

DERBYSHIRE COUNTY COUNCIL

CABINET

20 December 2018

**Report of the Strategic Director – Commissioning,
Communities and Policy**

Public Library Service Strategy

(STRATEGIC LEADERSHIP, CULTURE AND TOURISM)

(1) Purpose of Report

To inform Cabinet of the results of the public consultation on the draft Derbyshire Public Library Service Strategy and the outcome of the Equality Impact Analysis (EIA); to seek approval to implement a revised strategy, based on feedback from the public consultation; to agree one off funding of £742,000 to support the transition to Community Managed Libraries (CMLs); to send notification of the proposals as amended to the Secretary of State at the Department for Digital, Culture, Media and Sport (DCMS).

(2) Information and Analysis

At its meeting on 5 April 2018, Cabinet gave approval to send notification of the outline proposals contained within a draft Derbyshire Public Library Service Strategy, Libraries for Derbyshire, to the Secretary of State at the DCMS and to commence a 12 week consultation on the draft strategy from Monday 7 May 2018. See appendix 1, Libraries for Derbyshire.

This report presents a summary of the main results of the public consultation and illustrates how the proposals have been revised, to reflect the feedback received and outline the next steps in the process. (The percentages quoted below are based on the number of people who responded to a specific question in the consultation). The report also includes an EIA to assess the implications of the proposals on Protected Groups.

Library strategy consultation

A range of promotion was undertaken to raise awareness of the proposals contained within the draft strategy and to encourage people to complete the consultation. All the information gathered from the consultation has been fed into the analysis document. See appendix 2, Public Library Service Strategy Analysis of Results. This contains a summary of the key data followed by detailed analysis.

Response to feedback on Proposal 1: “To deliver the library service through 25 libraries under direct Council control and 20 community libraries”

31% of respondents agreed with this proposal, 45% disagreed and 24% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, Public Library Service Strategy Analysis of Results, pages 45 to 50.

Some respondents felt that all libraries should continue to be run by Derbyshire County Council. However, Members are asked to consider whether the scale of the reductions to the library service budget means that it is not possible for the service to continue with the existing operating model, in all 45 libraries. It is considered that despite the number who disagreed with the proposal the transfer of 20 libraries to community management represents the best opportunity to maintain and potentially improve on the current levels of provision, as evidenced by CMLs across the UK. A model in which CMLs remain within the library network, and are managed in a new and collaborative way with communities, is more likely to be sustainable, particularly as the new culture and approach to service delivery begins to embed itself. It retains a coherent library network across Derbyshire, meaning that the Council continues to meet its statutory obligations.

Every library, including CMLs, will continue to be part of Derbyshire's statutory service and the strategy makes clear the level of service that will be available in all tiers of libraries. Consequently a focus on ensuring that the offer from an individual library meets the standard specified by the Council is key, and this could be effectively provided by a CML, with support in place from Derbyshire Libraries. CMLs will also have the opportunity to build upon the standards of provision outlined in the Libraries for Derbyshire document and exceed them.

Some respondents identified a need for enhanced support at the beginning of the process of establishing CMLs, e.g. becoming constituted as a charity, managing budgets, and there were also concerns about the loss of trained library staff. Any proposed new structure for the public library service, which will be the subject of a separate report to Cabinet, will ensure that the service retains adequate paid staff to support CMLs over the long term. They would continue to receive the benefits of skilled, professional support from staff employed by the County Council. To address issues raised around training of volunteers, comprehensive training will be provided to any group taking responsibility for a CML including training in data protection issues. The service will also help to establish an effective support network of CMLs within the county, and signpost to the national CML network.

This report also seeks Cabinet's agreement to allocate a one off sum, up to £50,000, to cover the cost of securing time limited external support from the voluntary sector to assist groups in setting themselves up to manage libraries

e.g. support for business planning, preparation of a constitution etc. Council staff, working alongside the voluntary sector, will help to minimise the risk that no groups will feel able, or viable, enough to come forward. Officers will also contact Locality, which describes itself as '*the national network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive*' about the plan to create CMLs across Derbyshire. At a national level Locality have supported the development of the Community Managed Libraries Network and will be able to help identify additional ways of supporting community organisations.

During the consultation the four years of grant funding proposed was considered too short a period for CMLs to become sustainable, and could limit the funding they could bid for, as many organisations require five years of match funding. It is therefore proposed that tapered grants are provided to CMLs, for five years from the date of handover of each library, rather than the four year period originally proposed.

Questions were also raised in the consultation about the ability of community organisations to manage their financial obligations effectively. It is therefore proposed that alongside the support outlined above, the Council could take responsibility for handling some of the financial transactions, e.g. the payment of utility bills, rates etc., for a maximum of the first two years after the transfer, with a phased transfer to the responsible community organisation. However, if an established group, with sound financial practices in place, wishes to receive its full annual grant to administer themselves, the Council will endeavour to facilitate this. Details of the proposed schedule of funding are attached as appendix 3, Grant Funding for Community Managed Libraries.

There were views expressed in the consultation that community support for CMLs may not be sustainable. For example, it was suggested that CMLs might have to deal with situations or issues that, if left unaddressed, could affect the future sustainability of a library e.g. a shortage of volunteers, financial or building issues. Maintaining open communication channels and an ongoing relationship between CMLs and library staff will help to identify and address problems, e.g. by offering additional support from within the Council's wider resources. Derbyshire Libraries staff already have a proven track record of working with, and supporting, a wide range of volunteers.

In the view of officers CMLs offer a community based solution to sustaining the valuable network of local libraries and may facilitate innovative approaches to service delivery. By addressing the specific issues raised during the consultation and learning from the experience of other authorities and the voluntary sector, Derbyshire should be able to establish a robust estate of CMLs, in line with developments elsewhere in the UK.

It is proposed that the following 20 libraries are offered for community management:

- | | | |
|---------------------|-----------------|----------------|
| 1. Borrowash | 8. Killamarsh | 16. Hayfield |
| 2. Etwall | 9. Melbourne | 17. Tideswell |
| 3. Clowne | 10. Hadfield | 18. Old |
| 4. Duffield | 11. Holmewood | Whittington |
| 5. Creswell | 12. Gamesley | 19. Somercotes |
| 6. Brimington | 13. Whitwell | 20. Woodville |
| 7. Whaley
Bridge | 14. Wingerworth | |
| | 15. Pinxton | |

As part of the process the service will undertake a two stage engagement exercise.

The first stage will seek to identify interested groups and key stakeholders in local communities and officers will engage with them, to help encourage a whole community response.

During the second stage, interested community groups will be asked to put together a Business Plan and support will be provided, as required, to assist with this process. Submitted plans will then be assessed by officers. Groups who are successful in submitting a viable plan will be invited to work with the Council, on a phased basis to move forward with the transfer. If groups do not come forward, staff and partners will work within communities to build capacity.

Despite the significant amount of initial and ongoing support that will be offered by the County Council, it is recognised that in some communities no groups or organisations may come forward to take responsibility for managing their local library. In this eventuality officers would need to identify alternative methods of delivering library services in those communities and any proposed changes would be the subject of additional public consultation before any decisions were made.

All CMLs will be asked to agree a Service Level Agreement (SLA). This document will lay out in detail what the Council would expect from the community group, and what the group can expect from the Council. This agreement will ensure that expectations are managed and that the duties and responsibilities of all parties are understood, and it will set out what actions might need to be taken if the terms of the SLA are not met.

Response to feedback on Proposal 2: “To use tiering to allocate future resources and services”

28% of respondents agreed with this proposal, 31% disagreed and 41% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, pages 50 to 54.

Respondents expressed the view that all libraries should be equal. However, there are already significant differences and variations across the range of services available at Derbyshire's 45 libraries. It would not be practical or cost effective to offer the same range and depth of services at all libraries and the Derbyshire pattern of provision is mirrored across the UK. For example, as the central library for the County there are significantly more resources held at Chesterfield Library than there are anywhere else in the library network. These resources are already accessed by library users from across the County. By maintaining the existing network, every library will continue to be a gateway to the full resources of the whole of the county library service, irrespective of their size, levels of use or geographic location. It will still be possible for all libraries to take advantage of the regional, national and international connections available to the library service.

It is proposed that a tiered approach to provision is introduced as outlined in the Libraries for Derbyshire document. A copy of Derbyshire Libraries Tiers is included as appendix 4. At a time of reducing resources adopting this approach to provision helps to:

- Define the nature of the service that should be provided from libraries of different sizes and types
- Ensure the consistent and balanced allocation of resources such as opening hours and staffing
- Match services to customers' needs and expectations and giving customers a clear basis for those expectations
- Highlight and learn from good practice to improve the service and address poor performance
- Develop detailed service specifications and standards e.g. for stock allocation

Response to feedback on Proposal 3: “To reduce the overall amount of time that libraries are open to the public”

21% agreed with this proposal, 56% disagreed and 23% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, pages 54 to 59.

The primary concern was ensuring that libraries were open at times that meet user needs and any changes did not deny access to working people, students

and children. Details of existing opening hours and the proposed changes, are included as appendix 5, Current and Proposed Library Opening Hours.

The changes to opening hours were predicated on reducing hours at the quietest times, usage figures show that the vast majority of library visits happen before 5pm. To ensure libraries remain accessible they will still retain late night and Saturday opening, and where possible, some will no longer close at lunchtime. By careful planning, the service will ensure a pattern of opening hours where some libraries will be available every week night until 7pm and from 9am to 4pm on a Saturday. The service will continue to offer 24/7 access to a range of electronic resources, such as eBooks, eMagazines and online reference tools. Making library resources available digitally, in effect replicating part of the offer available in physical buildings, will help to mitigate the impact of reduced opening hours.

The exact timescale for transferring all 20 libraries to a community managed model is yet to be determined. Where there are no initial expressions of interest from communities, by October 1 2019, it is proposed that the opening hours in those libraries are reduced in line with the proposals outlined in appendices 1 and 4. This would be subject to a further period of public consultation.

Response to feedback on Proposal 4: “To reduce the amount of new materials and library resources”

13% agreed with this proposal, 61% disagreed and 26% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, pages 59 to 64.

Respondents thought that libraries needed to provide a range of up to date, quality resources to stay relevant and well used. To address this the service will ensure that resources acquired are effectively distributed and circulated across the whole library network, which was suggested by many respondents. All libraries stock is purchased for the whole county, so will remain available for requests from any library, including CMLs. Increased analysis of stock performance data and the introduction of stock audits will support stock purchasing decisions. Suggestions for new stock from all libraries, and from users, will continue to inform buying. There will be continued use of professional reports and agencies, to aid stock selection, in line with national Universal Library Offers. The Strategic Director, Commissioning, Communities and Policy will also consider the use of any future departmental 'one off' underspends, to supplement the reduced materials fund.

Derbyshire libraries currently lead an East Midlands purchasing consortium of four local authorities, which has secured a significant discount on stock acquisitions. It is currently exploring the possibility of joining a much larger

buying consortium to maintain and possibly increase the levels of discount, thereby further increasing the purchasing power of the materials fund. As part of this procurement process the service will seek added value services from suppliers such as sponsorship of events.

Following visits by officers to other authorities, it has also become apparent that following major changes to the delivery of public library services, CMLs in particular, can anticipate a significant increase in the number of donations of books from library customers, potentially helping to offset the impact of any reduction in the overall materials fund budget. Derbyshire libraries have always accepted donations of books and as part of the implementation of the strategy, the existing policy will be revised and more actively promoted.

Response to feedback on Proposal 5: “To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library Service”

48% of respondents agreed with this proposal, 19% disagreed and 33% neither agreed, or disagreed or didn't know. A full summary of the responses is set out in appendix 2, pages 64 to 69.

It is proposed that the two mobile libraries, as well as the two spare vehicles, are offered for Community Management.

As with static libraries, the service will undertake a two stage engagement exercise. The first stage will identify interested groups and key stakeholders and officers will engage with them to help encourage a co-ordinated response. During the second stage, interested groups will be asked to put together a Business Plan and support will be provided as required to assist with this process. Groups who are successful in submitting a viable plan will work with the Council on a phased basis to move forward with the transfer. Successful groups will also be able to develop the service in line with community needs and demand e.g. by amending timetables and stop locations. If groups do not come forward, staff and partners will work to build capacity. Appendix 6, Grant Funding for Community Managed Mobile Libraries, details the proposed schedule to support the transfer of the Mobile Library Service.

Derbyshire is the first authority to look at a community managed model for its Mobile Library Service and given the highly dispersed nature of the service it is possible that no groups or organisations will come forward. If there is no interest in this option it is proposed that consideration is given to withdrawing the mobiles from service and identifying alternative methods of delivery, e.g. deposit collections in community venues. Any eligible customers would be offered the option of the Home Library Service. This proposal would be the subject of a future paper to Cabinet and further public consultation before any decisions are made to reduce the existing Mobile Library Service.

Response to feedback on Proposal 6: “To consider the future implementation of smart libraries in the 25 retained libraries”

27% of respondents agreed with this proposal, 48% disagreed and 26% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, pages 69 to 75.

A number of respondents indicated that they would not feel safe or secure when using an unstaffed library and there were concerns that buildings, stock and equipment might be at risk of theft or damage. Other local authorities, who have already successfully implemented smart libraries, faced similar issues. They addressed these by: undertaking comprehensive and robust risk assessments, ensuring extensive CCTV coverage, providing effective user education, asking customers to agree to meet a number of key criteria before they were provided with access, and recruiting volunteers to cover some unstaffed periods.

It is proposed that the concept is piloted at a future date. This will be determined by the availability of funding, and following a formal tendering exercise, in a small number of libraries. In those libraries, unsupervised self-service would only be provided for part of the week. Subject to a successful pilot, the scheme could be rolled out to other libraries on a phased basis.

The potential introduction of smart libraries in the future would reduce staffing costs, through a reduction in staffed opening, and increase opening hours and accessibility outside of normal working hours by expanding unstaffed opening. It also opens up the possibility of seasonal opening hours, where libraries might close earlier in the winter and stay open longer in the summer, Sunday and bank holiday opening and the possibility of opening on request for one-off events and festivals. None of this is currently possible, as it is not cost effective to provide a staffed service at such times.

Response to feedback on Proposal 7: “That the library service stops providing a DVD loan service”

47% of respondents agreed with this proposal, 17% disagreed and 36% neither agreed or disagreed, or didn't know. A full summary of the responses is set out in appendix 2, pages 75 to 77.

It is proposed to discontinue the service from 1 April 2019. To mitigate the impact of this, smaller collections of children's DVDs and classic films will be retained in the tier one and two libraries, which currently stock DVDs, and these will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. No new items will be added to stock, and all remaining DVDs will be withdrawn on 31 March 2021.

Other issues raised in the consultation

The feedback received through the consultation covered a large and diverse range of subjects and it would not be possible to respond to each of the specific individual issues raised. However, there were some cross cutting themes to emerge during the consultation and these are highlighted below.

Potential impact on disadvantaged communities

Concerns were expressed about: the impact proposed changes could have on deprived, isolated and vulnerable communities and in areas of social and economic disadvantage, the important role of libraries in terms of safeguarding, and libraries remaining as designated Safe Places.

A full Equality Impact Analysis has been undertaken in relation to the implementation of the strategy and is attached as appendix 7.

All libraries will remain Safe Places. Guidance and safeguarding training, in relation to both children and vulnerable adults, will be provided to staff in Council run libraries and to volunteers in CMLs.

It should also be stressed that the proposed model would ensure continued access to 45 static libraries, and no users should have to travel any further than they currently do to visit a library. The actual impact the implementation of the strategy will have on access to services for Derbyshire residents, has been assessed as follows:

Service	Percentage retained
45 static libraries	100%
2 mobile libraries	100%
Access to the physical stock held in all 45 libraries	100%
Access to free public computers and Wi-Fi	100%
Home Library Service	100%
Opening hours across the county	86.6%

Potentially, the community management model, and the implementation of smart libraries in the future, could offer increased access to library services or additional services, as has been seen in other authorities, helping to mitigate the impact of the budget reductions.

Marketing, Promotion and Community Engagement

Comments were made about the need for increased promotion of libraries, and the perceived lack of awareness about the range of services available. In response to feedback received the library service is proposing to explore the potential of creating Friends Groups for the 25 council run libraries. Many Friends Groups have been formed in other authorities. They can be effective ambassadors and advocates for the library service, supporting staff and enhancing the library offer to the community, by fundraising, promoting, and providing a range of different skills.

Once Friends Groups are successfully established, the library service will explore ways of encouraging more volunteer involvement in direct service delivery. This would be the subject of a further report to Cabinet.

Conclusions

A diverse range of feedback was received throughout the consultation and not all of the proposals put forward received universal support. The library service has used the feedback received, to develop a way forward which addresses many of the issues raised. The proposed reductions to opening hours, and the materials fund, provoked the highest levels of disagreement. This indicates that moving forward with the other proposals in the strategy, ensures no additional reductions are needed in these areas, and should be the preferred approach.

Overall the consultation process stimulated a considerable amount of debate and encouraged many people to engage with the County Council. The implementation of the library strategy will support the Council's ambitions to be an Enterprising Council. It will help to ensure services are focused on supporting communities, enabling them to come together around common goals, sharing their experiences and having access to a wide range of resources tailored to local needs.

(3) ICT Considerations

ICT services are working closely with the library service to provide appropriate support for the implementation of the proposed strategy, and to ensure that any ICT solutions are secure, and good value for money.

As it is proposed that there will be a link between CMLs and the Council network, ICT services will identify and implement the steps necessary to ensure Public Service Network compliance.

(4) Financial Considerations

The potential savings from delivering the library strategy are estimated to be approximately £1.6 million and are summarised below.

Service area	Estimated savings
Transfer 20 libraries to community management	£500,000
Change opening hours at 25 libraries	£400,000
Library service staffing review	£360,000
Materials fund	£140,000
Mobiles	£200,000
Total	£1,600,000

It is proposed that CMLs and mobiles receive a five year tapered financial package of support from the Council. Details of the proposed schedule of funding are attached as appendices 3 and 6. It is also proposed to allocate a one off sum of up to £50,000 to cover the cost of securing time limited, external support from the voluntary sector to assist community groups to become established. Cabinet are therefore asked to allocate a total sum of £742,000 for this purpose. The funding will be held in a dedicated reserve and will be drawn down as appropriate.

A further opportunity available to CMLs to reduce their running costs, is that they will be eligible to register for charitable status and will therefore be able to apply to pay reduced business rates.

In line with the approach in other local authorities, CMLs will retain any existing income generated at a specific library, e.g. overdue charges. They will also be encouraged to adopt an entrepreneurial approach to develop new income generation opportunities, to support their long term financial viability. The amount of income that would be retained by the 20 CMLs is estimated at approximately £15,000 per annum in total.

Each CML will have differing requirements and skills and so the Council will initially need to be flexible, and potentially adopt a hybrid funding model. CMLs will be expected to have key financial practices in place, their own banking arrangements, and will be asked to submit annual audited accounts. Any support and advice provided to CMLs will be in accordance with the Council's Financial Regulations, payment processes and operating procedures.

Corporate Procurement will ensure that the CML procurement process is undertaken in accordance with the Council's Financial Regulations and the Public Contracts Regulations 2015.

(5) Human Resources Considerations

The staffing implications arising from the implementation of the Libraries for Derbyshire Strategy will be the subject of a future paper to Cabinet and separate consultation with the staff and the Trade Unions.

(6) Legal Considerations

The provision of public libraries is governed by various pieces of legislation, most notably The Public Libraries and Museums Act 1964. Section 7 states:

It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof.

though 'comprehensive and efficient' are not defined.

In fulfilling its duty, the Council should have particular regard to the desirability of:

i) Securing that facilities are available for borrowing books, records, films etc. sufficient in number, range and quality to meet the needs of all, and the special requirements of adults and children

ii) Encouraging adults and children to make full use of the service and provide advice.

While it is the Council's responsibility to determine how to deliver library services, considering local needs and available resources, the DCMS is responsible for national library policy and must oversee and promote public library services. The Secretary of State can order an inquiry where there are concerns that a local authority is not fulfilling its duties under the Act.

The courts, Mr Justice Ousely, in *Bailey v London Borough of Brent*, have interpreted the requirement to provide a service in the following terms;

“A comprehensive service cannot mean that every resident lives close to a library. This has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on council resources. Decisions about the Service must be embedded within a clear strategic framework which

draws upon evidence about needs and aspirations across the diverse communities of the borough.”

