clubs, knitting clubs, and paid-for use of the building e.g. training sessions, when it's not in use.

Option two: the council would work in partnership with an organisation to outsource the management of all 13 libraries

This would involve an open procurement process for a £2,898,500 contract. It is likely that the service would be delivered in much the same way as it is under the council. The operator could achieve savings through efficiencies and income generation. Likely areas of efficiency savings could be made in the book fund by utilising different contracts, through more customer self-service, reductions in maintenance and utilities costs, business rate relief (if charitable organisation 80% discount). There may be adjustments to the operating hours in line with the savings, i.e. closed over lunchtimes. It is also feasible that there will be more paid events and activities to generate income back into the service.

A full tendering exercise would be required to engage with any interested organisation and to satisfy procurement legislation. It is anticipated that this would take between 6 and 12 months to complete the procurement and mobilise, therefore, savings would not be achieved in this financial year.

Opening hours	This would be discussed with the organisation who takes over the management of the libraries. It is likely that the service would be delivered in much the same way as it is under the council. There may be adjustments to the operating hours in line with the savings, i.e. closed over lunchtimes.
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	See more detail: https://democracy.croydon.gov.uk/documents/s29175/Appendix%208%20Options%20Opening%20Hours.pdf
Accessibility	Open+ technology will be used in six libraries: currently installed in Selsdon & Norbury Libraries to be activated once COVID restrictions allow. To be installed in South Norwood (new library), Coulsdon, Purley, and Thornton Heath libraries providing 150 hours of unstaffed operating hours, limiting the reduction in weekly operating hours to 21%.
Service managed by	Partner organisation
Books and digital	Initially, Croydon Library Service will continue to provide books and IT services, including 24/7 digital library and Home Library Service. The partner might provide alternative or additional services.
When would this be implemented?	Autumn 2022
Equalities impact	The Equalities Impact Assessment for this option identifies that there would be a low impact upon all the protected characteristics. https://democracy.croydon.gov.uk/documents/s29171/Appendix%204%20Equalities%20Impact%20Assessment%20Outsource%20all%20libraries.pdf

Option three: includes five community-run libraries and reducing opening hours for eight libraries

This option would involve eight libraries staying in council control and open two fewer days a week meaning a reduction of opening hours by 22% across all Croydon Libraries.

The other five - Bradmore Green, Broad Green, Sanderstead, Shirley, and South Norwood libraries - would be leased to community groups, with the council providing some staff two days a week, as well as books and IT support.

Savings would be achieved by a reduction in staffing levels by 25%. In addition, further savings would be generated from a reduction in business rates and utilities through the lease, reducing the impact on staff numbers. The staffing savings would be expected to be delivered in-year and would be managed by the council providing more control over the delivery. However, it is likely to take longer to achieve the buildings savings due to the need to effectively procure these community run services.

Opening hours	Proposal to reduce opening hours at eight libraries by two days per week.
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	<p>For example Ashburton Library that is currently open 44.5 hours a week would reduce to 32 hours a week.</p> <p>Five libraries - Bradmore Green, Broad Green, Sanderstead, Shirley and South Norwood would be leased to a community organisation who would facilitate access to books, IT, and would run activities and events. Library staff would continue to manage the book collection on site and be available parttime to lead activities such as rhymetimes. It is hoped, but not guaranteed, that community groups would be able to operate on similar opening hours to the current libraries provision.</p> <p>By reducing opening hours there would be an overall reduction in weekly staffed operating hours of 270.5 hours, which is a 48% reduction.</p> <p>See more detail: https://democracy.croydon.gov.uk/documents/s29175/Appendix%208%20Options%20Opening%20Hours.pdf</p>
Accessibility	Open+ technology will be used in six libraries: currently installed in Selsdon & Norbury Libraries to be activated once COVID restrictions allow. To be installed in South Norwood (new library), Coulsdon, Purley, and Thornton Heath Libraries providing 150 hours of unstaffed operating hours, limiting the reduction in weekly operating hours to 21%.
Service managed by	Community groups would lease the building from the council and be responsible for utilities, repairs and maintenance. They would be responsible to the community as a whole, and deliver activities and support services as part of their responsibilities.
Books and digital	Croydon Library Service will continue to provide books and IT services.
When would this be implemented?	Summer 2022.
Equality impact	The Equalities Impact Assessment for this option identifies that there would be a low impact upon all the protected characteristics https://democracy.croydon.gov.uk/documents/s29173/Appendix%206%20Equalities%20Impact%20Assessment%20Hybrid%20reduction%20in%20service%20hours%20two%20days%20per%20week.pdf

You can find more details for each of these options:

<https://democracy.croydon.gov.uk/documents/s29174/Appendix%207%20Options%20following%20libraries%20consultation%20April%202021.pdf>

Have your say

We want to hear your views on the options for our future library service. We'd also like to hear any ideas you may have.

Complete the online survey before midnight on 26 July 2021

<https://getinvolved.croydon.gov.uk/project/695>

Request a paper copy from any Croydon library or email librariesconsultation@croydon.gov.uk and return it by 21 July 2021

Request the survey and consultation information in a different format or language by emailing librariesconsultation@croydon.gov.uk

Alternatively, you can phone 020 7884 5159 and leave a message including your contact details, or email librariesconsultation@croydon.gov.uk and we will get back to you as soon as possible.

Other options considered

Close five libraries

These early proposals were based around closing the smallest libraries with the highest future repair and maintenance costs and lowest usage. The libraries were Bradmore Green, Broad Green, Sanderstead, Shirley, and South Norwood.

Local feedback received during phase one of the consultation highlighted the importance of the local library buildings and the impact closing them would have on the local community. Since this initial consultation, the council has identified external funding to meet these five libraries' repair costs. With this in mind and the fact that this option does not meet the full savings target now, we do not see this as a possible option.

Five community-run libraries

Bradmore Green, Broad Green, Sanderstead, Shirley, and South Norwood libraries become community managed buildings. Community organisations would lease the building from the council to offer community space, and take responsibility for building running costs. Croydon Libraries will continue to provide books and IT services, with 0.5 FTE staff presence at each site.

This option does not meet the full savings target so is not a possible option.