The Secretary of State also noted that, as confirmed by the High Court in *R (Green) v Gloucestershire Council* [2011] EWHC 2687 (Admin):

“the availability of resources is highly material to the question of what constitutes a comprehensive and efficient library service. The section 7 duty cannot be exempt or divorced from resource issues and cannot in law escape the reductions which have been rendered inevitable in the light of the financial crisis engulfing the country.”

Mr Justice Collins (*Simon Draper and Lincolnshire County Council* July 2014) drew on all previous judicial reviews and elaborated on comprehensive and efficient in a county setting.

“The key is reasonable ability to access the service by all residents of the county. This means that distances and time taken to reach a library must be reasonable and any particular problems, whether physical disabilities, or created by age or family considerations, must be capable of being met.”

“Budgetary constraints are a material consideration”.

Members are also asked to note any potential issues relating to detriment to Protected Groups identified in relation to the EIA, which are examined below.

It was also important that the consultation undertaken was carried out in good faith and with an open mind. A Council should not enter into consultations having already pre-determined the outcome. It was this issue that led to the High Court preventing Lincolnshire County Council’s proposed changes to its library service, in July 2014. The judgment noted that while it is proper for an authority to have a preferred option and to consult on it, for the consultation to be meaningful the authority must be prepared to think again if respondents are unhappy with the proposal and suggest a reasonable alternative. Although the draft Libraries for Derbyshire Strategy was based on the Council’s preferred option, identified in the April 2018 Cabinet report, it has been altered to reflect the feedback from the public consultation illustrating that the Council undertook the consultation in good faith. For example:

- Grant funding support extended to five years
- Funding of £50,000 identified to pay for independent support for CMLs
- Seeking the assistance of Locality to help support CMLs
- Enhanced financial support over the first two years with the Council taking more ownership of financial processes on behalf of CMLs
- A managed transition ensuring staff support over the first two years

- Assistance with the recruitment and training of volunteers e.g. through the development of eLearning packages
- Ensuring any new staffing structure includes support for CMLs
- Trialling the smart library concept before any implementation
- The retention of DVD collections to loan free of charge until 31 March 2021

The Libraries Taskforce advise that authorities considering making changes to the provision of their library service should send notification of their proposals to the DCMS to assist the Secretary of State in his superintendent role. Subject to Cabinet approval it is proposed to send notification of the proposals contained within this Cabinet paper to the Secretary of State at the DCMS.

In delivering library services, the Council must also comply with the Equality Act 2010 and in particular the Public Sector Equality Duty. The Council should give 'due regard' to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity and fostering good relations, in the exercising of its functions [such as library provision]. This need for 'due regard' specifically applies to nine protected characteristics set out in the Act, including age and disability. This ensures that the Council considers the needs of all individuals in shaping policy and delivering services and guarantees that the Council does not disadvantage individuals or groups.

An EIA has been developed in parallel with the development of the strategy. Members' attention is drawn to the analysis, attached as appendix 7. The EIA identified potential areas of adverse impact, and the steps identified to mitigate part of the impact of the proposal are set out in the analysis.

Insofar as the Equality Act 2010 is concerned, Cabinet Members are reminded that they are under a personal duty, when considering a decision, to have due regard to the need to protect and promote the interests of persons with protected characteristics (e.g. people who are vulnerable on account of age, gender reassignment, pregnancy or maternity, race, disability, religion or belief, sex, sexual orientation).

In order to discharge this duty, Cabinet Members are asked to read and give careful consideration to what is said in the report and the analysis of the potential adverse impacts of the proposed changes. Members should also consider for themselves the types of adverse impacts that could result from the proposed changes to the library service.

Members are under a duty to consider whether these potential adverse impacts are justifiable, and/or whether they should be mitigated and how. Members should also be aware that one of the available options to them is to decide it is not possible, because of the severity of the impact, to proceed with

any or some of the proposals. In that event, it would be necessary for the Council to consider alternative ways of making savings.

A Privacy Impact Assessment (PIA) will be undertaken following approval of this report by Cabinet, to help to identify and minimise any data protection risks associated with the proposed transfer of 20 static libraries and mobile libraries. The PIA will then be subject to review and approval by the Council's Information Governance Group. The Council's Data Protection Officer has been consulted and is content with the process adopted. As already noted in this report, volunteers will be provided with appropriate data protection training prior to taking up their role.

(7) Social Value Considerations

Derbyshire Libraries provide social value in a number of ways for people living in the county. The implementation of the Libraries for Derbyshire Strategy would build on, and develop this, for example:

- By increasing the number of volunteering roles available, meaning there will be more opportunities for people to benefit from the positive impact of volunteering
- CMLs and Friends Groups will help to strengthen local communities, making them more entrepreneurial, resilient, and innovative
- Providing free access to education, recreation, information and cultural resources and opportunities
- Through a positive impact on health and wellbeing
- By enabling people to gain and develop digital skills to enable them to participate more effectively in the digital world
- By breaking down social isolation by providing a safe, neutral social space
- Through their commercial and economic impact, helping to develop a literate, well-educated and skilled population

(8) Property Considerations:

The Procurement Process and SLA will ensure that all CMLs have the knowledge, ability and governance arrangements in place, to manage and maintain the property to the standard expected by the Council, to ensure the buildings are statutorily compliant and safe for use.

It is proposed that the council will transfer buildings to community groups, via leases with a five year duration, and the lease would only be valid alongside a SLA. These leases would assign responsibility for the day to day running of the premise to CMLs, and they would become responsible for: caretaking, cleaning, grounds maintenance, internal maintenance, decoration and finishes, utilities, security, business rates, fixtures and fittings and trade waste.

The council will retain responsibility for insuring the premise and maintenance to the external elements of the building and elements of a structural nature from the Corporate Maintenance Budget. Maintenance works will continue to be prioritised in the same manner as they are for other Council buildings.

The Council will retain responsibility for property related statutory compliance, but will be aided by the CMLs, who will be expected to undertake and record compliance checks.

Property will undertake annual landlord visits to support and offer advice to CMLs in running these community buildings and will continue to include them on condition surveys, planned maintenance and statutory compliance programmes.

CMLs will be given the opportunity to purchase cleaning, grounds maintenance and internal maintenance services from Property.

(9) Other considerations

In preparing this report the relevance of the following factors has been considered: equal opportunities, prevention of crime and disorder, environmental, health and human rights.

(10) Key Decision

Yes

(11) Call-in. Is it required that call-in be waived in respect of the decisions proposed in the report?

No

(12) Background Papers

Cabinet 5 April 2018 Report of the Strategic Director – Commissioning, Communities and Policy, Public Library Service Strategy (Strategic Leadership, Culture and Tourism).

Held on file within the Commissioning, Communities and Policy Department. Officer contact details – Don Gibbs, extension 36572.

(13) OFFICER'S RECOMMENDATIONS That Cabinet:

1. Notes the results of the public consultation and the outcome of the Equality Impact Analysis.
2. Approves the implementation of the revised Libraries for Derbyshire Strategy, as amended in light of feedback from the public consultation

3. Agrees one off funding of £742,000 to support the transition to Community Managed Libraries.
4. Approves officers sending notification of the proposals contained within the report to the Secretary of State at the Department for Digital, Culture, Media and Sport.
5. Agrees further decisions relating to the implementation of the Libraries for Derbyshire Strategy, except as stated in this report to be subject to future Cabinet decisions, are delegated to the Strategic Director Commissioning, Communities and Policy in consultation with the Cabinet Member for Strategic Leadership, Culture and Tourism.

Emma Alexander
Strategic Director – Commissioning, Communities and Policy

List of Appendices

Appendix 1 Libraries for Derbyshire

Appendix 2 Public Library Service Strategy Analysis of Results

Appendix 3 Grant Funding for Community Managed Libraries

Appendix 4 Derbyshire Libraries Tiers

Appendix 5 Current and Proposed Library Opening Hours

Appendix 6 Grant Funding for Community Managed Mobile Libraries

Appendix 7 Equality Impact Analysis

Appendix 1

Libraries for Derbyshire

A Strategy for the Public Library Service

Our vision for Derbyshire Libraries is that we:

“...will provide people focussed services at the heart of local communities, enabling access to books and reading, information, digital skills, technology, cultural and lifelong learning opportunities for all”.

Introduction

Our new strategy will ensure that Derbyshire can deliver a transformed library service, which is sustainable and remains relevant to the needs of our local communities. We will enable local people to develop and deliver library services, which meet their communities' need and embeds them as hubs of their community.

Our library offer will be delivered through:

- a) 25 Council run and 20 Community Managed Libraries (CMLs), offering accessible services based around the six universal offers.
 - Reading
 - Information
 - Digital
 - Health and Wellbeing
 - Learning
 - Culture
- b) Digital access to services through an online offer of eBooks, eAudio, eMagazines, digital newspapers, a range of other online resources and a virtual catalogue. The online offer will be available 24 hours a day, 365 days a year.
- c) Outreach through a well-developed and popular Home Library Service, Bookstart and a Mobile Library Service.

Future Delivery of the Library Service

1. Implementation of a Tiered Approach

Tiering provides a strategic framework, in which resources and provisions can be allocated and managed across the library service, in a clear and consistent way. Levels of current library use and levels of need, identified by using data from the Indices of Multiple Deprivation score (2015) Average for England & Wales, and

2011 Census, are all useful elements in determining which tier a library is allocated to. A key performance measure for all tier one to three libraries will be that they contribute a minimum percentage of use to total public library use. Public library use embraces the total number of issues, the total number of visits and the total number of computer sessions booked over the course of a financial year, to give an average percentage of use. Libraries where use levels fall below this threshold may be reallocated to a different tier, and resources, opening hours etc. altered accordingly.

Tier 1 Library

Chesterfield, the largest library in Derbyshire, which serves as the central library for the whole county, will be the only library in this tier. It will be a centre of excellence, with the longest opening hours, with access to the most comprehensive range of library materials, within the resources available. Normally open up to six days per week from Monday to Saturday, including late nights and Saturday opening with at least one opening until 7pm between Monday and Friday.

Current opening 57 hours per week, proposed opening hours up to 51 hours per week

Tier 2 Libraries

These libraries will usually contribute a minimum of 2% of total public library use and will be located in the largest communities in Derbyshire. They will offer the broadest range of services, after Chesterfield and will normally be open up to 46 hours per week. These hours will be delivered across six days, from Monday to Saturday, with at least one opening until 7pm between Monday and Friday.

Tier 2 libraries will offer a choice of book stock covering adult and children's fiction and non-fiction; Wi-Fi; free public access computers; self-service and printing/scanning facilities; a study area, copies of free local newspapers; community information and reference resources including a local studies collection; children's library; class visit opportunities for local schools and the annual national Summer Reading Challenge and other events. All tier 2 libraries will offer self-service provision for the issue and return of items.

Current average opening 51 hours per week, proposed opening hours up to 46 hours per week

Tier 3 Libraries

These libraries will usually contribute between 1 to 1.9% of total public library use and will be located in smaller, but still substantial communities. These libraries will be open between four and six days per week, and will normally be

open until at least 7pm on one evening per week, and for at least three hours on Saturday.

Tier 3 libraries facilities will also include: a range of book stock covering adult and children's fiction and non-fiction, (including a % of titles circulated from tier 1 and 2 libraries); Wi-Fi; free public access computers, printing/scanning facilities; study facilities; copies of free local newspapers, community information and reference resources, including a local studies collection covering the immediate area; children's area, class visit opportunities for local schools, and the annual national Summer Reading Challenge along with other events. Where appropriate, tier 3 libraries will offer self-service provision for the issue and return of items.

Current average opening 36 hours per week, proposed opening hours up to 30 hours per week. (There are two libraries which have opening hours that are less than 30 hours per week and there are no plans to increase the opening hours at these libraries).

Tier 4 Libraries

These libraries will usually contribute less than 1% of total public library use and will be located in the smallest villages and communities. These are the libraries that it is proposed to transfer to community management. The following recommendations on opening hours etc. are intended as a minimum standard that will be expected. The library service will provide more detailed guidance and training to any organisations that take responsibility for managing community libraries. As a minimum, they will normally be open between two and five days per week and will normally be open until at least 6pm on one evening per week, and for at least three hours on Saturdays

Tier 4 libraries will have an agreed range of stock and facilities. This will include a range a book stock covering adult and children's fiction and non-fiction; Wi-Fi; free public access computers, printing/scanning facilities; copies of free local newspapers, community information and reference resources including a small local studies collection covering the immediate area; a children's area, class visit opportunities for local schools and the annual national Summer Reading Challenge and other events. The majority of materials available for loan will be items circulated from other libraries.

Current average opening 22.1 hours per week, proposed a minimum of 18 hours per week. There is a significant variation in the number of opening hours in this group of libraries, with some currently being open up to 26.5 hours per week. There are also a number of libraries that have opening hours that are less than 18 hours per week. Any proposal to increase the opening hours at these libraries would be at the discretion of the community organisation managing the service.

However, any initial funding support would be allocated based upon existing opening hours.

The principles for Community Managed Libraries in Derbyshire are:

1. They would all remain part of the statutory library network. They will operate to Derbyshire libraries policies and procedures and provide a core offer.
2. They would operate the same library management system for the issuing and return of items and for internet access, ensuring members of any Derbyshire library will only need one library card
3. For at least the first five years each library would be supported by an annual grant (based pro rata on running costs at the time of the transfer to community management) and a core collection of resources. All resources purchased and provided by DCC would remain the property of the Council. Stock included on the library catalogue would be accessible to all Derbyshire libraries members and any items identified as being available for loan on the library catalogue may be requested by another library.
4. Services in CMLs would be available and accessible to all members of the community, with no restrictions on access.
5. Communities would be able to expand their service offer beyond that detailed in the tiering approach, in line with the needs and requirements of local residents. If communities raise additional funding, and were able to access sources of income not available to the local authority, they would be able to use these funds to develop their specific library offer in line with community requirements.
6. All groups interested in taking responsibility for a CML would have to go through an evaluation process prior to the transfer of responsibility for the service, including the preparation of a business plan. The arrangement with community groups would be managed via a service level agreement and a set of key performance indicators clearly demonstrating the service outcomes local residents could expect from their libraries. These indicators would include as a minimum:
 - Membership
 - Issues
 - PC usage
 - Participation in the Summer Reading Challenge
 - Customer feedback
 - Opening hours

Further indicators could be developed in collaboration with communities prior to the implementation of the new model. Regular meetings would take place with all CMLs to assess their performance against the agreed indicators.

Library staffing

Staffing levels in libraries will be closely aligned with the proposed levels of service, with paid staff not provided in tier 4 libraries. At larger libraries it is recognised that there will normally need to be a minimum of two staff available during normal opening hours. The level of staffing allocated to Chesterfield will take account of delivering public services as well as managing a large and complex public building. Where self-service is installed in libraries there will be an expectation that a minimum of 70% of all appropriate transactions will be completed through the self-service machines.

Friends Groups

To help improve existing levels of marketing and promotion, and to increase community engagement, the library service will seek to develop Friends Groups for the 25 council run libraries. Many such groups have been formed in other authorities and they can be effective ambassadors and advocates for the library service, supporting staff and enhancing the library offer to the community, by fundraising, promoting, and providing a range of different skills.

Smart Libraries

A growing number of local authorities, e.g. Norfolk, Peterborough, Milton Keynes, Leicestershire and the London Borough of Barnet, have identified an additional method of achieving ongoing savings through the introduction of sophisticated self-service technology. This is helping to develop a new generation of 'Smart Libraries'.

Building on its existing successful use of self-service technology in libraries, the service will seek to further explore, develop and embed the culture of self-service and personal responsibility, subject to a satisfactory pilot programme. This would enable customers to manage their own transactions without staff support wherever possible.

2. Digital Library Services

Physical access to library services will be complemented by access to electronic services on a 24/7 basis via the County Council website. The library service already operates a high quality online offer which includes access to the library catalogue, eBooks, eAudio, eMagazines, digital newspapers and a range of online reference and information tools. As technology and resources are in a

state of constant change the nature and shape of the offer will continue to evolve in line with changing technology and the available resources.

3. Outreach Library Services

Mobile Library Service

For some communities it may not always be practical to visit a library building and the service provided by the Mobile Library Service may be the way that communities engage with the service. They visit almost every part of the county and are a valuable resource, facilitating access to a wide range of services.

The following recommendations on availability of the service etc. are intended as a minimum standard which will be expected. The library service will provide more detailed guidance and training to any organisations that take responsibility for managing the Mobile Library Service.

Mobile libraries will have an agreed range of stock and facilities. This will include a range of book stock covering adult and children's fiction and non-fiction. There will also be some community information and reference resources and a children's area. The majority of materials available for loan will be items circulated from other libraries.

As a minimum the service will normally be available for between four and five days per week until at least 4.30pm (exact availability is influenced by mandatory testing, which means that vehicles regularly need to be taken off the road). Any proposal to increase the availability of the Mobile Library Service would be at the discretion of the community organisation managing the service.

Home Library Service

It is recognised that some vulnerable and isolated Derbyshire residents will be unable to access the range of services available from a static library irrespective of its location, e.g. because of their own sickness or disability. The existing, well developed, Home Library Service will be the means of reaching this group of existing and potential customers. This highly personalised outreach service also contributes to the individual wellbeing of its service users. Information about the service will be highlighted in libraries and online. Once initial contact has been made with the library service potential customers will be contacted by a member of library staff to discuss their reading needs, and a regular visit will be arranged to deliver books, large print or audio books to their home. Delivery might be by a library staff member, friend or family member or a Home Library Service volunteer.

Derbyshire Libraries Core Offer

The core offer is based around the six universal offers as promoted by the Libraries Taskforce and the Society of Chief Librarians:

- Reading
- Information
- Digital
- Health and Wellbeing
- Learning
- Culture

All tiers of libraries will offer the following services and activities:

- **Free access to books**

Printed books, eBooks and audio books in various formats.

- **Reading activities**

The national Summer Reading Challenge, support for reading groups for adults and children, book and reading related activities for children.

- **Information**

Current information in both physical and electronic formats including community information and information to support health and wellbeing

- **Local studies material**

Information on the history and heritage of local communities

- **Technology**

Free access to public computers with broadband connectivity and Wi-Fi. Printing and scanning facilities for a modest charge. Libraries support the national strategy of moving towards services being offered as digital by default, providing advice, support and access to IT for those least able to make the switch.

- **Public space**

Neutral and safe space for reading and other activities.

- **Access to skilled and well trained staff and volunteers**

Additional Services

A range of additional services will be made in the largest libraries, usually Tiers 1 and 2, but the approach to the provision of these services will be flexible,

depending on local circumstances, specific community needs and customer demand. They could include:

- **Promotional talks and events**

Author talks provided free of charge or for the payment of an admission fee, health and wellbeing talks, local studies events.

- **Specialist activities and events**

To include Code clubs, Microbits and Circuit building sessions for children and young people and tablet clinics to help customers use their own devices to access library services.

- **Specialist collections and services**

These will tend to be concentrated at larger libraries. For example the Music and Drama collection at Chesterfield supports the whole of the library service.

- **Work and benefits support**

Provided by library staff and a range of other partners, e.g. Department for Work and Pensions and targeted at areas of deprivation with high levels of poverty and unemployment.

- **Services delivered by partners in library venues**

For example, Credit Unions, Citizens Advice, the Derbyshire Law Centre, Chamber of Commerce.

- **Income generating services**

The hire of room space and photocopying, to generate income for reinvestment in the library service

Delivering Libraries for Derbyshire

This is a long term vision, which recognises that in developing the plan it will take time to foster and refine new, community shaped library services. Each Derbyshire community is different, which means that the solution for each one may look different, while still delivering the core service in line with agreed outcomes.

Members of staff will help to support local communities and help equip them with the skills to enable them to shape their own services. Communities will be at the heart of service development and in partnership they will help the County Council to deliver a customer focussed, modern, value for money public library service.

Derbyshire County Council

Public Library Service Strategy Analysis of Results

Contents

1. Executive Summary
2. Derbyshire Public Library Strategy 2018 - Analysis of Results
3. Methodology
4. Consultation Responses
5. Survey Respondent Characteristics
6. Library use
7. Proposals
8. Additional feedback - Event, Letters, & Email Correspondence

1. Executive Summary

At the beginning of May 2018 Derbyshire Libraries commenced a 12 week public consultation on the draft Derbyshire Public Library Service Strategy: Libraries for Derbyshire. The consultation comprised of a questionnaire; drop-in sessions across all 45 libraries; focus groups in those communities proposed for community managed libraries and mobile library service users; a question and answer session with the Leader of Derbyshire County Council and the Director of Community Services; social media advertising and attendance at various boards and public meetings.

Over 7,000 responses were received from the questionnaire alone and many more individuals, organisations and stakeholders shared their views. Respondents provided an insight into current library usage and gave meaningful feedback to the following proposals:

- To deliver the library service through 25 libraries under direct Council control and 20 community libraries
- To use tiering to allocate future resources and services
- To reduce the overall amount of time that libraries are open to the public
- To reduce the amount of new materials and library resources
- To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library Service
- To consider the future implementation of Smart Libraries in the 25 retained libraries
- That the library service stops providing a DVD loan service

The top themes that emerged from the analysis are detailed below and will be addressed in the Cabinet Report and the Equality Impact Analysis (EIA):

- Losing professional, trained library staff
- Smart libraries: concerns over user safety and security
- New stock provision and the need to provide a range of up to date, quality resources
- The impact of the library strategy on deprived, isolated and vulnerable communities and disadvantaged groups
- The reduction and changing of opening times to meet user needs, in particular limiting the service to people who work or attend school
- The commitment, reliability and the library knowledge of volunteers in the Community Managed Libraries (CMLs)
- Failure of the Library Strategy would lead to eventual closure of individual libraries
- All libraries should be equal with the same standard of resources and services
- All libraries should remain under Derbyshire County Council (DCC) control

The diverse range of feedback received throughout the consultation has informed the development of proposals outlined in the Cabinet paper and the EIA.

The proposed reductions to opening hours and the materials fund provoked the highest levels of disagreement, indicating that moving forward with the other proposals in the strategy, to ensure that no additional reductions would be needed in these areas, should be the preferred approach.

2. Derbyshire Public Library Service Strategy Consultation 2018: Analysis of Results

Introduction

The Library Strategy's vision is to provide a sustainable, customer and community focused service for the future, embedded in the heart of local communities. The strategy does not propose the closure of any libraries, whilst ensuring that the Council can prioritise where it provides funding. It is proposed to:

- To deliver the library service through 25 libraries under direct Council control and 20 community libraries
- To use tiering to allocate future resources and services
- To reduce the overall amount of time that libraries are open to the public
- To reduce the amount of new materials and library resources
- To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library Service
- To consider the future implementation of Smart Libraries in the 25 retained libraries
- That the library service stops providing a DVD loan service

The proposed draft strategy for the library service remains consistent with the Council's statutory duty, its own aspirations as expressed in the Council Plan and the evidence of need demonstrated by the Library Service Needs Assessment. It is also aligned with national developments influencing and shaping public library services.

Service users, communities, organisations and the wider public were encouraged to share their views on the Council's proposals.

3. Methodology

The consultation took place between 9 May and 30 July 2018. To ensure that the consultation was accessible to all, a combination of consultation methods was used to capture the views of as many service users, organisations and the wider public as possible, including those identified as 'hard to reach'. Participation was encouraged through various methods including questionnaires, social media, emails and letters and through events held in various venues

Questionnaires

Two questionnaires were created as part of the consultation. The questionnaires were used to collect feedback from a large number of respondents and for the exploration of patterns and trends. The main questionnaire: Derbyshire Public Library Service Consultation was designed to capture the following information:

- how Derbyshire Libraries are currently being used and by whom
- for respondents to provide feedback on the Library Strategy proposals
- alternative suggestions for achieving the savings and future library provision

The second questionnaire: Derbyshire Public Library Service Consultation Community Involvement was designed to ascertain interest in running or being involved in a CML if the proposal should go ahead.

Community Engagement

A series of drop-ins were held in all 45 Derbyshire Libraries to enable people to talk to officers face-to-face, ask questions and find out more about the proposals and how it would affect them. Officers recorded information on the themes and concerns voiced at these drop ins.

The 21 focus groups were designed to further understand individual communities and mobile library users. Including their current use of the service, concerns on CMLs and to gauge the level of interest from members of the community in getting involved in running their local library. Officers at the groups captured the thoughts, comments and opinions of the attendees.

Involvement with the Library Strategy was actively encouraged from hard-to-reach groups and officers presented to and engaged with the following organisations:

- Youth Council
- Black and Minority Ethnic (BME) Forum
- Deaf Charter
- Learning Disability Partnership Board

Promotion of Consultation

The consultation was widely publicised including:

- Communications to Derbyshire MPs, Councillors and Town and Parish Councils
- A dedicated Library Strategy website
- British Sign Languages video on the proposals produced for the deaf community
- Posters and flyers in libraries and communities
- Provision of consultation documents and paper questionnaires in all libraries
- Advertisement of 49 drop-in sessions at all libraries,
- Advertisement of 21 focus groups
- Promotion via the DCC and Derbyshire Libraries' Facebook and Twitter pages.
- A month long Facebook campaign covering the proposed changes, with messages encouraging people to have their say and fill in the online questionnaire
- Question and Answer session at Chesterfield Library
- Emails to more than 1,000 local organisations, highlighting the consultation and how to get involved
- Regular press releases throughout the consultation period.
- Individual meetings were also held with interested parties/groups to discuss the proposals.

Emails and publications were also sent to:

- BME Network
- Lesbian, Gay, Bisexual and Trans (LGBT) Network
- Disability Workers Forum
- Senior Management Team Public Health and Adult Care together (PHACT) newsletter
- Women's Network

The Library Strategy was available online and in paper format, at all static and mobile libraries.

There was a debate on the Library Strategy at Full Council on 6 June 2018. Full details are available via this link:

<https://www.derbyshire.gov.uk/site-elements/documents/pdf/council/meetings-decisions/meetings/full-council/6.6.2018-public-library-service-strategy-full-council.pdf>

4. Consultation Responses

In total, the Council received over 7,000 responses to the public library service strategy consultation, including letters, emails and events as outlined below:

- 5,309 questionnaire responses, submitted online and on paper
- 1,888 responses from Derbyshire Citizens' Panel¹
- 57 responses from the community involvement questionnaire
- 49 drop in sessions
- 126 attendees at 21 focus groups
- 12 emails received from Town and Parish Councils
- 22 emails and letters received via MPs/Councillors
- e-petition titled 'Save our Libraries' – 3,035 signatures
- 16 letters and emails received from members of the public
- 4 telephone conversations
- 1 email received from Derbyshire UNISON
- 9 emails requesting further information about CMLs
- 296,256 people reached through the Facebook advertising campaign.

5. Questionnaire Respondent Characteristics

5,309 questionnaires were submitted directly, and 1,888 via Derbyshire Citizens' Panel. See figure 1 below.

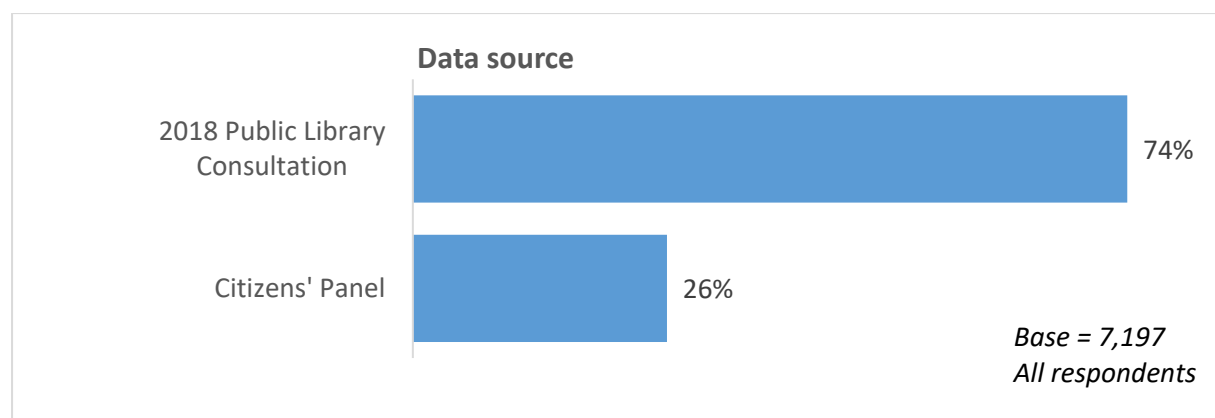


Figure 1

The majority of individuals responding to the questionnaire provided details about themselves, and where provided this has been outlined below.

Of the questionnaires submitted, 6,420 respondents provided their postcode and live in the administrative county of Derbyshire; this is 0.8% of the total population of Derbyshire (791,966).² This figure contrasts with the 14% of Derbyshire residents who actively used

¹ A citizens' panel is a sample of residents who have volunteered to take part in a range of consultation exercises. The Derbyshire Citizens' Panel currently consists of approximately 4,000 residents from all around the County.

² <https://observatory.derbyshire.gov.uk/population-estimates/>

their library membership in 2016/17. Not every respondent answered every question, so the total figures in the analysis of the questionnaire results vary by question.

666 respondents did not provide their postcode and 111 respondents live outside of the administrative county of Derbyshire. Figure 2 specifies where respondents live.

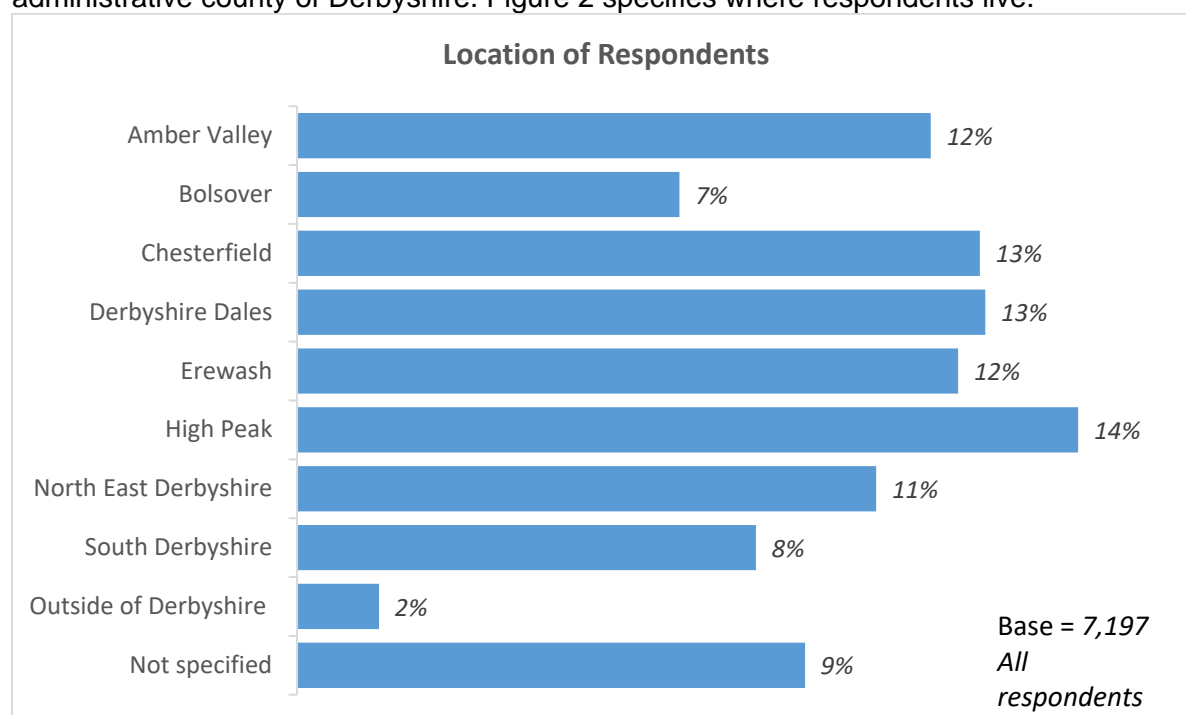


Figure 2

When considering the percentage of Derbyshire respondents from different districts of the County, there are some differences to the overall population statistics. Respondents from Amber Valley, Bolsover and South Derbyshire are slightly under-represented in the questionnaire returns, with 3%, 2% and 4% less than County figures respectively. Derbyshire Dales and High Peak are over-represented, with 5% and 4% more than County figures respectively. The other districts offer a fairly accurate representation. See figure 3.

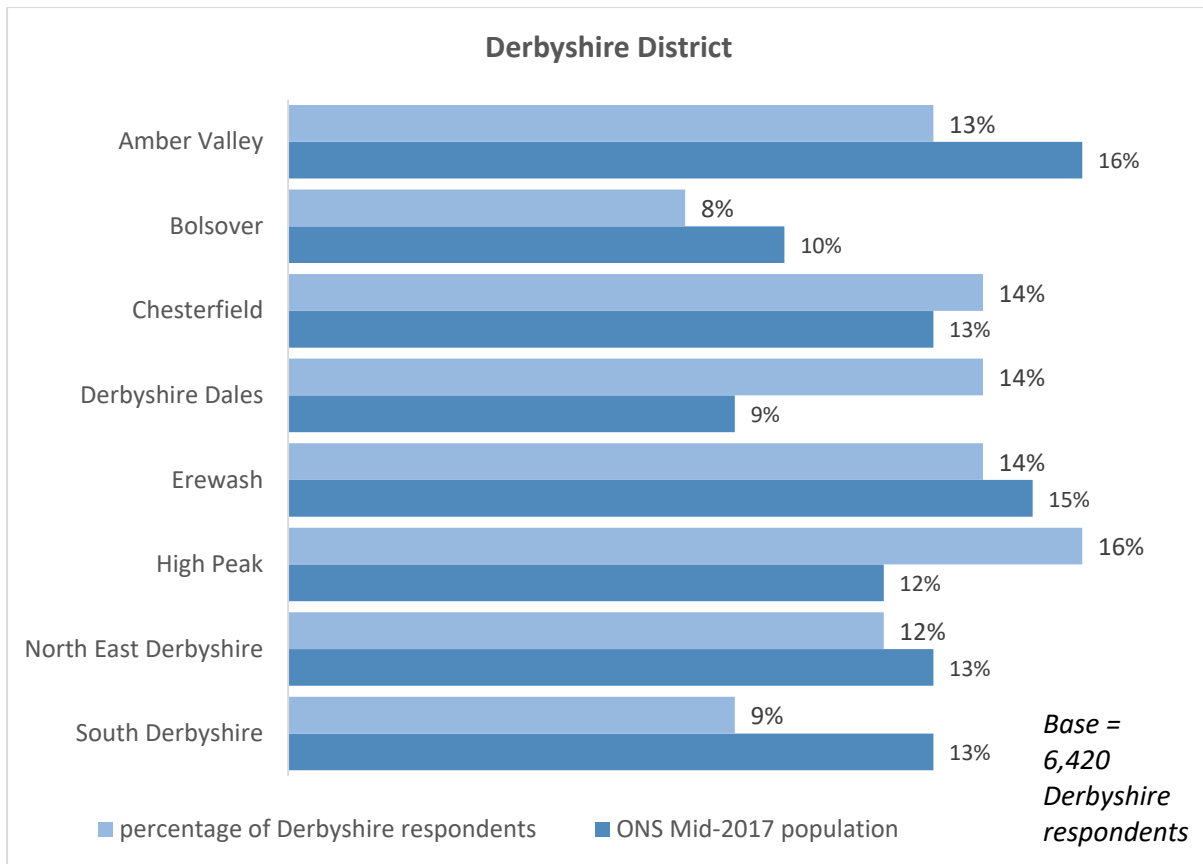


Figure 3

Disability

14% of respondents to the questionnaire consider themselves disabled. This is a slightly lower proportion to the figures for Derbyshire residents, see figure 4. This is despite the effort made to elicit a representative response, by promoting the consultation via groups such as the Deaf Charter Group and the Disability Workers Group, and emailing local organisations who work with people with disabilities. Additional engagement with the Learning Disability Partnership Board has fed into this analysis.

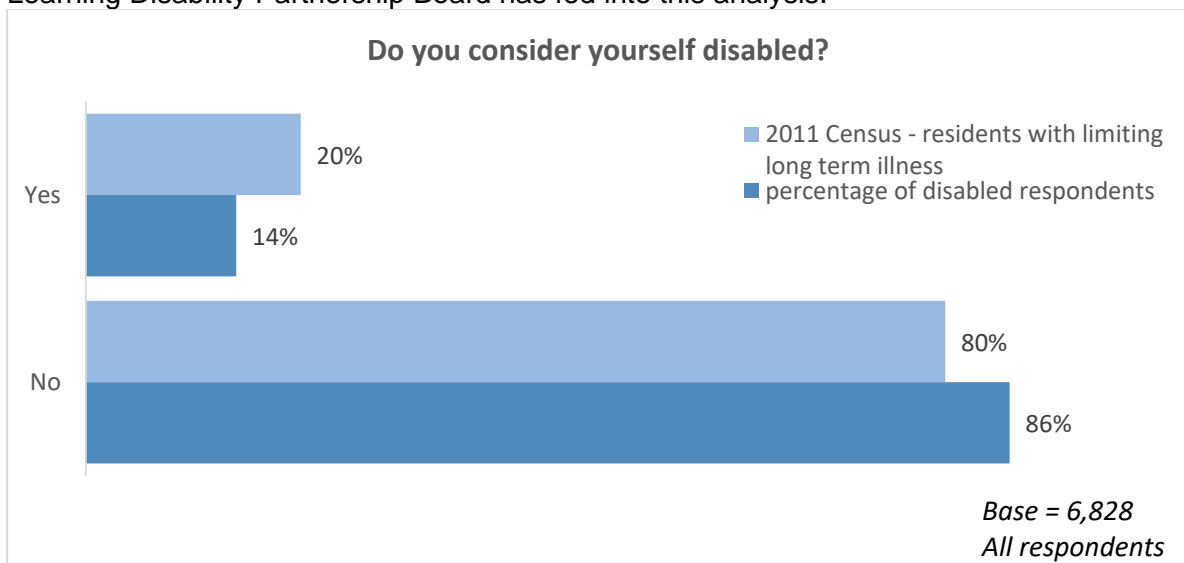


Figure 4

A breakdown by type of disability is not available from census returns, or from the members of the Citizen's Panel. The results from respondents to the questionnaire are as follows in figure 5.

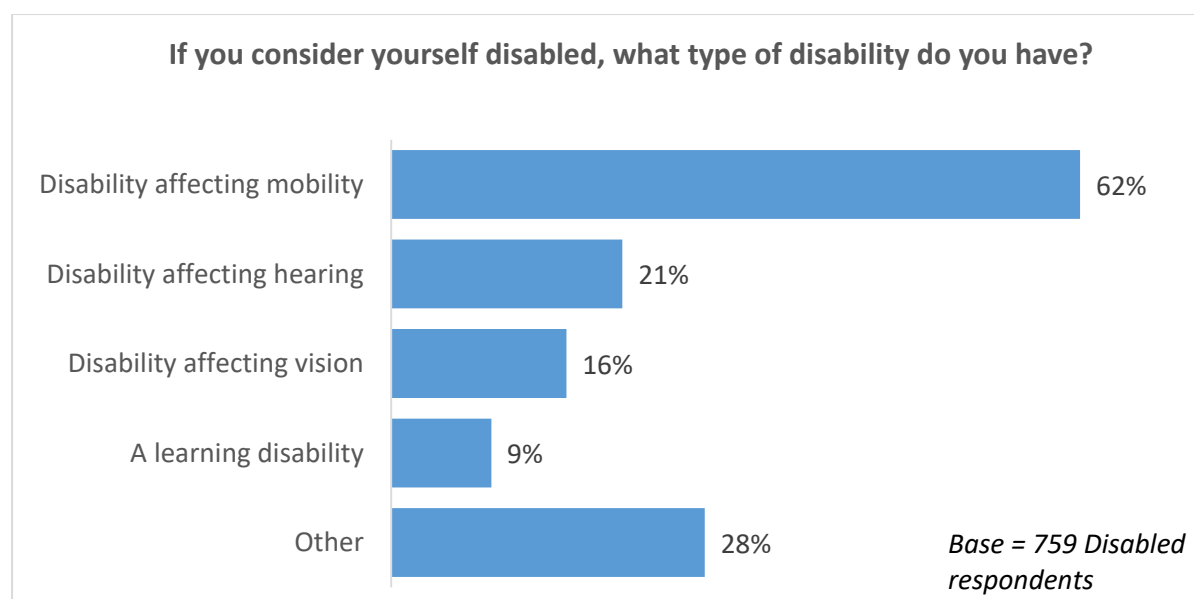


Figure 5

Gender

65% of respondents to the questionnaire were female, and 35% were male. This does not reflect the overall population of Derbyshire which is 49% male and 51% female. See figure 6. Derbyshire Libraries do not collect data on the gender of their users, so it is not possible to compare this to the percentages of males and females who use the service.