Mix of community-run libraries and reducing opening hours at all libraries by one day a week

This option proposed to reduce opening hours at eight libraries by one day per week. The other five (Bradmore Green, Broad Green, Sanderstead, Shirley and South Norwood) would be fully staffed two days per week, with community organisations occupying the buildings during the remainder of the week.

This option does not meet the full savings target so is not a possible option.

See more detail:

<https://democracy.croydon.gov.uk/documents/s29167/Libraries%20Public%20Consultation%20Phase%20Two.pdf>

Open+ technology

Croydon Libraries will be offering Open+ technology to bring our customers extended self-service opening hours at selected libraries: Selsdon Library, Norbury Library and the new South Norwood Library when it opens. We have also received funding for three more installations in Coulsdon, Purley and Thornton Heath Libraries.

The Croydon Open+ pilot has been delayed due to Covid-19. It will be rolled out in Selsdon and Norbury Libraries once Covid-19 restrictions lift.

Open+ technology will, in most cases, extend opening hours to 8am - 8pm allowing access to libraries on days they were previously closed, including Sundays. This additional access will provide opportunities for those who would usually struggle to get to a library during standard opening hours the chance to borrow books and use the computers. Opening hours will depend on where the library is located and will be reviewed with customers once up and running, after Covid-19 restrictions have lifted.

Open+ is available to adults 18+ and young people from 16-years-old can register with parental consent. All children under 16 must be accompanied by a parent or guardian when using the library via Open+, unless they are attending with another adult for homework club or other activity agreed with library staff.

During Open+ extended opening hours visitors can access the library using a registered library card and entering a pin at the access panel located by the entrance.

During Open+ extended opening hours you can borrow, renew and return items using self-service kiosks; use a PC or WiFi to access the internet, eBooks or other online resources, and collect book reservations.

CCTV will be in operation during extended opening hours for your safety and security, and this service will be monitored by Croydon security staff. There will be an emergency phone number available.

When the library is due to close, the system will broadcast two warning messages and dim the lights. Once the last customer has left the system will turn off the lights and close down computers and WiFi.

When customers register for Open+, Library staff will provide a full briefing on how to use the technology. Customers will be asked to agree to a code of conduct which covers the safe and considerate use of the space.

<https://www.youtube.com/watch?v=l3eq7xFXums>

3. Summary of Consultation Feedback

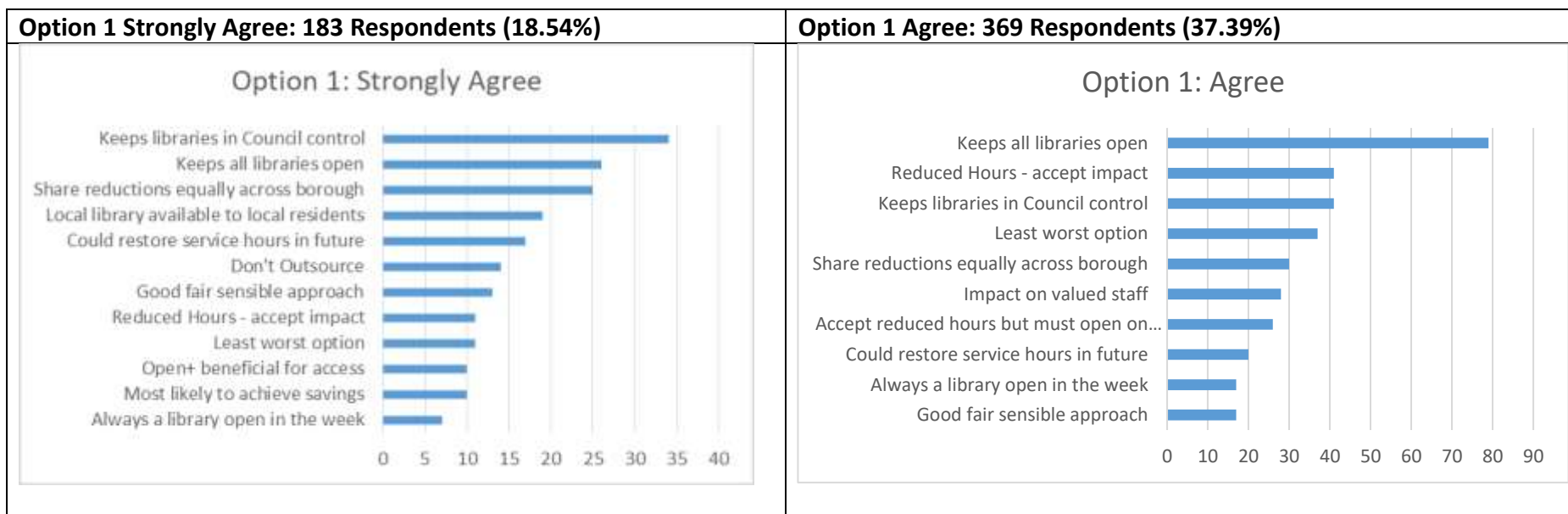
- Online/paper survey accessed by 1,411 respondents
- Webinars; Recordings and FAQs from the two sessions
- Face to face discussions with 343 residents at meetings in all libraries
- Spring Parks Residents Association (SPRA) Response to the Consultation March 2021, resubmitted for July 2021
- 3 emails and 1 letter submission

3.1. Summary of Survey Feedback returns after 26th July 2021: 1,411 accessed the survey

OPTION 1: To what extent do you agree or disagree with Option 1: Reduce library service hours by 21% across the borough? 987 respondents			OPTION 2: To what extent do you agree or disagree with Option 2: Outsource the management of all 13 libraries? 957 respondents		OPTION 3: To what extent do you agree or disagree with Option 3: Five community-run libraries and reduce opening hours for 8 libraries? 939 respondents	
Responses	Number of Respondents	Percentage of Respondents	Number of Respondents	Percentage of Respondents	Number of Respondents	Percentage of Respondents
Strongly agree	183	18.54%	32	3.34%	42	4.47%
Agree	369	37.39%	131	13.69%	189	20.13%
Disagree	159	16.11%	191	19.96%	231	24.60%
Strongly disagree	211	21.38%	481	50.26%	312	33.23%
Not sure	65	6.59%	122	12.75%	165	17.57%

3.2. For each of the three options residents were also invited to provide their comments in a free text box. There were 4,243 free text comments which were analysed by recurring themes which are highlighted below.