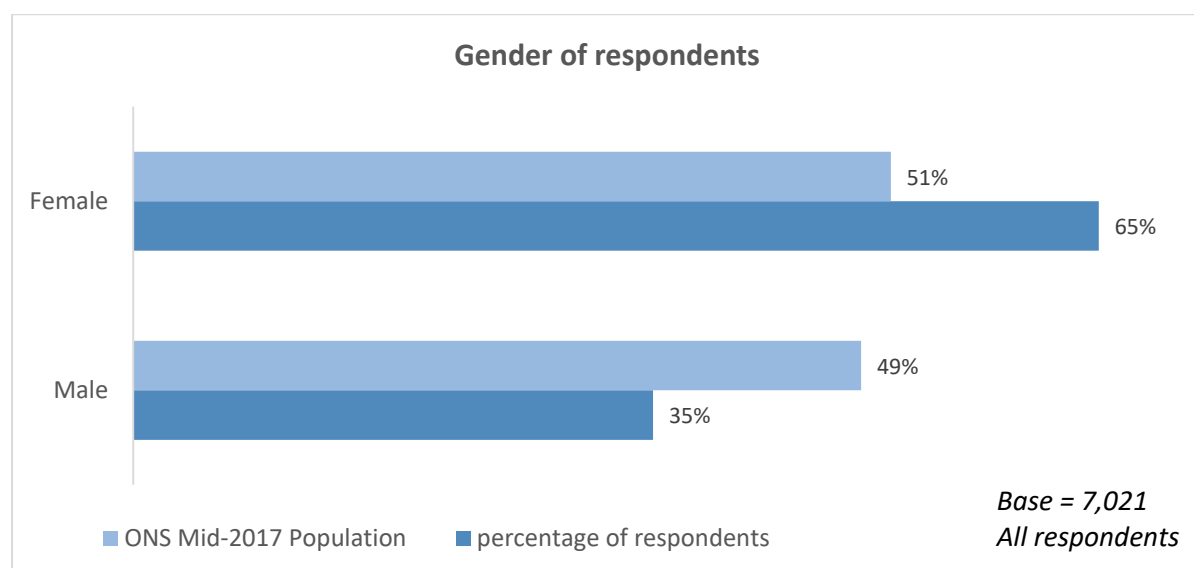


Figure 6

Age

The figure below shows the age of respondents to the questionnaire, compared to overall figures for Derbyshire residents. There are significant differences, and it can be seen that in particular a much lower proportion of under 16s responded, as well as a lower proportion of 16 to 24 year olds. Efforts were made to promote the consultation to children and young people through professionals' networks and by consulting the Youth Council. However,

under 16s are under-represented in the results, accounting for only 1% of respondents, where library service data indicates that children and young people, aged 18 and under, represent 33% of active library users. Nonetheless, many adults responding to the consultation did represent the needs of children and young people in their comments.

A much higher proportion of people aged 65 to 84 submitted a questionnaire, who made up 44% of respondents despite constituting only 19% of the Derbyshire population. See figure 7. People aged 65 and over make up 27% of active library users.

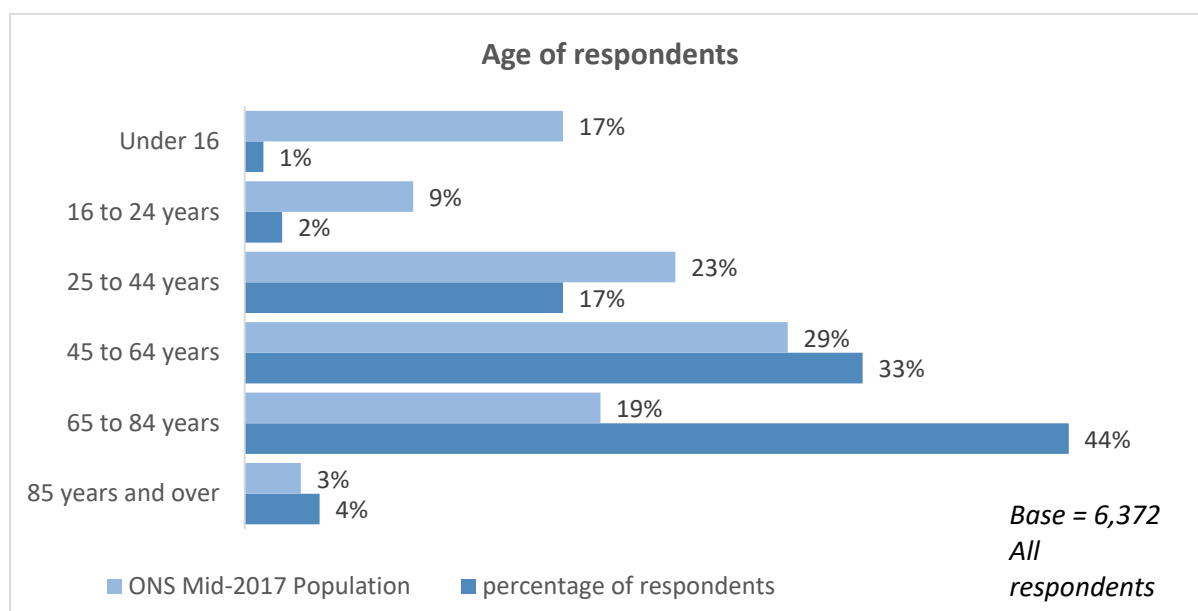


Figure 7

Ethnicity

The respondents' ethnic groups mirror very closely the overall population of Derbyshire, see figure 8. Derbyshire Libraries do not collect data on the ethnicity of their users, so it is not possible to compare these figures to the people who use the service.

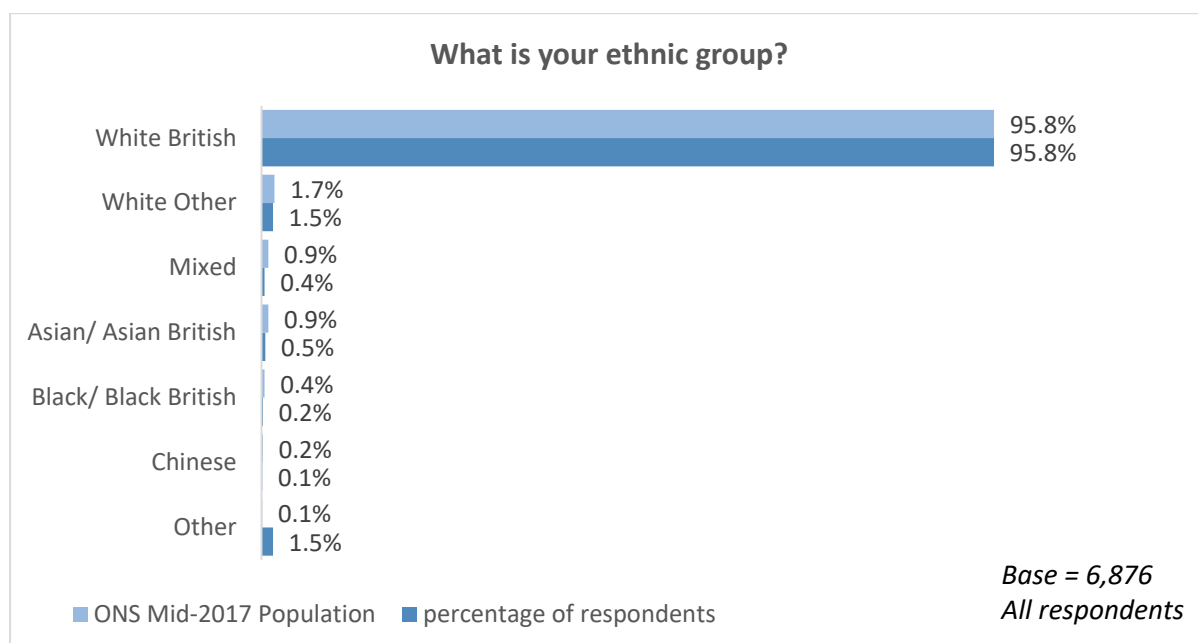


Figure 8

Cross referencing

Some enhanced understanding of this data can be seen by comparison across categories. For example, at face value there is no clear reason for the difference in the proportion of responses from the Derbyshire districts to overall population figures. However, the most over-represented district in the responses is Derbyshire Dales. This district has the highest proportion of people aged over 65, and the lowest proportion of people aged under 16. As 48% of the respondents are aged 65 and over, and only 1% under 16, this may help to explain this. At the other end of the spectrum, South Derbyshire is the most under-represented district in the responses, and this district has the lowest proportion of people aged over 65, and the highest proportion of people aged under 16.

6. Library use

Respondents were asked a series of questions about their current library use to help further understand: who is using libraries, where they are accessing the services and which services are important to them. These are the key findings:

How often people use a branch library

Figure 9 demonstrates that 81% of respondents had used libraries within the last year.

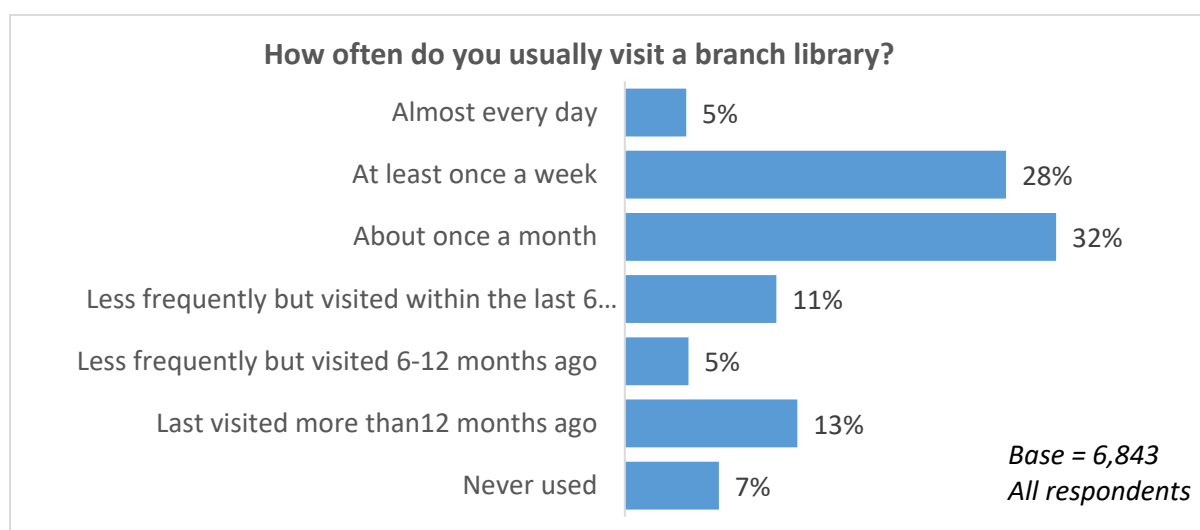


Figure 9

How often people use a mobile library

When asked about visits to a mobile library, figure 10 shows that 79% of respondents had never visited and 12% had last visited more than 12 months ago. 6% of respondents visited every four weeks, which reflects the mobile library service timetable.

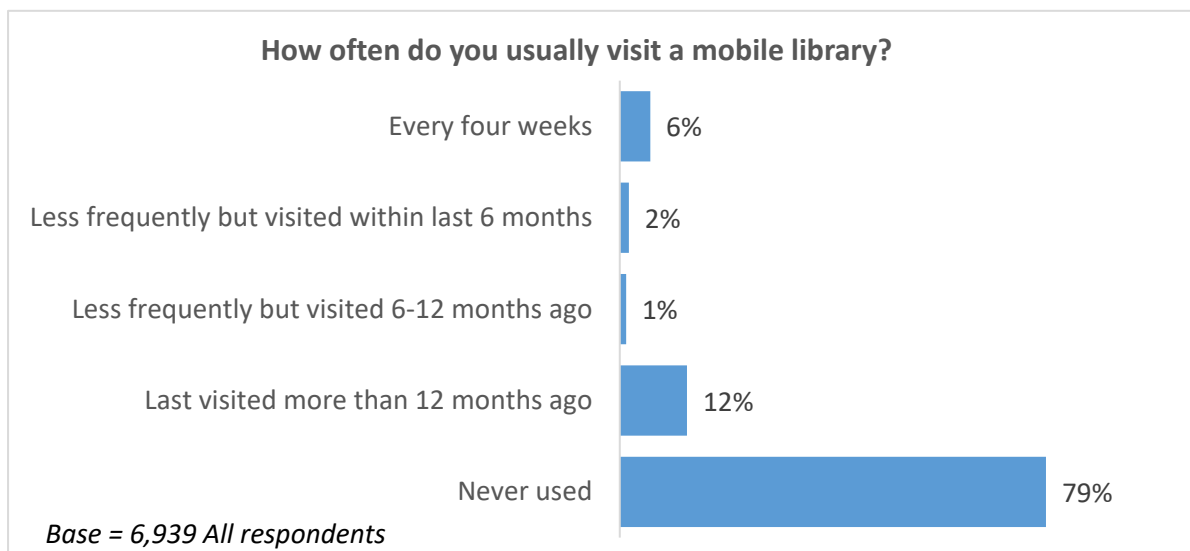


Figure 10

Respondents were asked to indicate which branch library they usually use. All libraries had been used by respondents, with Chesterfield having the highest percentage of use (11.9%). Buxton (5.7%), Ilkeston (4.3%) and Matlock (4.2%) were the next commonly used libraries. The libraries with the lowest percentage of users among the respondents were Woodville (0.2%), Pinxton (0.3%), Somercotes (0.4%), and Gamesley (0.5%).

Respondents were asked how they use library services, and whether they were aware of, or used any of the digital (online) services provided by DCC.

Use of different library services

- Books are the most borrowed items
- Audio books and DVDs are the least borrowed items
- Just over half of respondents have used a computer or Wi-Fi in libraries
- Just under half of respondents have not read a newspaper or magazine in libraries
- Most people have used the library for reference or research purposes, and to pick up information
- A small percentage of respondents attend children's groups or adult social groups
- A large percentage of respondents never hired a room
- Just under half of the respondents never accessed online library pages
- A large percentage never use the Home Library Service

Digital (online) services provided by Derbyshire County Council

- Respondents tend to request books in a library, but renew them outside of a library
- Over half of respondents have never asked a question in a library
- Most respondents have never reported a problem
- The majority of respondents joined the service in a library
- Over a third of respondents were not aware they could reset their PIN
- People are aware of DCC eBooks, eMagazines and eAudio online library services but tend not to use them

Overall, the majority of individuals (93%) considered borrowing books to be the most important service. 47% felt that using a library for reference or research purposes was the most important and 31% chose using a computer.

The detailed analysis of library use and the charts detailing all library usage are attached as **Appendix A**.

7. Proposals

The questionnaire asked respondents to agree or disagree with the following seven proposals. If respondents disagreed with the proposal, they were asked to explain why they disagreed. These comments have been grouped thematically and the key themes have listed beneath each chart.

Proposal 1: “To deliver the library service through 25 libraries under direct Council control and 20 community libraries”

Figure 11 demonstrates that 31% of respondents agreed with the proposal while 45% disagreed.

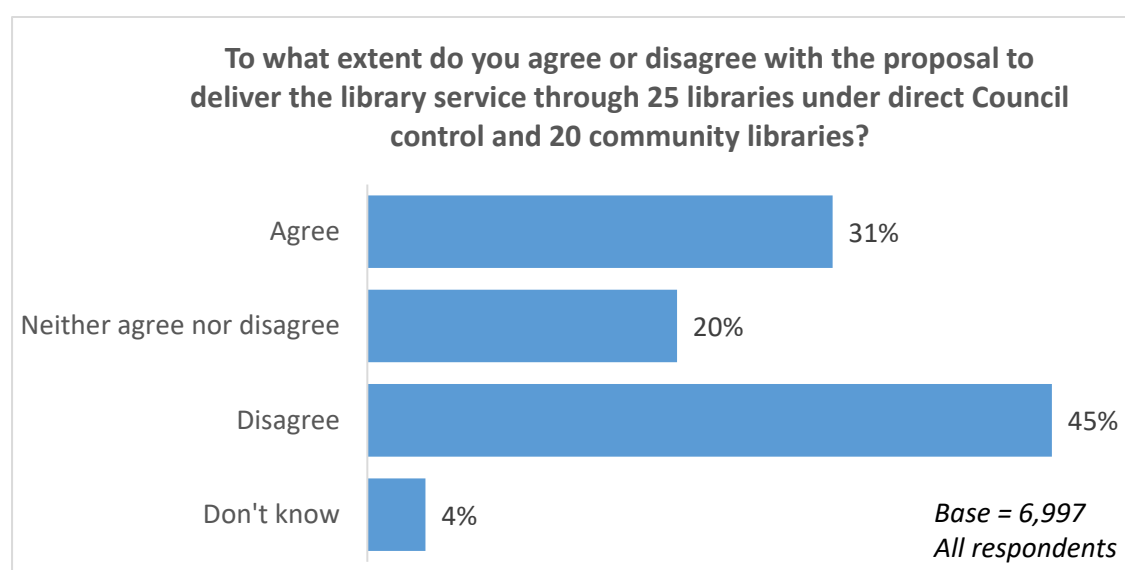


Figure 11

Key themes

- Concerns about the loss of professional trained library staff (783 responses, 11.2%)
- All libraries should remain under DCC control (511 responses, 7.3%)
- Concerns that volunteers are not knowledgeable or reliable (475 responses, 6.8%)
- The impact on disadvantaged, isolated and vulnerable communities (354 responses, 5%)
- Inadequate community engagement and support (319 responses, 5.1%)
- Concerns that the community support model may fail (256 responses, 4.1%)
- Libraries are an essential community resource (253 responses, 4%)
- Concerns that CMLs would result in closure (247 responses, 3.9%)
- Reduced service quality (161 responses, 2.6%)
- Access to information for all (157 responses, 2.5%)
- Concerns about finances and funding (90 responses, 1.4%)
- Re-evaluate the service (60 responses, 0.9%)
- Other comments, no suggestion, did not answer the question (1,137 responses, 16.2%)

Proposal 2: “To use tiering to allocate future resources and services”

Figure 12 demonstrates that 28% of respondents agreed with the proposal while 31% disagreed.

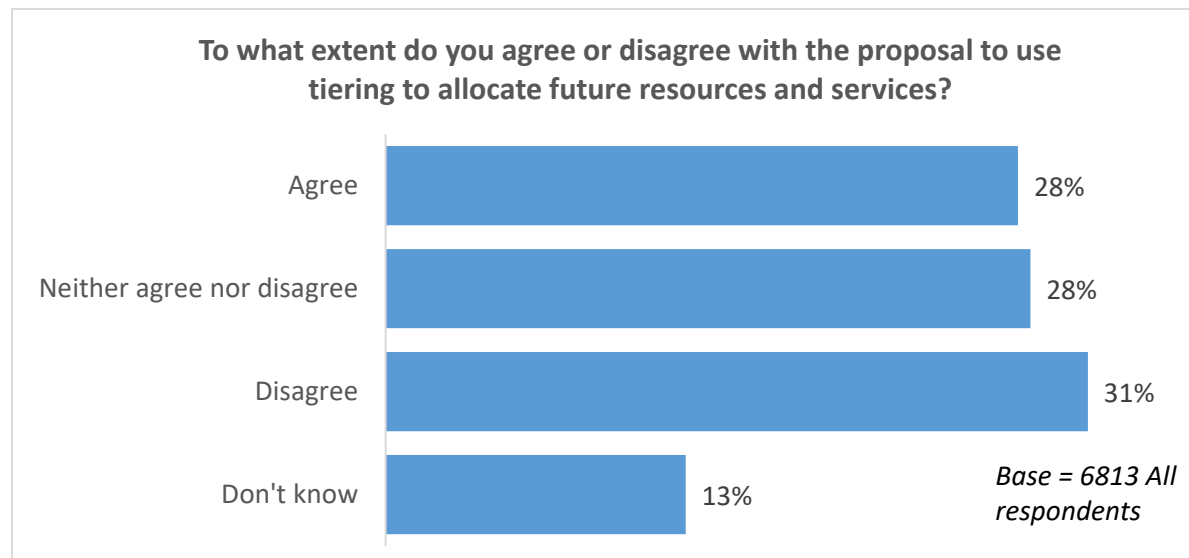


Figure 12

Key themes

- Not fair, all should be equal (611 responses, 9%)
- Concerns that the proposal will impact on already deprived rural areas/affects vulnerable/social isolation (318 responses, 4.7%)
- Proposals may lead to closure or reduction in use of already less-used libraries (193 responses, 2.8%)
- Local transport links/accessibility (130 responses, 1.9%)
- Need to know the communities served/target audiences (110 responses, 1.6%)
- Doesn't include all the reasons people use the library/ignores needs and wishes of community (97 responses, 1.4%)
- Council Tax pays for the service (87 responses, 1.4%)
- Specific library issues cited (84 responses, 1.2%)
- Libraries are valuable and should be protected (70 responses, 1%)
- Proposal may not work, service could deteriorate (60 responses, 0.9%)
- Creating a class system/2nd class system (52 responses, 0.8%)
- Other comments, no suggestion, did not answer the question (925 responses, 13.5%)

Proposal 3: “To reduce the overall amount of time that libraries are open to the public”

Figure 13 demonstrates that 21% of respondents agreed with the proposal while 56% disagreed.