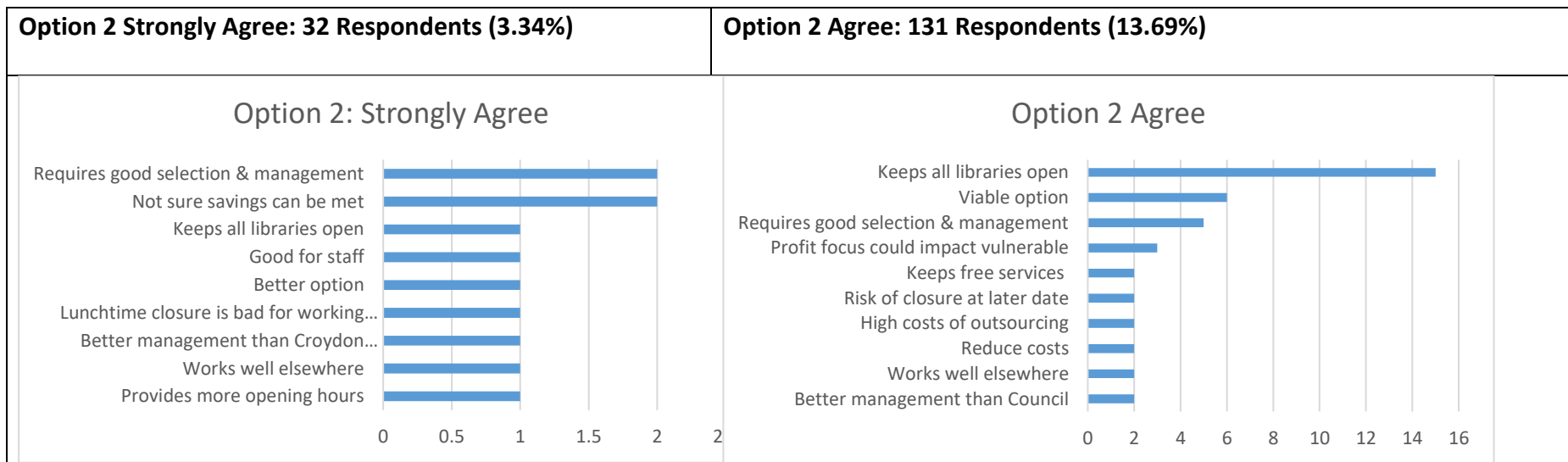
OPTION 1: To what extent do you agree or disagree with Option 1: Reduce library service hours by 21% across the borough? 987 respondents: Breakdown of free text responses by main themes: Feedback from over 50% of residents responding to the Phase 2 Libraries Consultation expressed a preference for a Council managed service and felt that a distribution of reduced hours across all libraries was a fair approach.



Option 1 Disagree: 159 Respondents (16.11%)	Option 1 Strongly Disagree: 211 Respondents (21.38%)																																												
<p style="text-align: center;">Option 1: Disagree</p> <p>This horizontal bar chart displays the reasons for 'Option 1: Disagree' among 159 respondents. The x-axis represents the number of respondents, ranging from 0 to 70. The y-axis lists eight reasons. The most cited reason is 'No reductions - increase hours' with approximately 65 respondents, followed by 'Negative impact on communities' with about 52 respondents.</p> <table border="1"> <thead> <tr> <th>Reason</th> <th>Count (Approximate)</th> </tr> </thead> <tbody> <tr> <td>No reductions - increase hours</td> <td>65</td> </tr> <tr> <td>Negative impact on communities</td> <td>52</td> </tr> <tr> <td>Consult community on opening hours</td> <td>28</td> </tr> <tr> <td>Risk of further reductions & possible closure</td> <td>10</td> </tr> <tr> <td>Council Management - no confidence</td> <td>10</td> </tr> <tr> <td>Cannot travel to next nearest library</td> <td>10</td> </tr> <tr> <td>Post COVID need more opening hours</td> <td>10</td> </tr> <tr> <td>Open+ not secure or beneficial</td> <td>10</td> </tr> </tbody> </table>	Reason	Count (Approximate)	No reductions - increase hours	65	Negative impact on communities	52	Consult community on opening hours	28	Risk of further reductions & possible closure	10	Council Management - no confidence	10	Cannot travel to next nearest library	10	Post COVID need more opening hours	10	Open+ not secure or beneficial	10	<p style="text-align: center;">Option 1: Strongly Disagree</p> <p>This horizontal bar chart displays the reasons for 'Option 1: Strongly Disagree' among 211 respondents. The x-axis represents the number of respondents, ranging from 0 to 140. The y-axis lists ten reasons. The most cited reason is 'No reductions - increase hours' with approximately 130 respondents, followed by 'Negative impact on communities' with about 115 respondents.</p> <table border="1"> <thead> <tr> <th>Reason</th> <th>Count (Approximate)</th> </tr> </thead> <tbody> <tr> <td>No reductions - increase hours</td> <td>130</td> </tr> <tr> <td>Negative impact on communities</td> <td>115</td> </tr> <tr> <td>Consult community on opening hours</td> <td>35</td> </tr> <tr> <td>Council Management - no confidence</td> <td>20</td> </tr> <tr> <td>Risk of further reductions & possible closure</td> <td>15</td> </tr> <tr> <td>Impact on valued staff</td> <td>15</td> </tr> <tr> <td>Open+ not secure or beneficial</td> <td>10</td> </tr> <tr> <td>Income generation</td> <td>10</td> </tr> <tr> <td>Cannot travel to next nearest library</td> <td>10</td> </tr> <tr> <td>Volunteers - not dependable resource</td> <td>5</td> </tr> <tr> <td>Post COVID need more opening hours</td> <td>5</td> </tr> <tr> <td>Open+ beneficial for access</td> <td>5</td> </tr> </tbody> </table>	Reason	Count (Approximate)	No reductions - increase hours	130	Negative impact on communities	115	Consult community on opening hours	35	Council Management - no confidence	20	Risk of further reductions & possible closure	15	Impact on valued staff	15	Open+ not secure or beneficial	10	Income generation	10	Cannot travel to next nearest library	10	Volunteers - not dependable resource	5	Post COVID need more opening hours	5	Open+ beneficial for access	5
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<p>Option 1 Not Sure: 65 Respondents (6.59%)</p>	<p style="text-align: center;">Option 1: Not Sure</p> <p>This horizontal bar chart displays the reasons for 'Option 1: Not Sure' among 65 respondents. The x-axis represents the number of respondents, ranging from 0 to 20. The y-axis lists four reasons. The most cited reason is 'Consult community on opening hours' with approximately 19 respondents, followed by 'Negative impact on communities' with about 10 respondents.</p> <table border="1"> <thead> <tr> <th>Reason</th> <th>Count (Approximate)</th> </tr> </thead> <tbody> <tr> <td>Consult community on opening hours</td> <td>19</td> </tr> <tr> <td>Negative impact on communities</td> <td>10</td> </tr> <tr> <td>No reductions - increase hours</td> <td>8</td> </tr> <tr> <td>Not enough information</td> <td>6</td> </tr> </tbody> </table>	Reason	Count (Approximate)	Consult community on opening hours	19	Negative impact on communities	10	No reductions - increase hours	8	Not enough information	6																																		
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Consult community on opening hours	19																																												
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OPTION 2: To what extent do you agree or disagree with Option 2: Outsource the management of all 13 libraries? 957