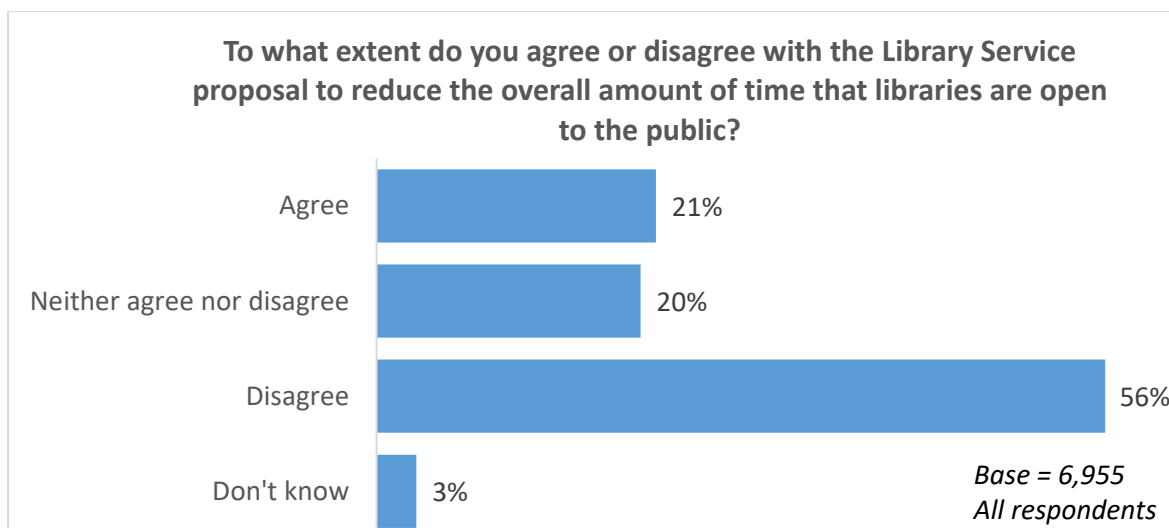


Figure 13

Key themes

- Opening times that meet user needs (727 responses, 10.5%)
- Denying the service to people who work/school (649 responses, 9.3%)
- Need to improve not reduce (444 responses, 6.4%)
- Reduction of service equals less use, but keeping may maintain or increase use (375 responses, 5.4%)
- Reduced access (365 responses, 5.2%)
- Concerns about disadvantaged and vulnerable communities (361 responses, 5.2%)
- Essential/valued public service (354 responses, 5%)
- Concerns that reduction equals eventual closure (191 responses, 2.7%)
- Happy with hours at present/don't reduce them (181 responses, 2.6%)
- Stock considerations (172 responses, 2.5%)
- Will negatively impact education, literacy and reading (124 responses, 1.8%)
- Reduced hours better than closure (58 responses, 0.8%)
- Other comments, no suggestion, did not answer the question (1129, 16.2%)

Proposal 4: “To reduce the amount of new materials and library resources”

13% of respondents agreed with the proposal while 61% disagreed. See figure 14.

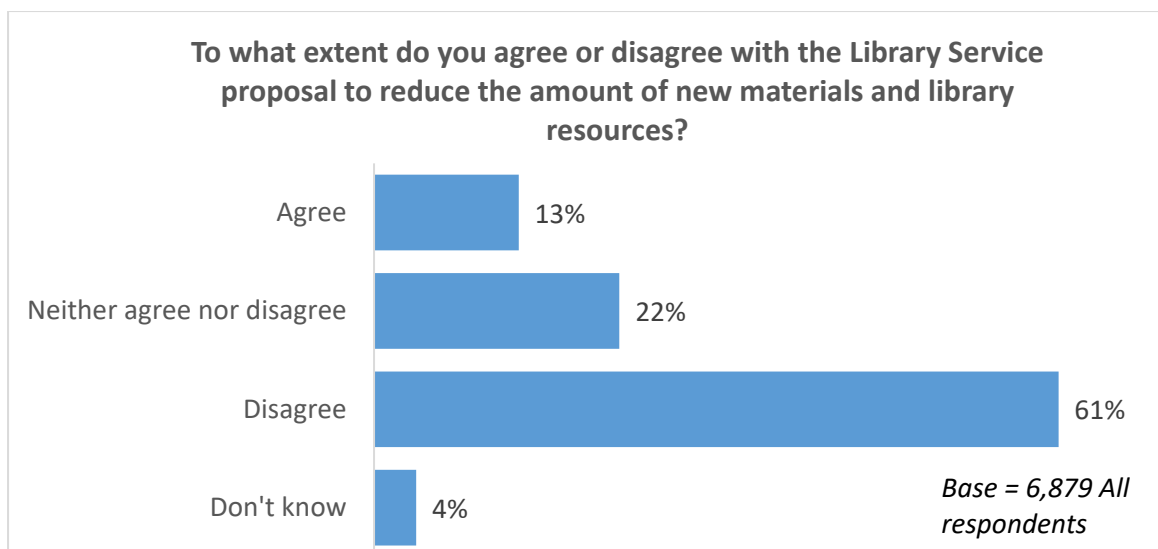


Figure 14

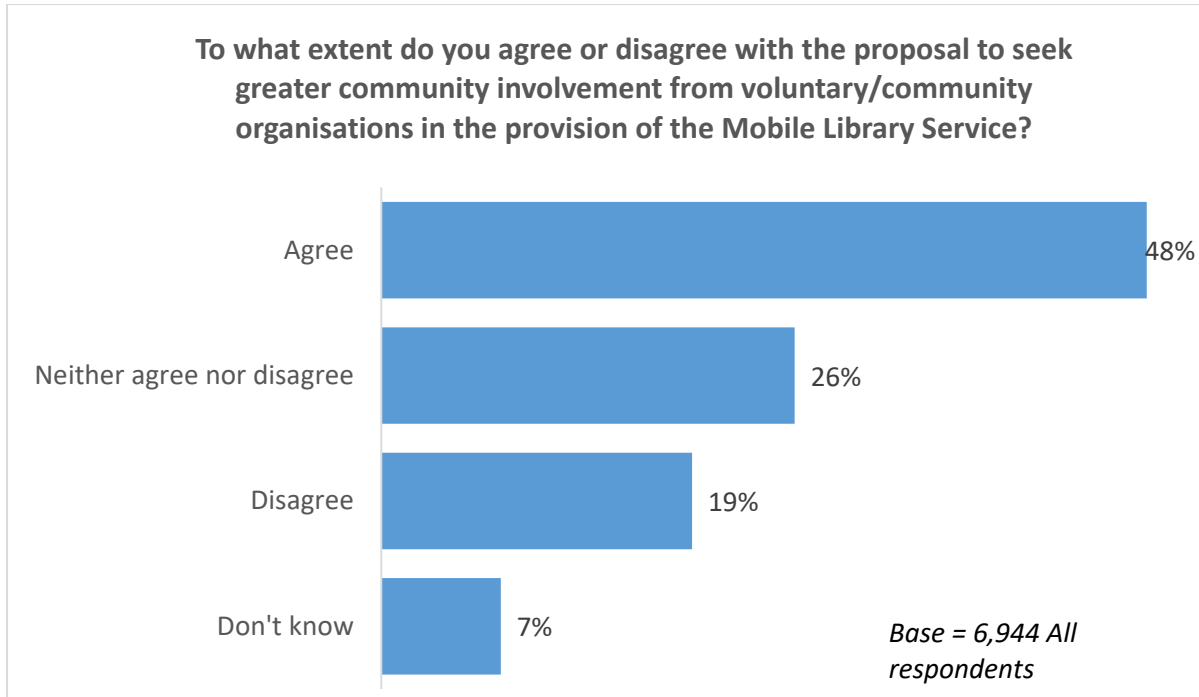
Key themes

- Don't agree with reducing materials - libraries need to provide a range of up to date quality resources to stay relevant (1,724 responses, 25%)
- Reduction of service equals less use but keeping up to date may maintain or increase use (703 responses, 10.2%)
- Concerns that the proposal disadvantages certain groups, who may not be able to access materials elsewhere (475 responses, 6.9%)
- Reduce some stock/change what we buy - based on use/asking users/professional knowledge (250 responses, 3.6%)
- Reduction of service equals further cuts/eventual closure (241 responses, 3.5%)
- Materials and libraries are important for education and literacy (224 responses, 3.3%)
- Increase new materials (139 responses, 2%)
- Effectively distribute and circulate materials and make available for requests (119 responses, 1.7%)
- Invest in online resources (72 responses, 1%)
- Online resources and e-lending aren't for everyone/enough (62 responses, 0.9%)
- Other comments, no suggestion, did not answer the question (1,647 responses, 23.9%)

Proposal 5: "To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library service"

Figure 15 demonstrates that 48% of respondents agreed with the proposal while 19% disagreed.

Figure 15



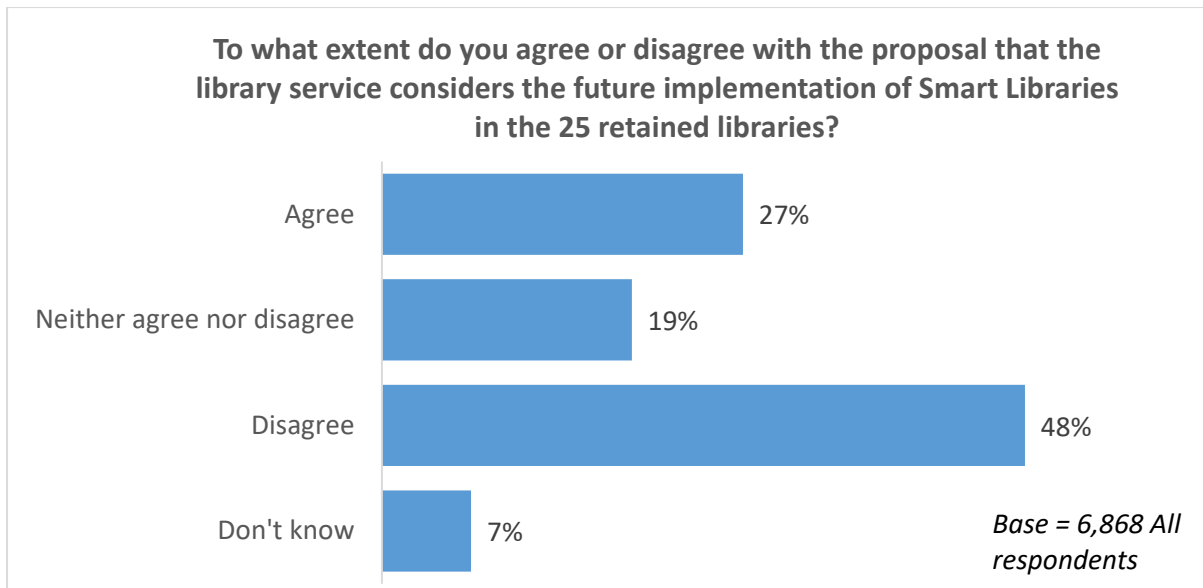
Key themes

- Disadvantages certain people e.g. rural, older, disabled (240 respondents, 3.5%)
- Need trained/professional staff (233 responses, 3.4%)
- Unsuitable for volunteers (177 responses, 2.5%)
- Inadequate community engagement (140 responses, 2%)
- Concerns that the proposal will not work and would be unsustainable (139 responses, 2%)
- DCC should continue to run mobiles (137 responses, 2%)
- Reducing quality of service may lead to more reductions/closure later (97 responses, 1.4%)
- Valuable service (88 responses, 1.3%)
- Job losses (77 responses, 1.1%)
- Reference to previous cuts (64 responses 0.9%)
- Timetable/ current use/ book stock needs looking at to increase use (63 responses, 0.9%)
- Other comments, no suggestion, did not answer the question (684 responses, 9.8%)

Proposal 6: “To consider the future implementation of Smart Libraries in the 25 retained libraries”

Fig 16 demonstrates that 27% of respondents agreed with the proposal while 48% disagreed.

Figure 16



Key themes

- Need to keep staff (1,122 responses, 16.3%)
- Concerns about safety, security and safeguarding issues for customers (856 responses, 12.5%)
- Concerns that the service could be open to abuse (810 responses, 11.8%)
- Issues with CCTV use and response times (600 responses, 8.7%)
- Security of the building and materials e.g. theft and vandalism (538 responses, 7.8%)
- Smart Libraries may prevent the library being a community hub and a place for social interaction (347 responses, 5%)
- Concerns the idea may not work in public libraries (295 responses, 4.3%)
- Disproportionately affects older people, women, children, vulnerable people (275 responses, 4%)
- People will not use a Smart Library (213 responses, 3.1%)
- Cost of Smart Libraries - money could be used elsewhere to protect services (174 responses, 2.5%)
- Loss of staff/jobs (115 responses 1.7%)
- Members are not all IT literate (95 responses, 1.3%)
- Health and Safety issues (91 responses, 1.3%)
- Problems will occur with Smart Library technology (85 responses, 1.2%)
- Police interaction may be required (65 responses, 0.9%)
- Libraries will no longer be a Safe Place/welcoming haven (51 responses, 0.7%)
- Other comments, no suggestion, did not answer the question (710 responses, 10.3%)

Although respondents were concerned that older people would be affected by the implementation of Smart libraries, from the respondents who strongly, or tend to agree with the proposals, 77% of them were within the age range of 65-84. There was a correlation of respondents agreeing and disagreeing with the proposal across all age ranges. There were similar patterns between disabled and non-disabled response rates. More females than males disagreed with this proposal.

Proposal 7: “That the library service stops providing a DVD loan service”

47% of respondents agreed with the proposal while 17% disagreed. See figure 17.

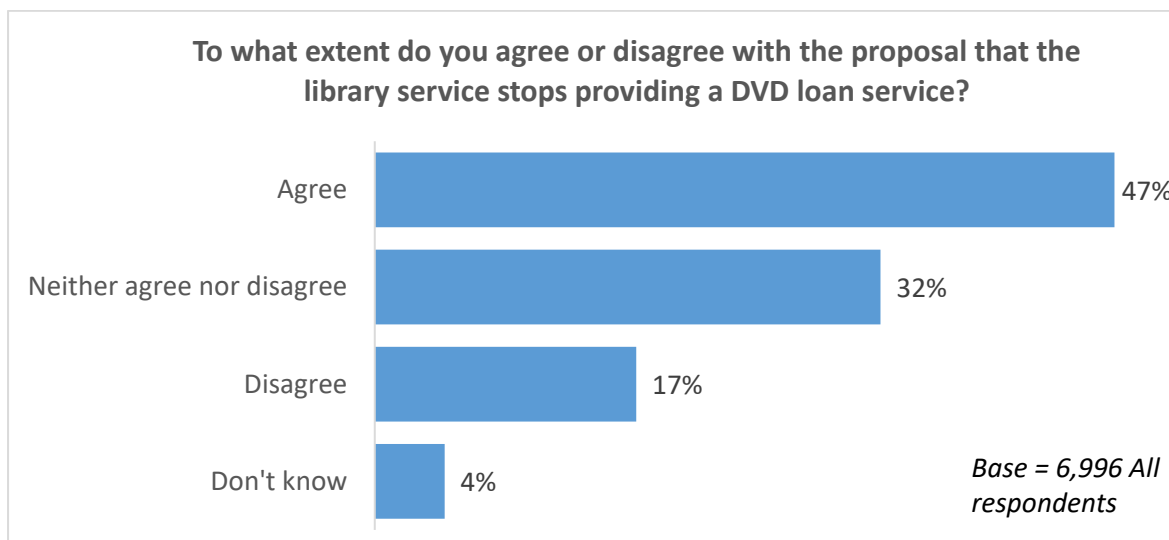


Figure 17

Key themes

- Keep service (379 responses, 5.4%)
- Will affect poorer/children/older members of society (272 responses, 3.9%)
- No alternative for watching films/shows (218 responses, 3.1%)
- Other comments, no suggestion, did not answer the question (427 responses 6.1%)

Additional Question: “Any alternative suggestions for achieving the savings that the library service is required to make”

The key themes from comments received are summarised below:

- Reduce some stock/change what we buy/circulate stock (285 responses, 4.2%)
- Charge for services/ increase charges (284 responses, 4.2%)
- Possible partnership/co location (242 responses, 3.6%)
- Reduce opening hours (237 responses, 3.5%)
- Income generation and sponsorship (185 responses, 2.8%)
- Use volunteers alongside staff (182 responses, 2.7%)
- Reduce staff/wages (172 responses, 2.6%)
- Hire out space for income or to open longer (161 responses, 2.4%)
- Donations - books, money, resources (150 responses, 2.2%)
- Offer more activities/expand offer (147 responses, 2.2%)
- Reduce unnecessary costs/be more efficient/focus on core services (146 responses, 2.2%)
- Promotion and community engagement (99 responses, 1.5%)
- Close some libraries (99 responses, 1.5%)
- Sell refreshments/café (88 responses, 1.3%)
- Invest in digital (71 responses, 1.1%)
- Move some libraries to save money (61 responses, 0.9%)
- Other comments, no suggestion, did not answer the question (6,349 responses, 88.4%)

Additional Question: “Any other comments on how library services could be provided in the future”

The key themes from comments received are summarised below;

- Offer activities/expand and develop offer/modernise (181 responses, 2.7%)
- Possible partnership/co location (168 responses, 2.5%)
- Keep libraries open/maintain service (135 responses, 2%)
- Community hub (123 responses, 1.8%)
- Promotion and community engagement (123 responses, 1.8%)
- Concerns about loss of jobs/need to keep staff (116 responses, 1.7%)
- Disadvantaged groups/unfair (110 responses, 1.6%)
- Invest in digital (107 responses, 1.6%)
- Move/close some libraries to save money or improve use (83 responses, 1.2%)
- Suggestions re stock purchasing and circulation (72 responses, 1.1%)
- Use volunteers/"Friends" alongside staff (67 responses, 1%)
- Sell refreshments /café (64 responses, 0.9%)
- Income generation/sponsorship (54 responses, 0.8%)
- Charge for services/increase charges (52 responses, 0.8%)
- Other comments, no suggestion, did not answer the question (93.8%)

More detailed information on the comments and themes for each proposal can be found in ‘*A full analysis and evaluation of the consultation responses to the Derbyshire Public Library Strategy Proposals*’ attached as **Appendix B**.

8. Additional feedback: Events, correspondence, and social media

To ensure that as many people as possible engaged with the consultation, the Library Service organised a comprehensive community engagement programme from drop ins and focus groups to a Social Media campaign. This section details the key themes raised from the various different events and other forms of communication.

Event feedback

Drop-in sessions – (49 sessions)

Drop-in sessions were held at all libraries throughout May and June, on various dates and times, including evenings and Saturdays. Additional drop in sessions were held at libraries if requested. The sessions provided an opportunity for people to talk to staff about the proposals. Staff captured information on all the topics raised, and the key themes from these are summarised below:

Sessions held at proposed Council run Libraries

The top 3 themes discussed were:

1. Reduction of weekly opening hours
2. Concerns about CMLs
3. Why change?

Sessions held at proposed Community Managed Libraries

The top 3 themes discussed were:

1. Concerns about CMLs
2. Why change?

3. Reduction of weekly opening hours

Focus Groups in the 20 communities with libraries proposed for Community Management

There were 122 attendees at 20 focus groups. Places at these sessions were open to anyone and demographic information was not collected. Participants were asked a series of questions throughout the focus group and each session had a number of facilitators, whose job was to stimulate discussion and capture information from the attendees. Although there were certain issues specific to one library or community, there were also general themes which emerged regularly.

Question 1: How do you feel about the Council's proposal to transfer the library in this community to a Community Managed Model?

Figure 18 shows the percentage response from participants at the focus groups.

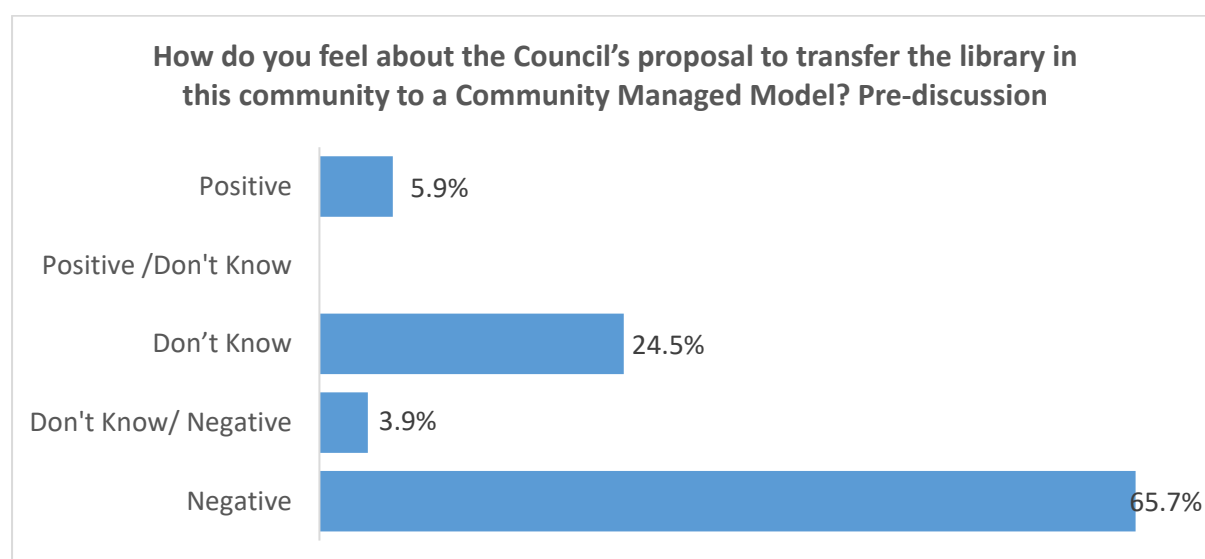


Figure 18

Question 2: What do you like and value about your local library and want to keep for the future?

The key themes are summarised below. Detailed analysis is available in **Appendix 2**.

- Social, community, groups and events (17.4%)
- Children's services (13.7%)
- Books and physical resources (12.6%)
- IT/technology (11.5%)
- Professional/trained staff (11.3%)
- Benefits of being part of the Derbyshire Libraries network (8.4%)
- Accessibility (5.7%)
- Neutral/confidential/safe place and wellbeing (5.3%)
- Additional information leaflets, displays etc. (4.1%)
- Education (2.8%)
- Building (2.8%)
- Other (1.8%)
- Free (1.7%)
- Other services accessed via libraries (0.8%)

Question 3: What are your concerns about the proposal to move this library to a CML model?

The key themes are summarised below:

- Inadequate community engagement/support (14.1%)
- Finances and funding (13.8%)
- Volunteer skills needed/training needs (11.5%)
- Management/responsibility (8.8%)
- Disadvantaged communities/communities (6.7%)
- Taking responsibility for the building (6.2%)
- More information required (5.3%)
- Loss of professional/trained staff (4.3%)
- Community support may fail (4.2%)
- Books/materials (4.0%)
- Safeguarding and Safe Places (3.6%)
- Closure (3.2%)
- Other (2.9%)
- Reduced service quality (2.8%)
- Access (2.5%)
- Data (2.3%)
- Benefits of being part of the Derbyshire Libraries network (1.6%)
- IT/ technology (1.6%)
- SMART libraries (0.8%)

Question 4: How could the things you value be achieved in a CML in this community? How could we overcome your concerns? What support would be needed?

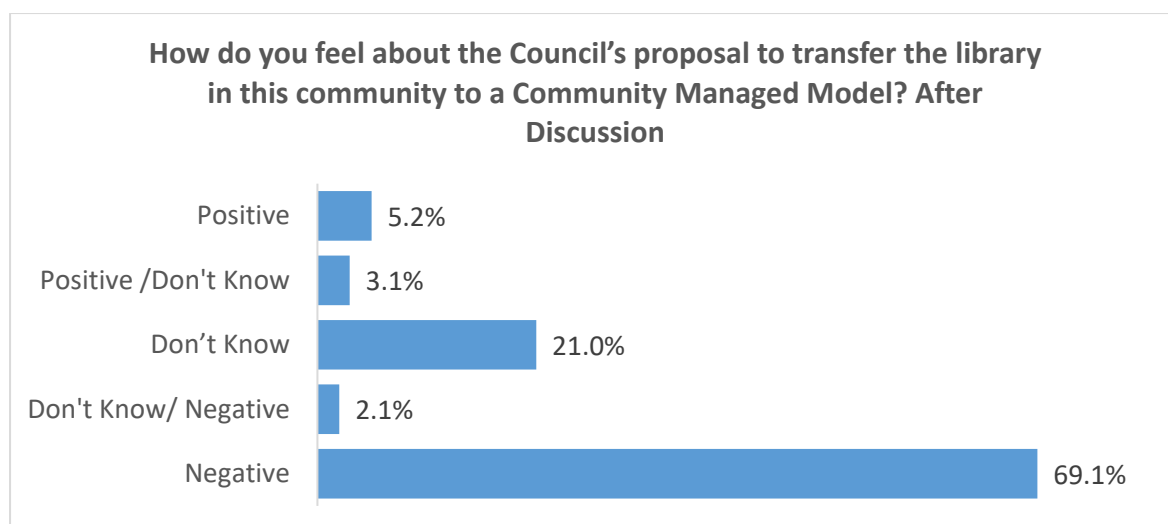
The key themes are summarised below:

- Support from Derbyshire Libraries needed (20.3%)
- Preference for Community Supported Libraries (13.6%)
- Possible partnerships/co-location (13.1%)
- Ways to achieve community libraries (10.7%)
- Other possible delivery models (10.3%)
- More information required (7.0%)
- Suggested ways to increase library use (6.8%)
- Other (5.8%)
- Training and advice needed (4.7%)
- Income generation ideas (4.4%)
- Change/move building (3.3%)

Question 5: How do you feel about the Council's proposal to transfer the library in this community to a Community Managed Model?

Figure 19 indicates that a higher percentage of participants were negative about the proposal after the session and a slightly lower percentage were positive.

Figure 19



Mobiles Focus Group

There were 4 attendees at a focus group held on 11 July 2018 at County Hall Matlock, to discuss the possibilities of creating an alternative delivery model for the Mobile Library service. Participants were asked a series of questions, the general themes that emerged from discussions were:

- Ways to achieve this
- Possible partners
- Support needed
- IT concerns

Learning Disability Partnership Board Focus Group

On 19 July 2018 officers visited the County Learning Disability Partnership Board. Key proposals were outlined in an accessible way, with an opportunity to ask questions. Participants were then asked a series of questions and the responses can be found below:




Question 1: Do you use a library?

Yes	No	Don't know
66.7%	29.2%	4.2%

Question 2: What do you use the library for? What do you like about the library?

- Social, community, groups and events (20.7%)
- Books and physical resources (19%)
- Professional/trained staff 13.8%




Question 3: What do you think about 20 of our libraries becoming CMLs?

		
64.3%	35.7%	0%




Question 4: What do you think about 20 of our libraries becoming CMLs? Tell us more:

- Getting/keeping enough volunteers (15.2%)
- Safeguarding and Safe Places (12.1%)
- Management/responsibility (9.1%)

Question 5: What do you think about libraries being open fewer hours?

		
21.4%	7.1%	71.4%

Question 6: What do you think about us spending less money on new books?

		
53.8%	30.8%	15.4%

Youth Council Consultation Focus group

Officers attended a meeting of the Youth Council on 12 May 2018 at County Hall Matlock, to consult the 40 young people in attendance. Participants were asked a series of questions, including how libraries could improve, which services provided by Derbyshire libraries were considered the most important and which, if any of the proposals were fair/unfair. The session was interactive and many offered suggestions how libraries could improve, including 'investing in online libraries', 'online libraries' and 'working more with schools'. Participants suggested that 'study', 'information and homework' and 'computers and printers' were the most important. Themes emerging from the discussions are summarised below:

- Community libraries in areas of low use: could initiate a spiral of poor attendance that results in them being shut down
- Library opening hours cut to not be open after school and if it becomes an e-library, school children can't go

Letter/email/online feedback

There were 22 emails received during the consultation period from Councillors/MPs, 12 emails from Town and Parish Councils, 1 letter from Derbyshire Unison and 16 letters and emails from members of the public. These respondents echo the key themes already identified in the consultation, for example concerns about professional/trained staff, reduction in opening hours, volunteer concerns, opposition to cuts, objection to proposal, running costs, funding of CMLs and concerns over a reduction in the service. In addition, an e-petition titled 'Save our Libraries' was received containing 3,035 signatures opposing the proposals.

Facebook advertising feedback

A Facebook advertising campaign to promote the consultation and encourage residents of Derbyshire to have their say was undertaken. Comments received via link clicks were a good reflection on the amount of interest the Library Strategy proposals garnered, on how people felt about the consultation.

There were 9 advertisements in total with some targeted at specific areas. The campaign reached 296,256 people and generated 515 comments, 232 shares and 716 post reactions.

Libraries for Derbyshire website - Google Analytics feedback

A Libraries for Derbyshire website was created to host all information relating to the Library Strategy consultation. Information about the number of times people accessed the site, along with the page they viewed and the amount of time they stayed on the page was collated.

The full evaluation of the additional feedback gathered from the events, correspondence and social media is attached as **Appendix C**

Conclusion

A diverse range of feedback was received throughout the consultation, which has been used to develop a way forward which addresses many of the concerns raised. There were also some clear themes. The proposed reductions to opening hours and the materials fund provoked the highest levels of disagreement, indicating that moving forward with the other proposals in the strategy, to ensure no additional reductions were needed in these areas, should be the preferred approach.

Overall the consultation process stimulated a considerable amount of debate and encouraged many people to engage with the Council. The implementation of the Library Strategy will support the Council's ambitions to be an Enterprising Council. It will help to ensure services are focused on supporting communities, enabling them to come together around common goals, sharing their experiences and having access to a wide range of resources tailored to local needs.

Appendix A

Charts detailing all library usage

Respondents were asked a series of questions about their current library use. Not every respondent answered every question, so the total figures in the analysis of the questionnaire results vary from question to question.

How often people use a branch library

Figure 20 demonstrates that 81% of respondents had used libraries within the last year.

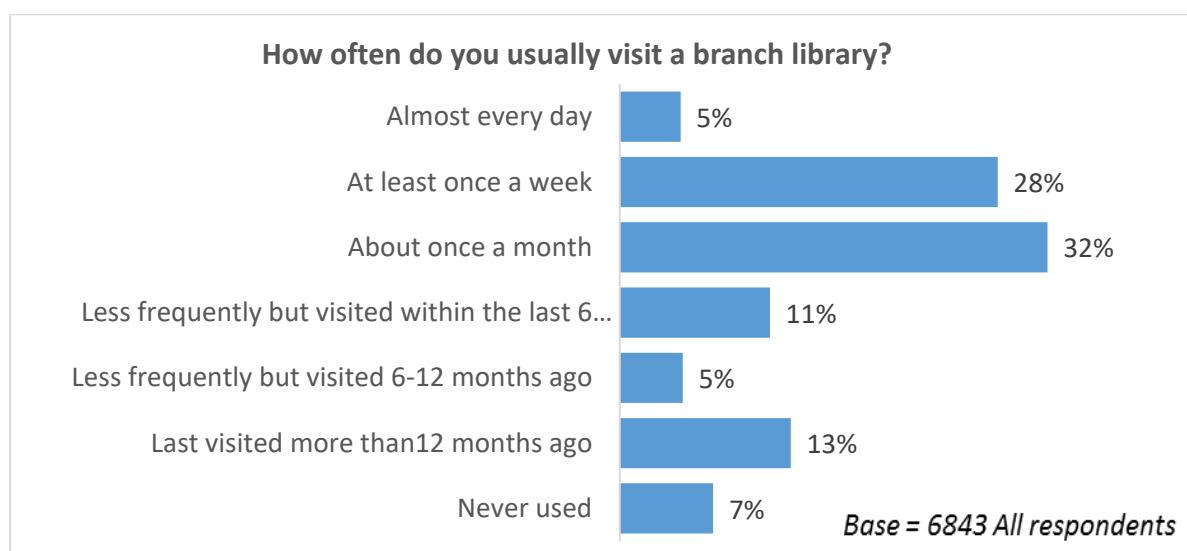


Figure 20

There was some difference between male and female responses, with a higher proportion of females stating that they use the library regularly, and a higher proportion of males stating that they never use the library, or haven't in the past year. See figure 21.

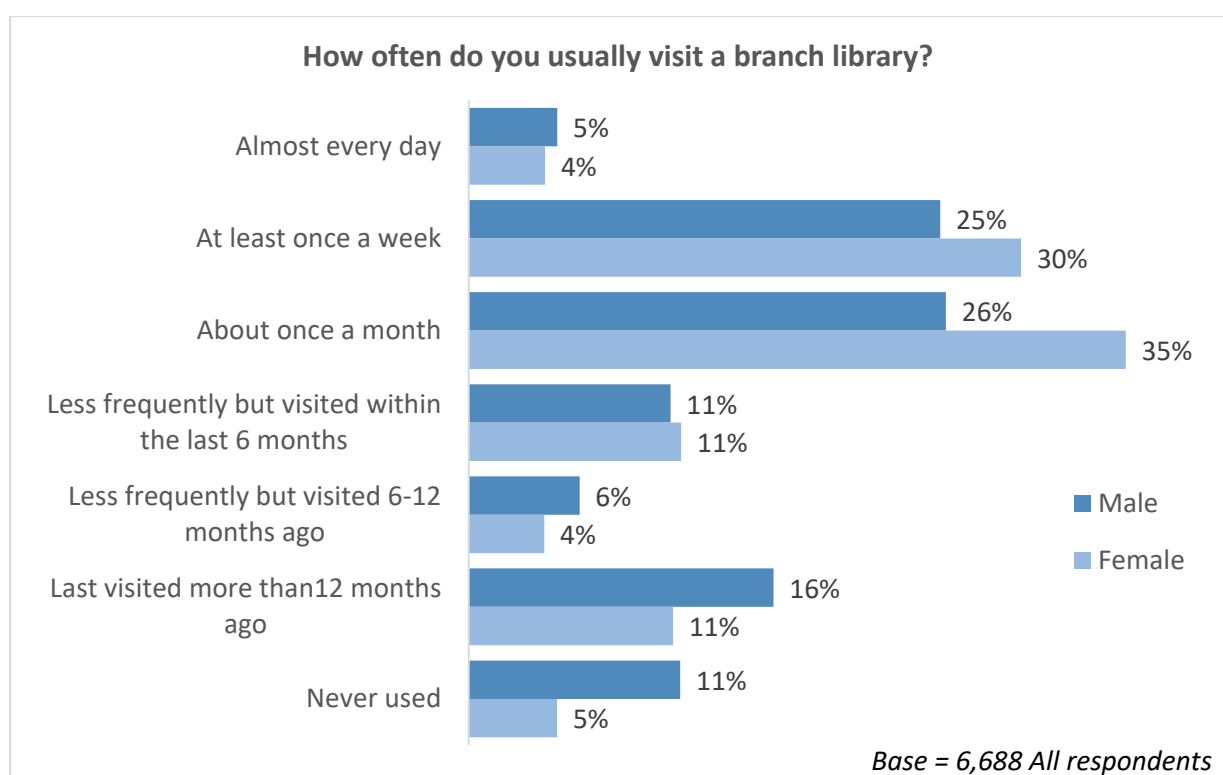


Figure 21

When looking at library use by age, figure 22 below shows that all respondents under the age of 16 have used a library, and the vast majority of users of all ages use one at least once a month. Conversely, more respondents over the age of 65 have never used a library, though there are still a majority of regular users within this group.

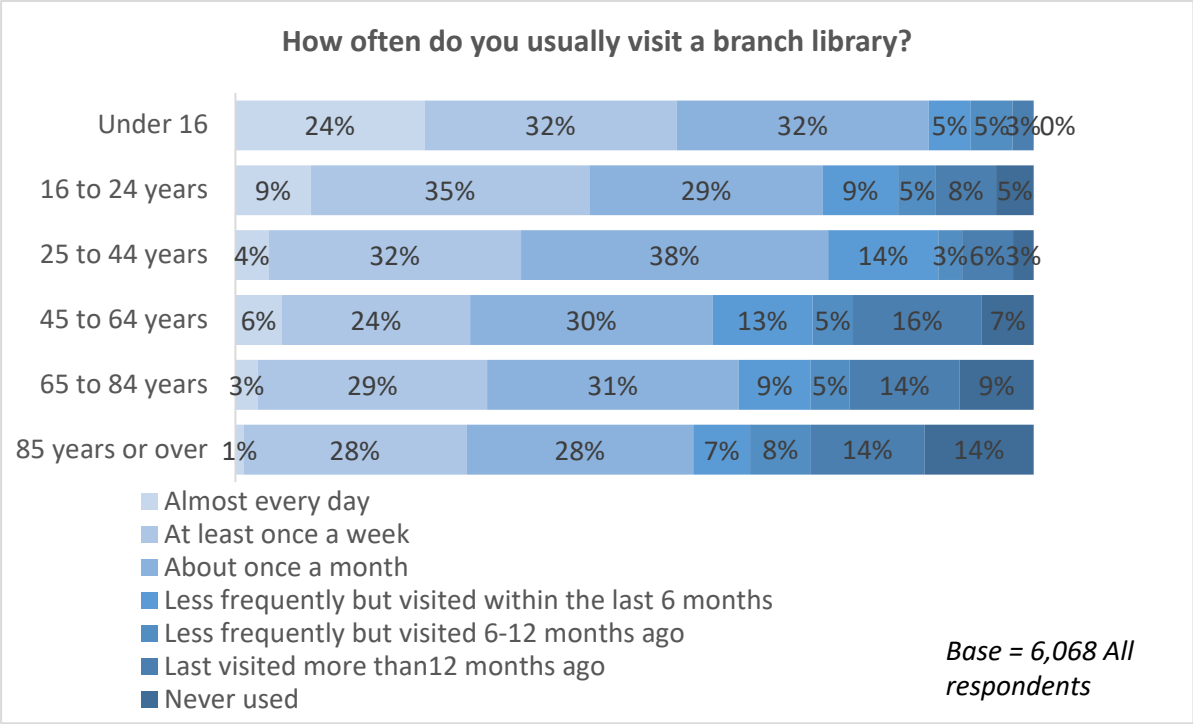


Figure 22

Figure 23 shows that a much higher proportion of people who do not describe themselves as White British visit a library regularly, and a much smaller proportion of these respondents have never visited, or last visited over a year ago.