respondents. Breakdown of free text responses by main themes. Reasons for Option 2: it works well for other boroughs, it keeps all libraries open as before and maintains staff levels.



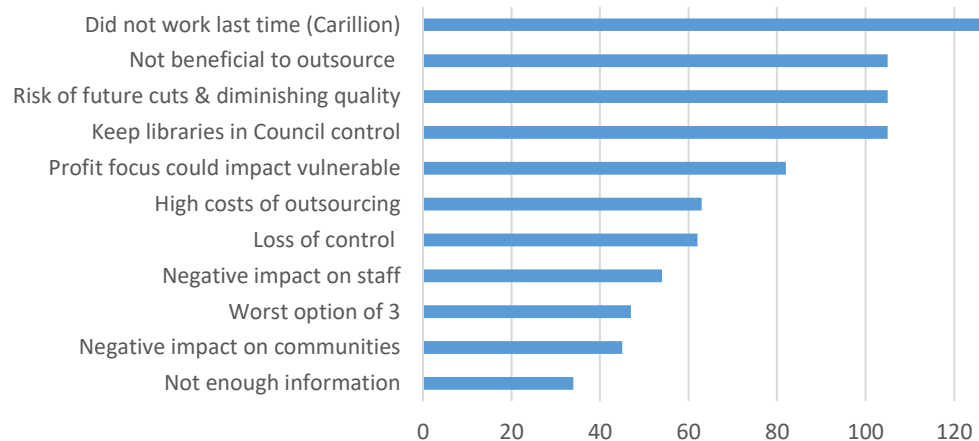
Option 2 Disagree: 191 Respondents (19.96%)

Option 2: Disagree



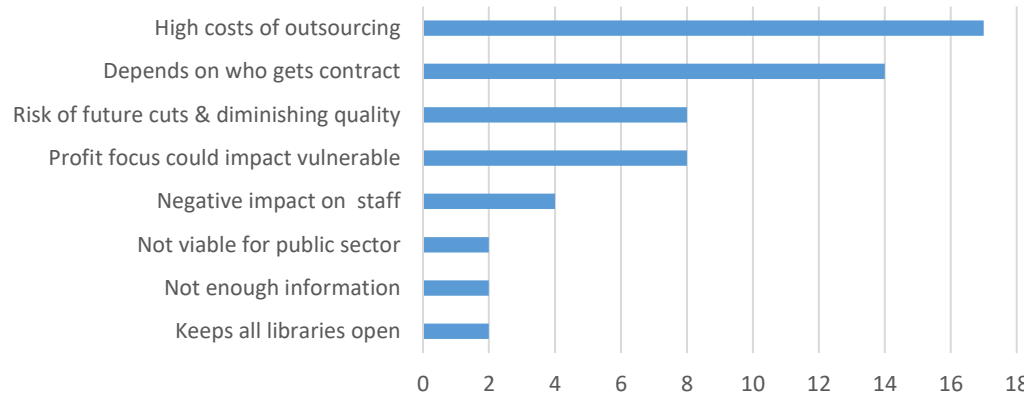
Option 2 Strongly Disagree: 481 Respondents (50.26%)