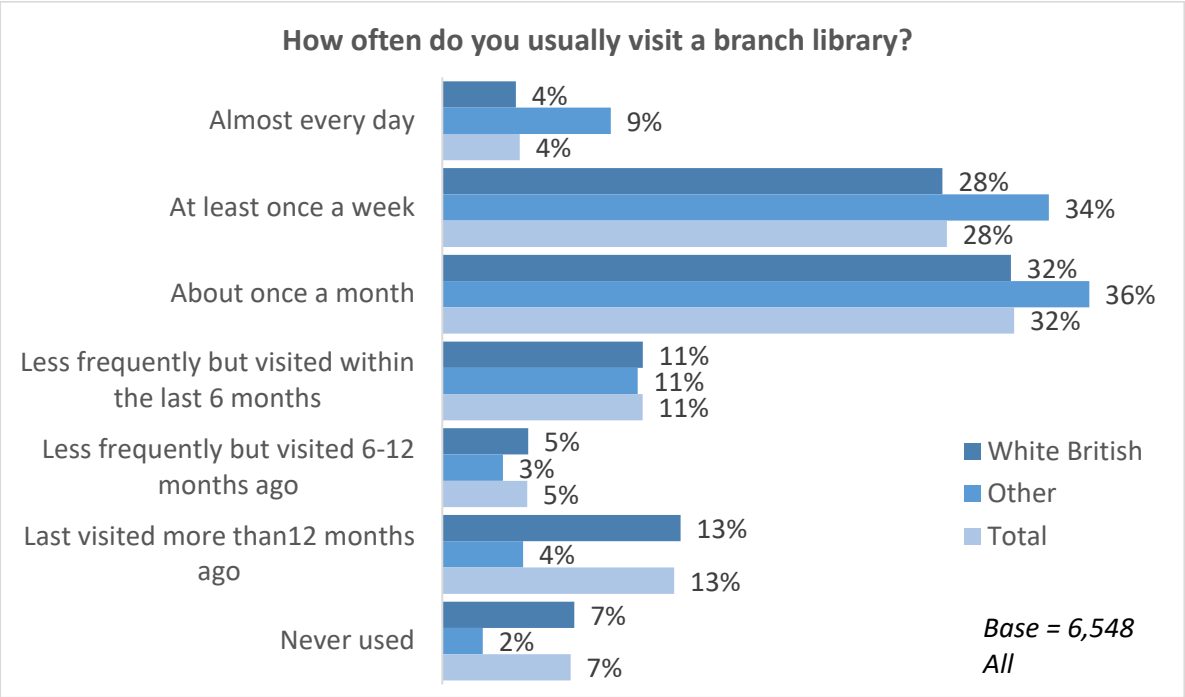


Figure 23

Respondents were asked to indicate which branch library they usually use. All libraries had been used by respondents with Chesterfield having the highest percentage of use (11.9%). Buxton (5.7%), Ilkeston (4.3%) and Matlock (4.2%) were the next commonly used libraries. The libraries with the lowest percentage of users among the respondents were Woodville (0.2%), Pinxton (0.3%), Somercotes (0.4%), and Gamesley (0.5%).

How often people use a mobile library

When asked about visits to a mobile library, figure 24 shows that 79% of respondents had never visited, and 12% had last visited more than 12 months ago. 6% of respondents visited every four weeks which reflects the mobile library service timetable.

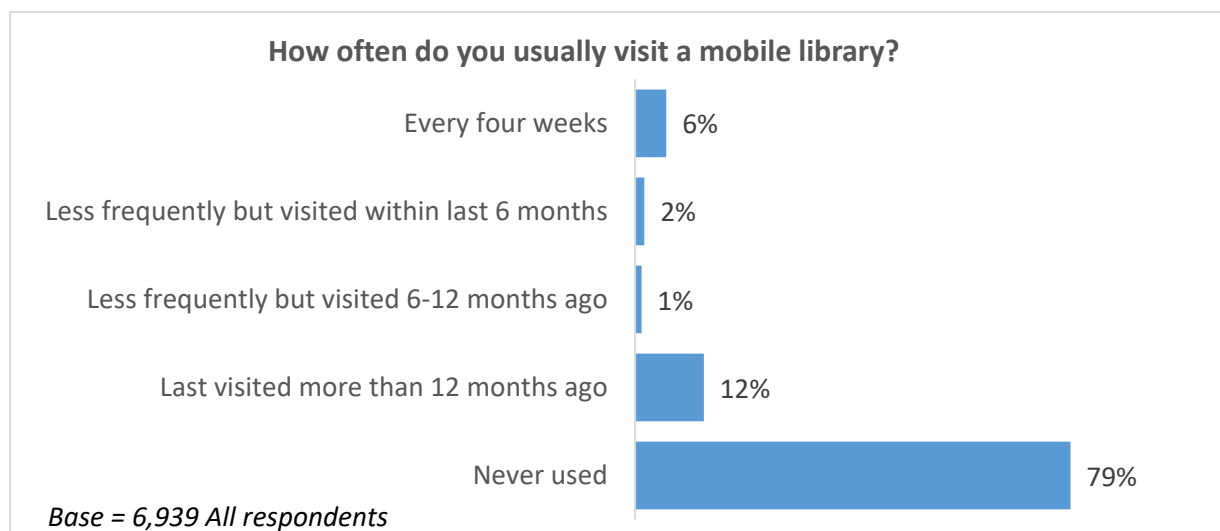


Figure 24

Male and female respondents showed a similar pattern of answers as to the branch library question, with females more likely to visit regularly, and males more likely to have never visited. A very slightly higher proportion of disabled respondents use the mobile regularly. As seen in figure 25 below, no respondents under the age of 16 regularly use a mobile library.

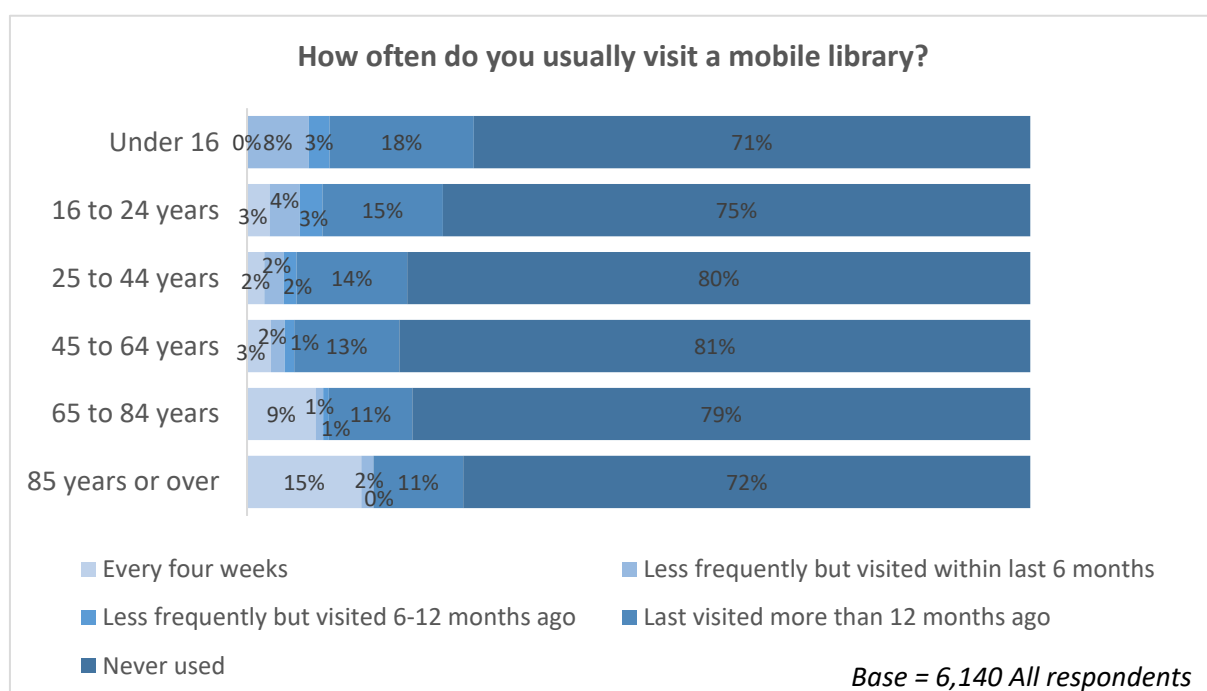


Figure 25

While respondents over the age of 65 have the highest percentage of regular mobile users, a vast majority of all ages have never used the service.

How often do you use the following library services?

As seen in figure 26, 64% of respondents had borrowed a book within the last month, and only 8% of respondents never borrowed a book.

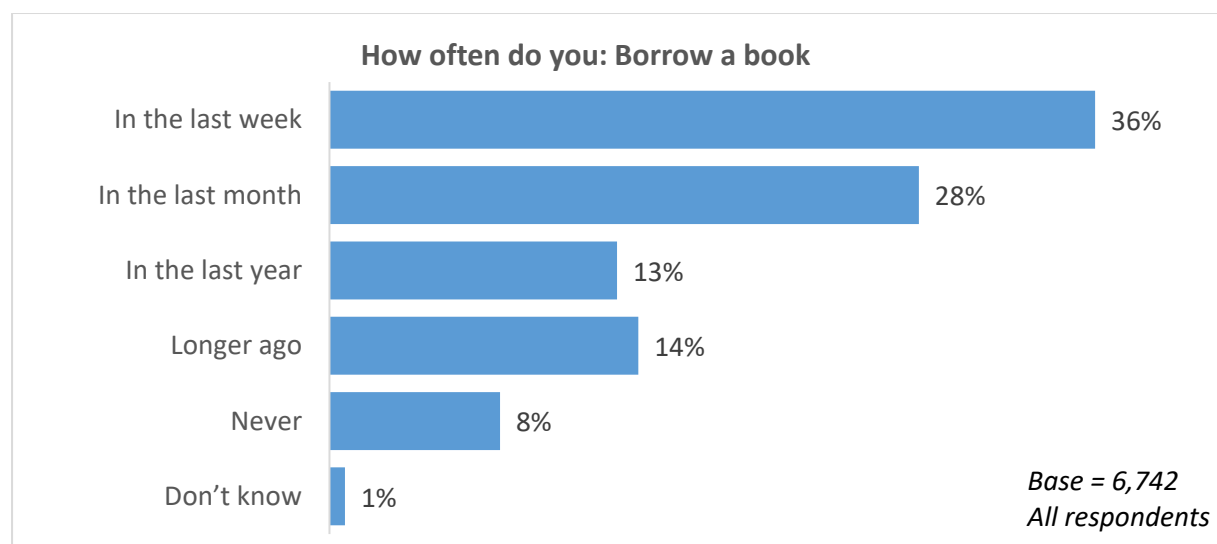


Figure 26

More females than males borrow books. A higher proportion of non-White British respondents borrow books, see figure 27.

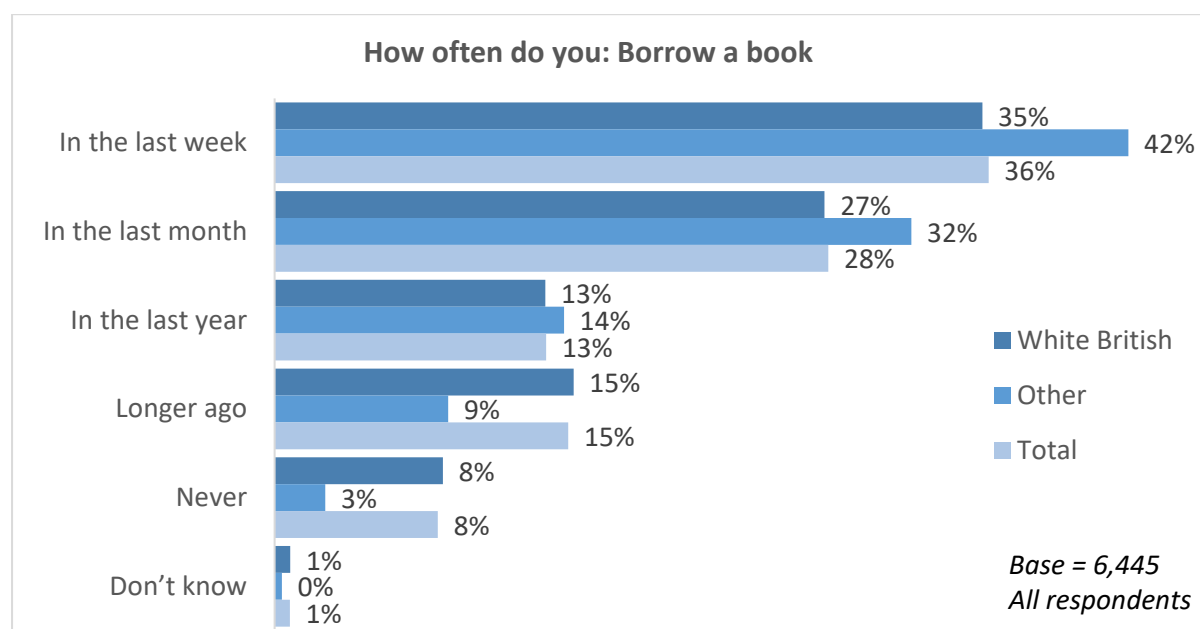


Figure 27

In contrast, only 16% of respondents borrowed a DVD in the last month, while 52% of respondents had never borrowed a DVD, as seen in figure 28.

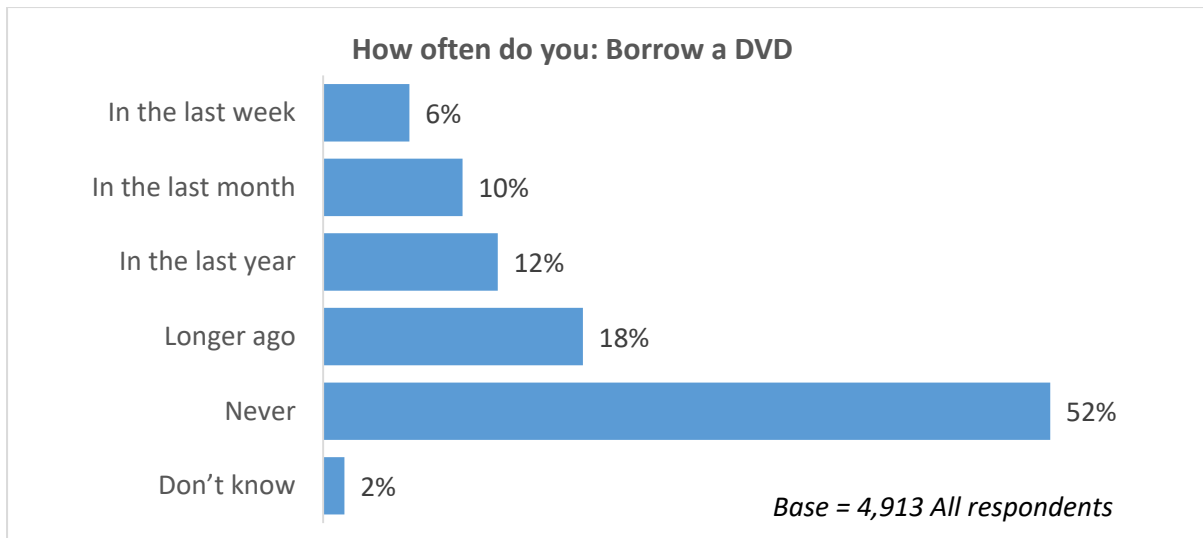


Figure 28

Figure 29 shows that a large percentage of respondents (70%) have never borrowed an audio book. A higher proportion of people over 65 and people with a disability, borrow audio books. Also, a higher proportion of people who are non-White British borrow them.

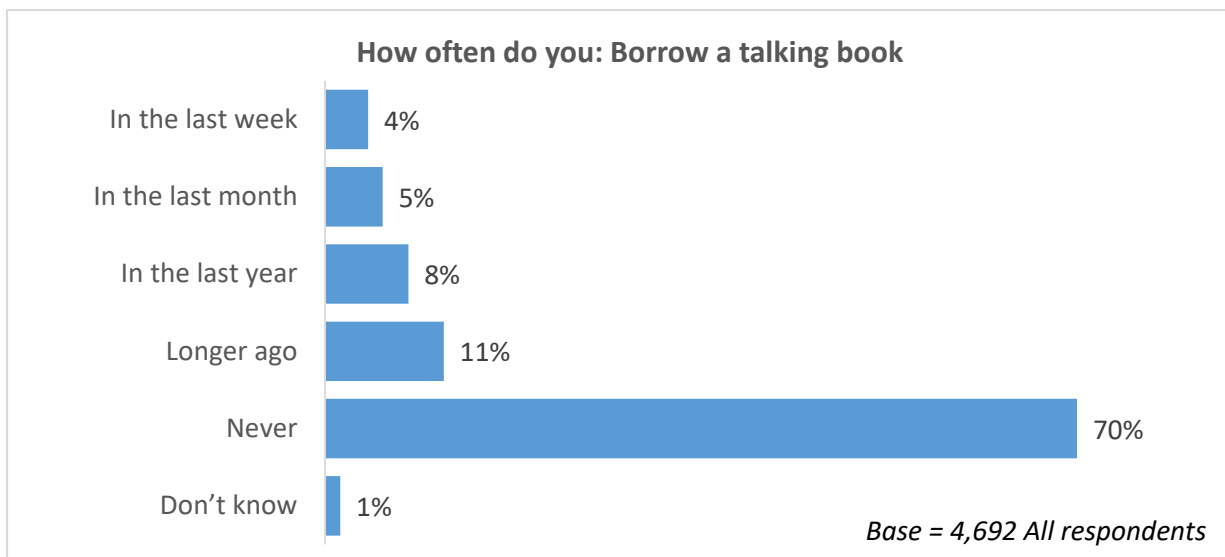


Figure 29

Although 45% of respondents never used a computer or Wi-Fi in libraries, 15% had done in the last week and 10% in the last month. See figure 30. A greater proportion of people under 25 use a computer or Wi-Fi regularly, as do respondents who are non-White British.

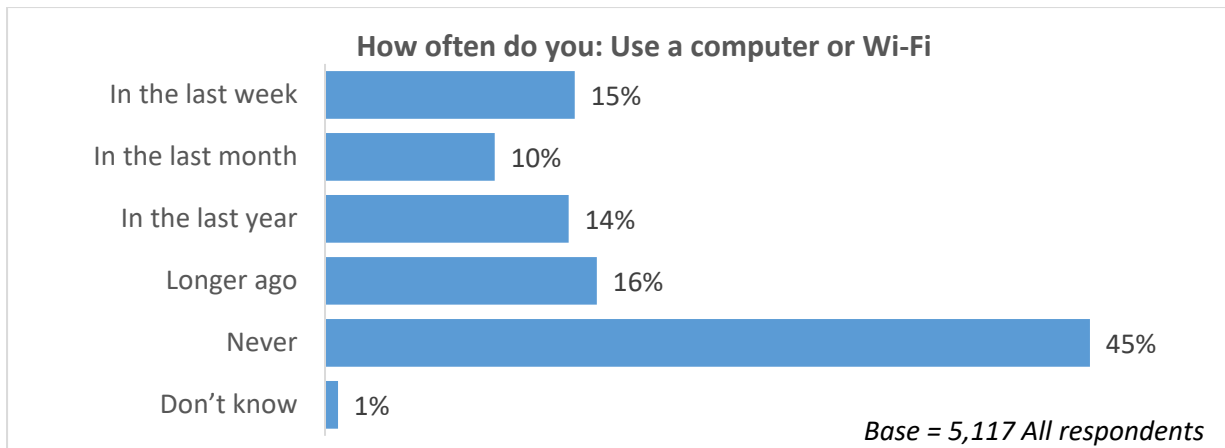


Figure 30

14% of respondents read a newspaper or magazine in the library within the last week or month, however 46% had never done so. Non-White British respondents were more likely to do this, as were those who identify as disabled, see figure 31.

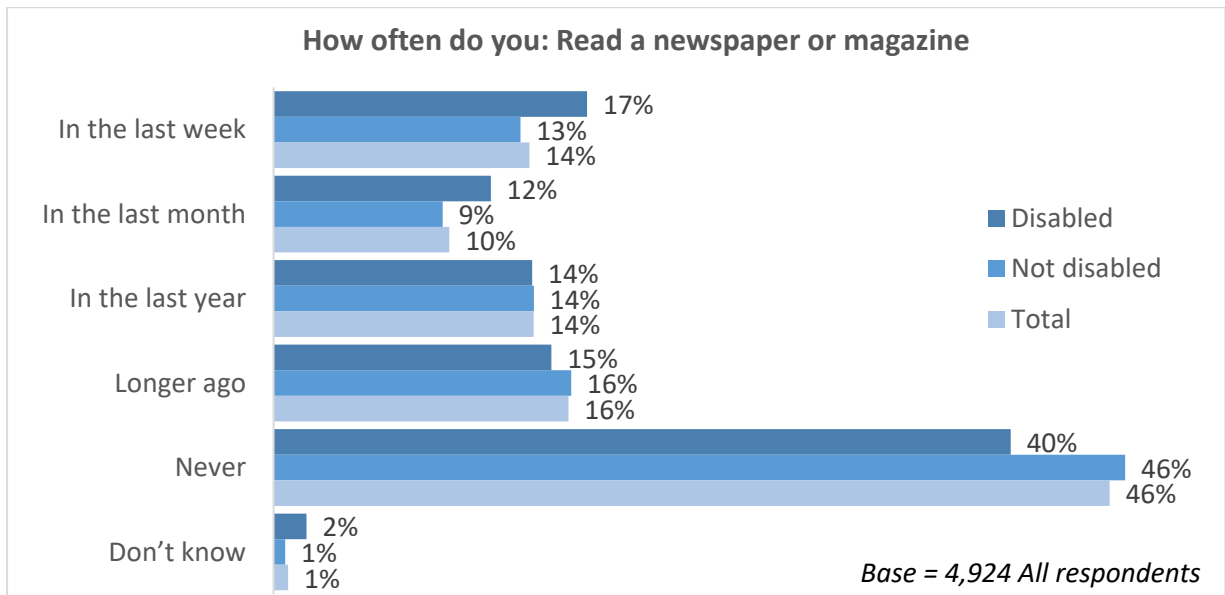


Figure 31

As demonstrated in figure 32, 6% of respondents attended a children's event or activity within the last week, and 24% within the last year, with 56% never attending.