Option 2: Strongly Disagree

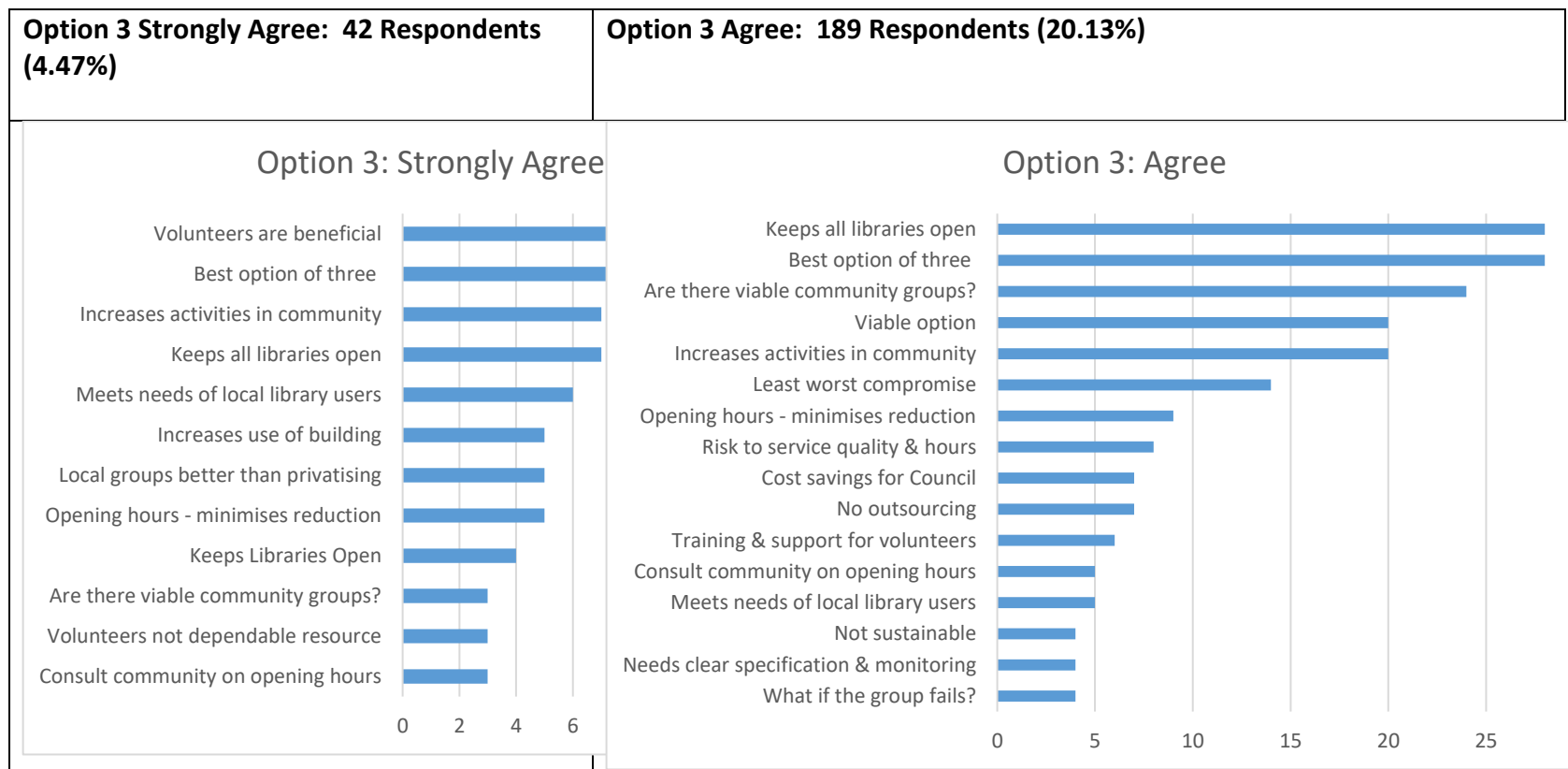


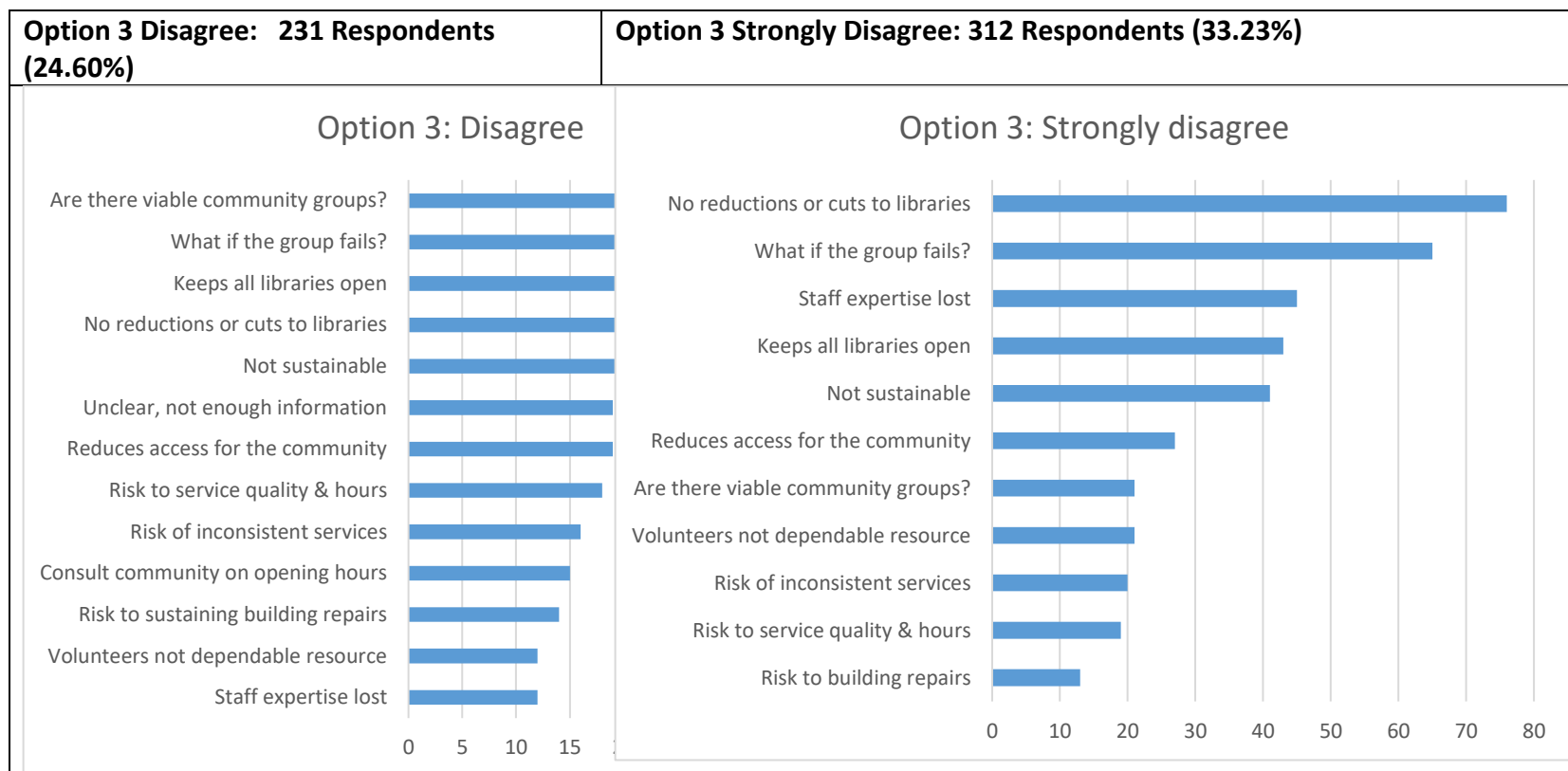
Option 2 Not Sure: 122 Respondents (12.75%)

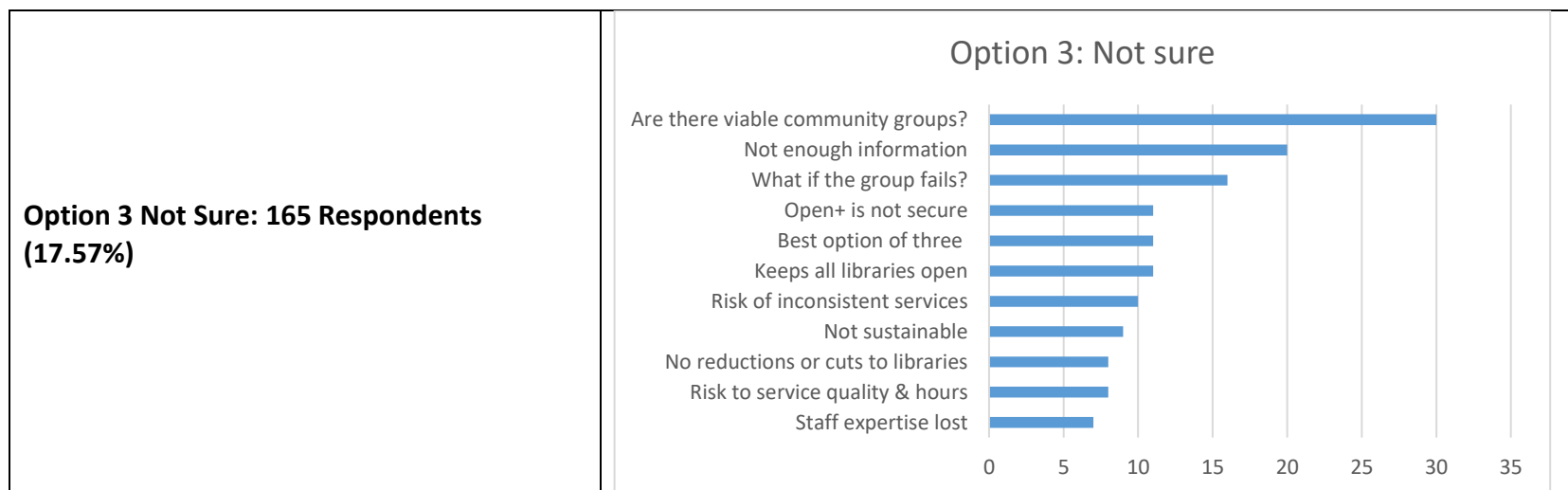
Option 2: Not Sure



OPTION 3: To what extent do you agree or disagree with Option 3: Five community-run libraries and reduce opening hours for 8 libraries? 939 Respondents. Breakdown of free text responses by main themes. Reasons for Option 3: benefits of working closely with the community







3.3 A comparison of the comments by common themes linked to “Agree” and “Strongly Agree” for each options were compared to get a better overview of impact:

Themes emerging from respondents who said they Strongly Agree or Agree with:	Option 1: Reduce library service hours by 21% across the borough? 987 respondents in total 552 respondents:		2: Outsource the management of all 13 libraries? 957 respondents in total 163 respondents:		Option 3: Five community-run libraries and reduce opening hours for 8 libraries? 939 Respondents in total 231 respondents:	
	Strongly Agree (183)	Agree (369)	Strongly Agree (32)	Agree (131)	Strongly Agree (42)	Agree (189)
<i>Number of mentions of major themes from feedback</i>						
Benefits						
Keeps All Libraries Open	26	79	1	15	4	19
Share reductions equally across borough	25	30				

Local library available to visit for local people - meets needs of local library users	19	14			6	5
Flexible: Council could restore service in future to current hours of opening	17	20			1	2
Good option Sensible fair decision/Opt 2 Better wider choice/Opt 3 Best is community run	13	17	1	6	13	48
"Least Worst Option"	11	37				14
Achievable or most secure option						
Achieves Savings "greatest chance"	10	11		2	1	7
Safeguards investment in IT/TLC	6	4				
Most "secure"	5	3				
Option 1 Keeps activities free Option 3 increases activities in community	2	2			7	20
Least disruptive	2	4				1
Quickest to implement	1	6				
Option 2: Concern over high cost of outsourcing and not sure savings can be met			2	2		
Hours of Opening						
Option 1: Reduced Hours have an impact but it is acceptable reduction as best option	11	41				1
Option 1: There should always be a library open in the borough/ Vary open days varied	8	18				
Reduction accepted but must open on Saturdays	5	26				
Reduction accepted but must open evenings	3	12				
Reduction accepted but must provide marketing	4	11				
Reductions accepted now but not in future		2				
Central Library - must be open 6 days	1	1				
Central Library - 5 days ok	3	6				
Consult Community on Opening Hours		2			3	5
Option 2 and Option 3: Minimise reduction or increase opening hours			1		5	9

Predict Downward spiral - further reduction in opening hours lead to future closures		4				4
Open+ Technology: unstaffed access to libraries						
Open+ beneficial for access	10	16	2			
Open+ not beneficial. Unsafe; will lead to decrease in usage	3	3				1
Future of Staff						
Risk of losing paid staff Option 1: valued; mitigate reduction Option 2: good for staff Option 3: paid staff work with volunteers	5	28	1	1	1	1
Volunteers						
Volunteers - good for service	2	3			13	
Volunteers - can be liability	1	1			3	
Will there be support & training for volunteer groups?						6
Management: Council, Outsource Partner, Community Group						
Maintain Council Control - services/assets Option 1: Don't Outsource Option 3: "Local groups better than privatising"	34	41		1	3	7
Council Management - no confidence/ poor especially re contracts or community management	2	0	1	2		2
Outsourcing and Community managed libraries work well in other boroughs			1	2	1	2
Risk: What if community group fails? Unsustainable						8
Risk of finding viable & fair partner Option 2: consider Non-profit organisation, avoid companies that are "money greedy" Option 3: Is there a group that can take on a lease?			3	8	3	27

Option 3 - risk of different levels of service quality and H&S measure; needs clear specification & monitoring; difficult to implement						12
Option 3: Community management should be a temporary measure					2	3
Option 2 - innovation possible				1		
Unclear about options 2 & 3 - Option 1 is more certain/Opt 2 too many unknowns	3	5		1		
Use of Library Buildings						
Option 2: Buildings could be rejuvenated and benefit community				1		
Option 3: Community groups could increase use of buildings for community activities					5	2
Income Generation						
Income Generation/Room Hire & Paid for events	1	6		1		2
Other themes						
Why reduce library services? Choose reductions elsewhere		16				2
Use of digital resources instead of libraries, especially after COVID	3	5				

4. Profile of Survey Respondents:

4.1. Respondents by Ward and Age

913 Respondents provided Ward information: See below breakdown of Ward details by age of respondents where given

907 Respondents provided age information: Respondents to Phase 2 Libraries Consultation were primarily adults, but much feedback came from parents, teachers and others on behalf of children. Feedback suggested many were parents with small children who favoured reduced hours in principle as long as opening hours included Saturdays. Other adults agreed with reduced hours as long as open days were properly publicised and included some evening hours for working adults.

Wards – Age Ranges	Under 18	19-24	25-34	35-44	45-54	55-64	65-74	75+	Prefer not to say	Grand Total	Percentage of Respondents
Addiscombe East		1	6	5	6	11	11	3	1	44	4.82%
Addiscombe West			5	7	2	3	9	1	1	28	3.07%
Bensham Manor					2	1	1			4	0.44%
Broad Green			4	6	1	5	3	1	1	21	2.30%
Coulsdon Town			2	9	5	7	10	5	1	39	4.27%
Crystal Palace and Upper Norwood				7	1	1	4	2		15	1.64%
Fairfield				2	7	2	3	2		16	1.75%
Kenley			2	2	4	3	5	2	1	19	2.08%
New Addington North		1	2	2	4	2	2		1	14	1.53%
New Addington South	1		2	1	2	2	1	1		10	1.20%
Norbury and Pollards Hill	2	2	5	8	7	5	11	2	2	44	4.82%
Norbury Park			3		3	1		1		8	0.88%
Old Coulsdon			2	5	10	10	19	26	2	74	8.21%
Other			4	2	5	7	6	2	1	27	1.97%

Appendix 1

Park Hill and Whitgift				3	3	3	6	3		18	6.57%
Prefer not to say	1	3	9	2	2	4	1	1	10	33	2.19%
Purley and Woodcote			4	13	8	12	13	9	1	60	8.21%
Purley Oaks and Riddlesdown				3	4	6	7			20	1.75%
Sanderstead	1	2	3	7	6	15	28	9	4	75	3.07%
Selhurst		1	1	5	3	1	2	1	1	15	3.18%
Selsdon and Addington Village			2	4	4	6	5	4	3	28	2.96%
Selsdon Vale and Forestdale			1	1	6	6	7	6	1	28	4.71%
Shirley North		1	1	3	3	3	8	4	4	27	5.26%
Shirley South		1	1	1	5	8	16	8	3	43	5.91%
South Croydon	2	1	8	8	10	9	5		4	47	4.49%
South Norwood	1		7	21	5	12	5	2	1	54	2.52%
Thornton Heath			6	9	5	11	6	2	1	40	0.88%
Waddon	1		1	3	3	9	5	1		23	2.74%
West Thornton		1	3	1		1	2			8	3.61%
Woodside			2	9	3	4	3	1	3	25	2.96%
Grand Total	9	14	86	149	129	170	204	99	47	907	
Percentage of Respondents	0.99%	1.54%	9.48%	16.43%	14.22%	18.74%	22.49%	10.92%	5.18%		

4.2. 911 respondents provided information on Gender

Response	Number of Respondents	Percentage of Respondents
Male	293	32.16%
Female	559	61.36%
Transgender male	1	0.11%
Transgender female		
Gender variant / non-conforming		
Prefer not to say	52	5.71%
Prefer to self describe	6	0.66%

4.3. See below the breakdown by age, gender by each Consultation Option:

	OPTION 1: To what extent do you agree or disagree with Option 1: Reduce library service hours by 21% across the borough						OPTION 2: Outsource the management of all 13 libraries?					OPTION 3: Five community-run libraries and reduce opening hours for 8					
Age Group	Female	Male	Prefer not to say	Prefer to self describe	Transgender male	Grand Total	Female	Male	Prefer not to say	Transgender male	Grand Total	Female	Male	Prefer not to say	Prefer to self describe	Transgender male	Grand Total
Under 18	2	3				5	1	1	1		3	2	1				3
19-24	4	2				6	3				3	4	1				5
25-34	26	14				40	11	5			16	21	12	2			35
35-44	49	17	3	1		70	24	8			32	27	11	1	1		40
45-54	50	20	1			71	12	7	1		20	22	12				34
55-64	71	29	3	2		105	23	2	1		26	25	8	1	1		35

65-74	83	47	4		1	135	16	10		1	27		23	20	2		1	46
75+	42	27				69	9	7			16		14	10				24
Prefer not to say	8	2	8	1		19		2	5		7			1				1
Grand Total	335	161	19	4	1	520	99	42	8	1	150	138	76	6	2	1	223	

4.4. Ethnicity

911 Respondents provided ethnicity information and detailed information is below, followed by a summary comparison with Croydon population project for 2021:

Response	Number of Respondents	Percentage of Respondents
White English / Welsh / Scottish / Northern Irish / British	576	63.23%
White Irish	14	1.54%
White Gypsy or Irish Traveller	1	0.11%
Any other White background	57	6.26%
White and Black Caribbean	7	0.77%
White and Black African	3	0.33%
White and Asian	12	1.32%
Any other Mixed / multiple ethnic background	20	2.20%
Indian	37	4.06%
Pakistani	9	0.99%
Bangladeshi	4	0.44%

Chinese	6	0.66%
Any other Asian background	23	2.52%
Black African	20	2.20%
Black Caribbean	28	3.07%
Any other Black background	8	0.88%
Arab		
Other	16	1.76%
Prefer not to say	70	7.68%

The library service contacted local community groups representing different ethnic groups as part of the communication plan for the consultation, but the ethnicity profile does not reflect Croydon's overall profile. The library service needs to engage further with local groups of all races during implementation. A comparison with the comparative percentages of race compared to Croydon overall percentage below demonstrates the need to engage further.

All Respondents (911)	Number	Percentage	Croydon Overall Percentage
White	648	71%	46.1%
Asian	79	9%	19.9%
Black	56	6%	23.9%
Mixed	42	5%	7.8%
Other	16	2%	2.3%

Prefer not to say	70	8%	0%
	911	100%	100%

Comparing responses for “Agree” and “Strongly Agree” for each option by ethnicity:

All respondents (911)	Number	Percentage	Option 1 (521 Responses)	Percentage of 911	Option 2 (150 responses)	Percentage of 911	Option 3	Percentage of 911
White	648	71%	379	42%	97	11%	157	17%
Asian	79	9%	42	5%	21	2%	30	3%
Black	56	6%	39	4%	9	1%	10	1%
Mixed	42	5%	24	3%	6	1%	12	1%
Other	16	2%	6	1%	5	1%	3	0%
Prefer not	70	8%	31	3%	12	1%	11	1%

4.5. 891 Respondents provided information on their religious beliefs

Response	Number of Respondents	Percentage of Respondents
None	266	29.85%
Christian	443	49.72%
Hindu	21	2.36%
Sikh	4	0.45%
Muslim	20	2.24%
Jewish	1	0.11%
Buddhist	10	1.12%
Any other religion	18	2.02%
Prefer not to say	108	12.12%

5. Further Analysis on Impact: Age, Maternity/Pregnancy and Disability

The Equalities Impact Assessment identified that for specific residents with protected characteristics there might be a more significant impact, and so it was important to analyse responses in detail to plan mitigations.

5.1. Age Groups

Options 1 and 2: Reduction in opening hours is likely to have a disproportionate impact on some age groups:

- Families with young children (time, logistics, cost)
- Adults without digital access; jobless (especially in Broad Green and South Norwood)
- Seniors who have told us it is difficult to travel (cost, fear of crime, fear of injury)
- School children after school and school organized visits (not reflected in data; in free text)

Feedback from over 50% of residents responding to the Phase 2 Libraries Consultation expressed a preference for Option 1 because it would mean a Council managed service and felt that a distribution of reduced hours across all libraries was a fair approach. However, the actual opening hours needed to be convenient for the community and further engagement with residents is essential for implementation.

5.2. Maternity & Pregnancy:

Option 1 Reduce library service hours by 21%: Respondents from this group chose “disagree” and “strongly disagree” because they did not want any reduction in hours; if this option went ahead, they wanted regular rhymetimes and opening hours that were mother & child friendly, and offered Saturdays and evenings for working mothers. Please see comments below which will be taken into account when implementing the new opening hours, and the library service will seek further discussion with this group.

- *Keep rhyme time at all libraries [Strongly agree option 2] The times need to be friendly so family's and older people can attend*
- *Negative impact as our childcare providers rely on the library to entertain and educated the kids in their care*

- *As a working mum in full time employment, this option will narrow my chances of finding a suitable time to go and browse in my local library. [Strongly disagree Option 2]*
- *As a mum, I had the benefit of mum and baby classes and sessions at both the local and central library. With reduced working hours, it would be difficult to access such services that were beneficial in facilitating contact and connection with others at a similar life stage. [Disagree with Option 2, Not Sure Option 3]*
- *The libraries are an essential resource for many- certainly myself whilst pregnant and post pregnancy. Without being able to meet other mums or access resources at the library, my post partum anxiety would have been worse. I also know of children who rely on library resources to help them with their education- their parents cannot afford to buy them books or access to the internet. [Strongly disagree with option 2, Agree with option 3]*

Option 2 Outsource libraries: Some respondents preferred this option because it kept all libraries open and some pointed out that it worked in other boroughs. Other respondents were concerned that an organisation dependent on profit would not be focussed on the community and would start charging for baby and toddler activities.

Option 3 Five community-run libraries and reduce opening hours for 8 libraries: Many respondents preferred this option because they felt a community run library would provide more activities for mothers and toddlers, but were not pleased about reduced hours in the other libraries. Some respondents expressed concern that community run libraries, with a dependency on local volunteers, would not be sustainable and that the libraries would eventually close.

5.3. Disability

The Phase 2 Libraries Consultation sought feedback from disabled residents through the options survey, two webinars and 14 face to face events.

Option 1 Reduce Service hours by 21%: this option was preferred over the other options, but many saying reduced access to the library set out in this option will have a negative impact on vulnerable and disabled residents. They disagreed or strongly disagreed with all three options on the basis that any reduction in service would have a negative impact on them. The comments below will be taken into account when implementing the new opening hours, and the library service will seek further discussion with this group.:

- *I am disabled and live very close to the library and any change of location or cut in Services will detrimentally impact me, who are so dependant upon this site.*
- *My daughter has a disability and reading helps her a lot. That it is known there will be a moderate impact on those with disabilities and other characteristics says to me the library must not reduce their hours*
- *as a disable resident the library is an important hub for my services and sanity*
- *closed days might be the quieter days which are more disabled friendly”*

It was noted that residents with mobility issues could not easily travel to other libraries, especially not to those without parking nearby. Although Home Library Service and digital services were a mitigation for some residents, they did not replace an open local library, accessible to those with disability, providing library staff, books and activities.

There are over 1,000 registered library members who have stated they have a disability (see Table 1 in Appendix), and they are registered in all library branches, so the impact is across the entire service. If reduced, the service will work with disabled residents in each branch to ensure the opening hours are suitable for people with disability

6. Summary Conclusion

In conclusion this document has presented the consultation responses from second phase of the consultation. This document, as well as the results of first phase of the consultation, alongside the Equalities Impact Assessment and the Library Plan, plus the Library Plan 2019-2028, will be used to help inform the cabinet decision on 18th August 2021.