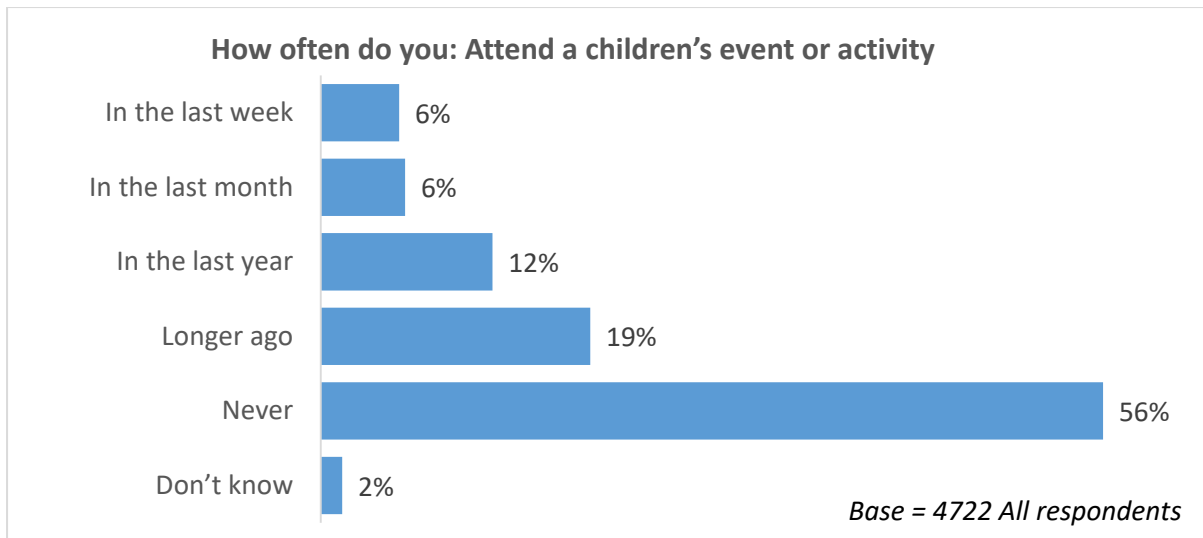


Figure 32

More females than males attend, and a smaller proportion of people over 65 and people with a disability. As seen in figure 33, a higher proportion of people who are non-White British attend children's events.

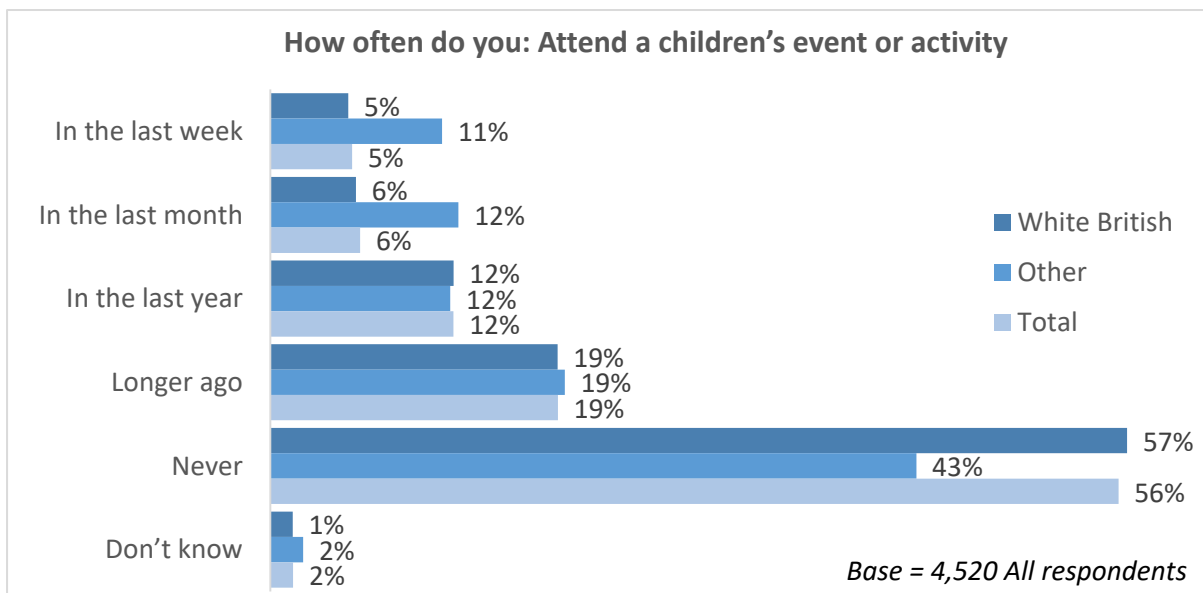


Figure 33

A similar percentage attended a social or adult group activity, 5% within the last week, and 22% within the last year, although 63% of respondents never attend a social or adult group. See figure 34.

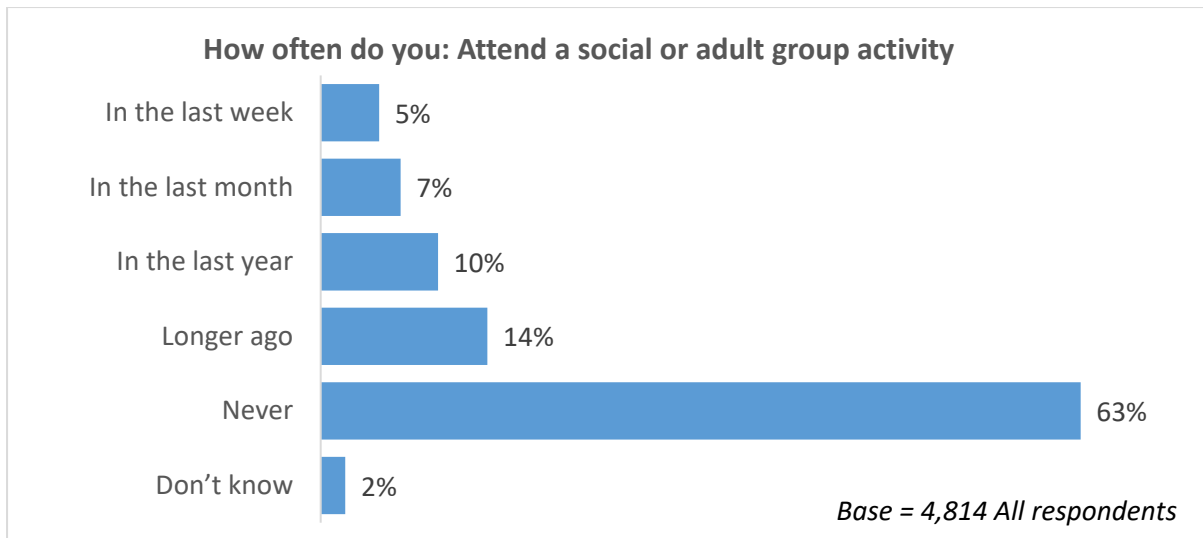


Figure 34

Again, a larger proportion of non-White British respondents said that they attend adult events. There is a variation by district too, as shown in figure 35, with Amber Valley having the lowest percentage of respondents at 16%, and Chesterfield and Bolsover 27% and 26% respectively.

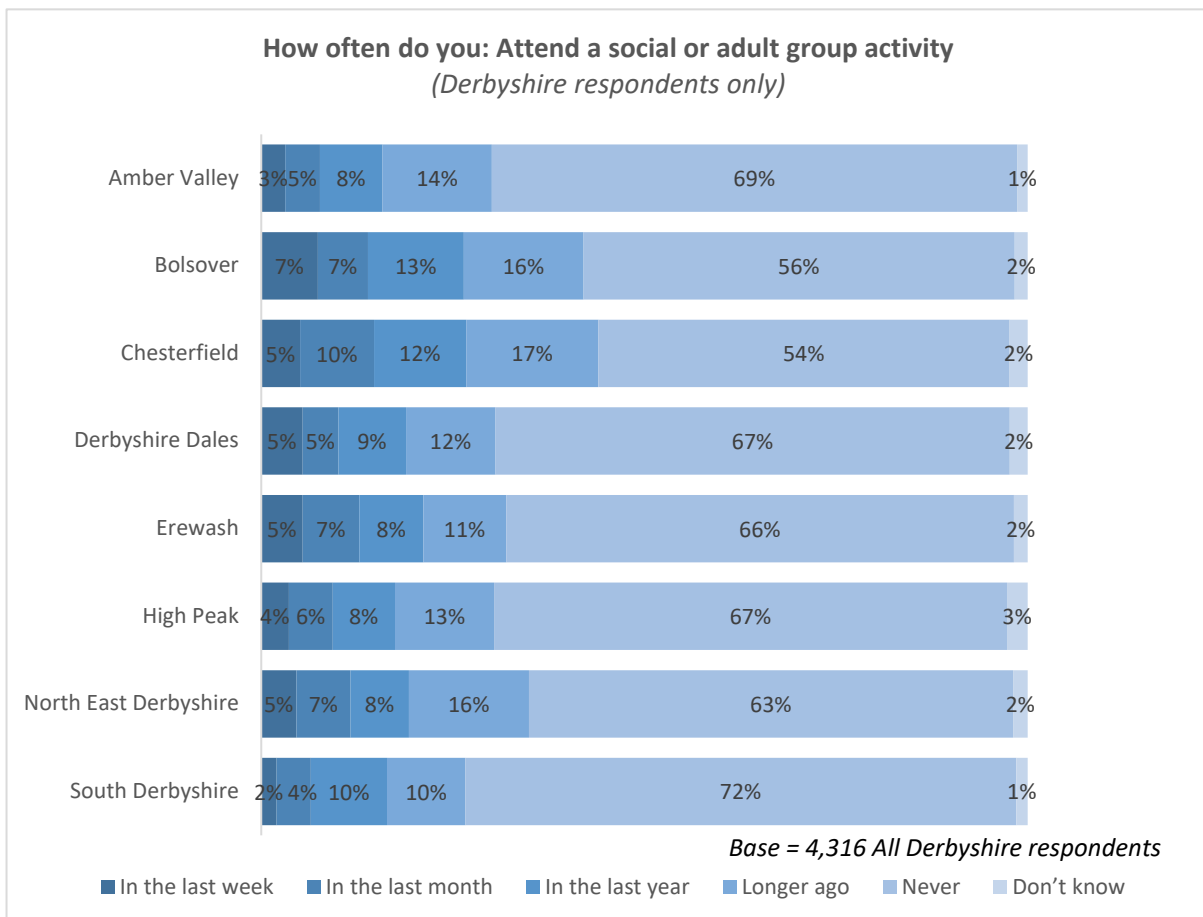


Figure 35

Breaking down responses by age, people aged under 25 are more likely to have been to an adult event in the past year, and are among the least likely to have never been to an event. People aged 25-44 are the group who are least likely to attend adult activities. See figure 36.

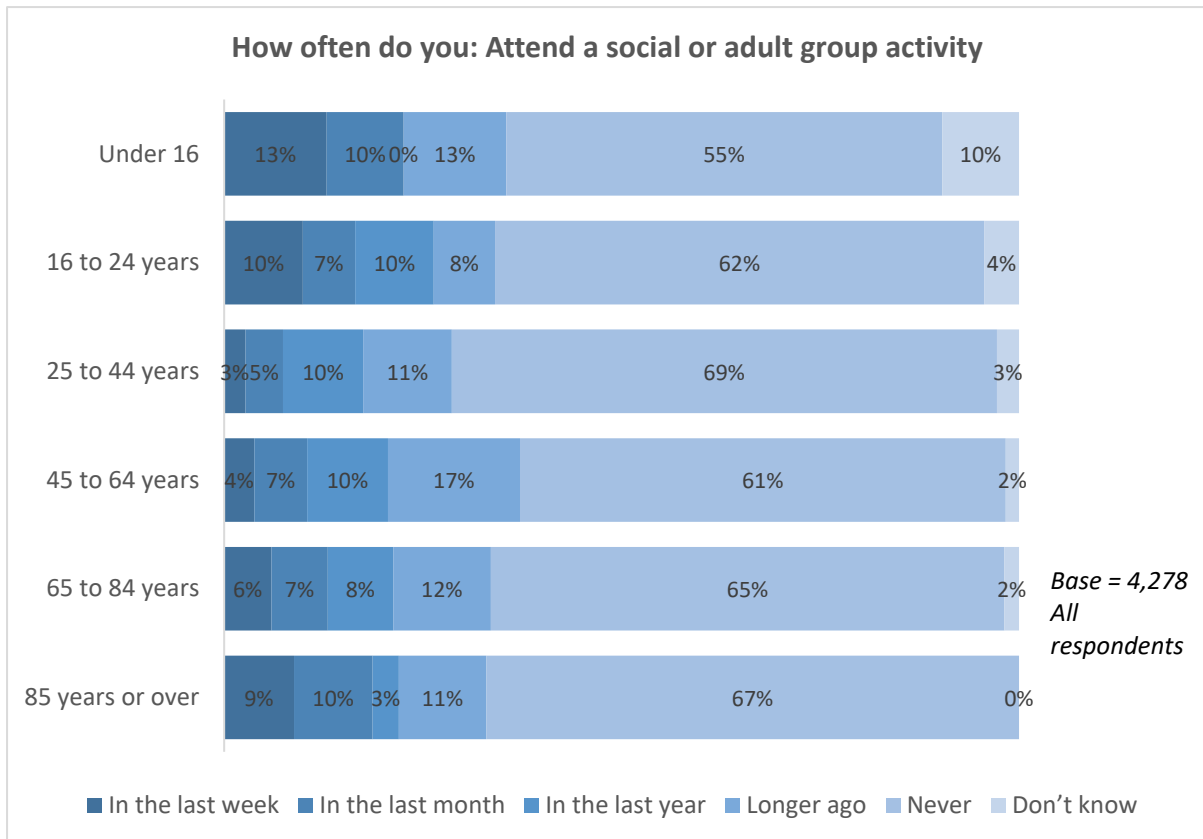


Figure 36

Figure 37 demonstrates that 58% of respondents used the library for reference or research in the last year. 22% of respondents never used the library for this purpose.

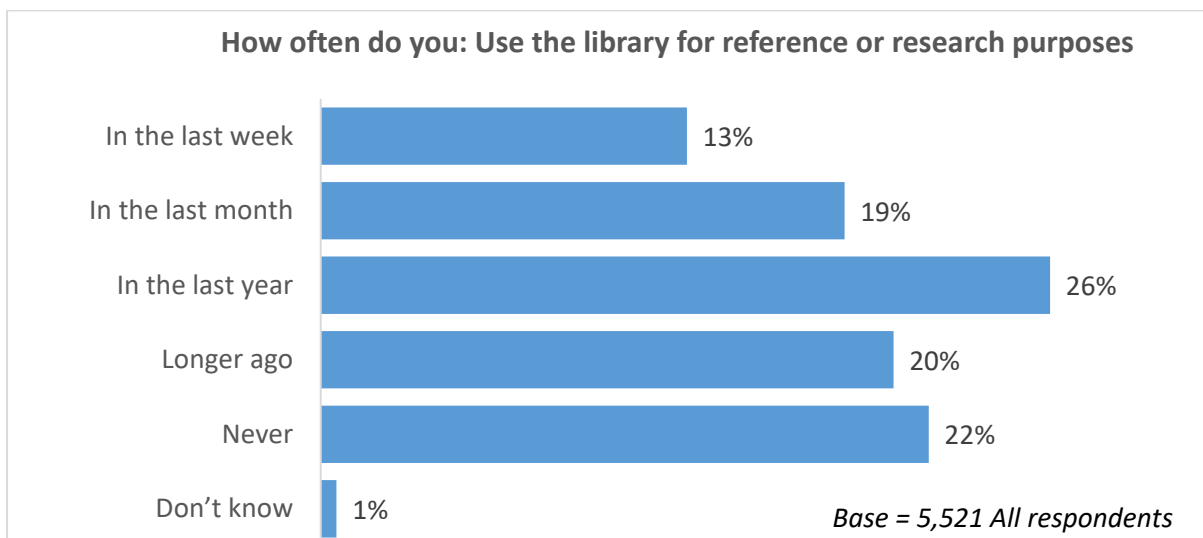


Figure 37

Respondents under the age of 25 were the most likely to use the library for this purpose on a regular basis. Conversely, respondents over the age of 65 were more likely never to have used the library for this purpose. See figure 38.

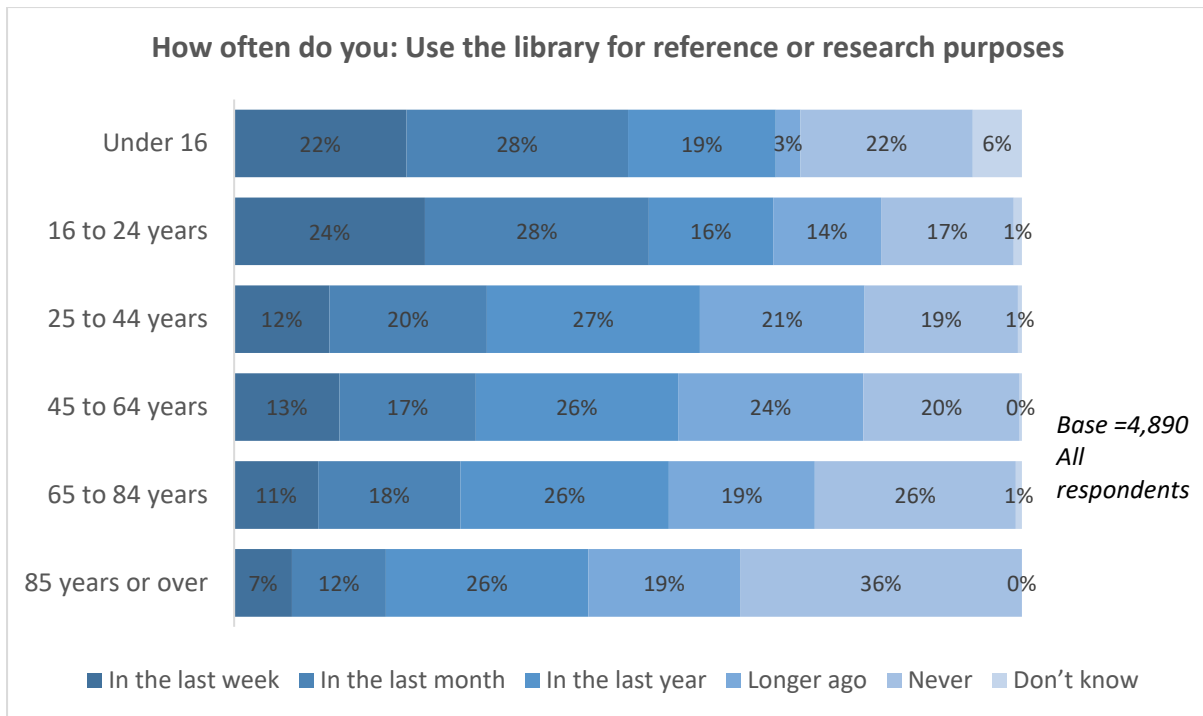


Figure 38

More than double the proportion of respondents, who are not White British, used the library for research in the past week, whereas almost double the proportion of White British respondents have never used the library for this purpose. See figure 39.

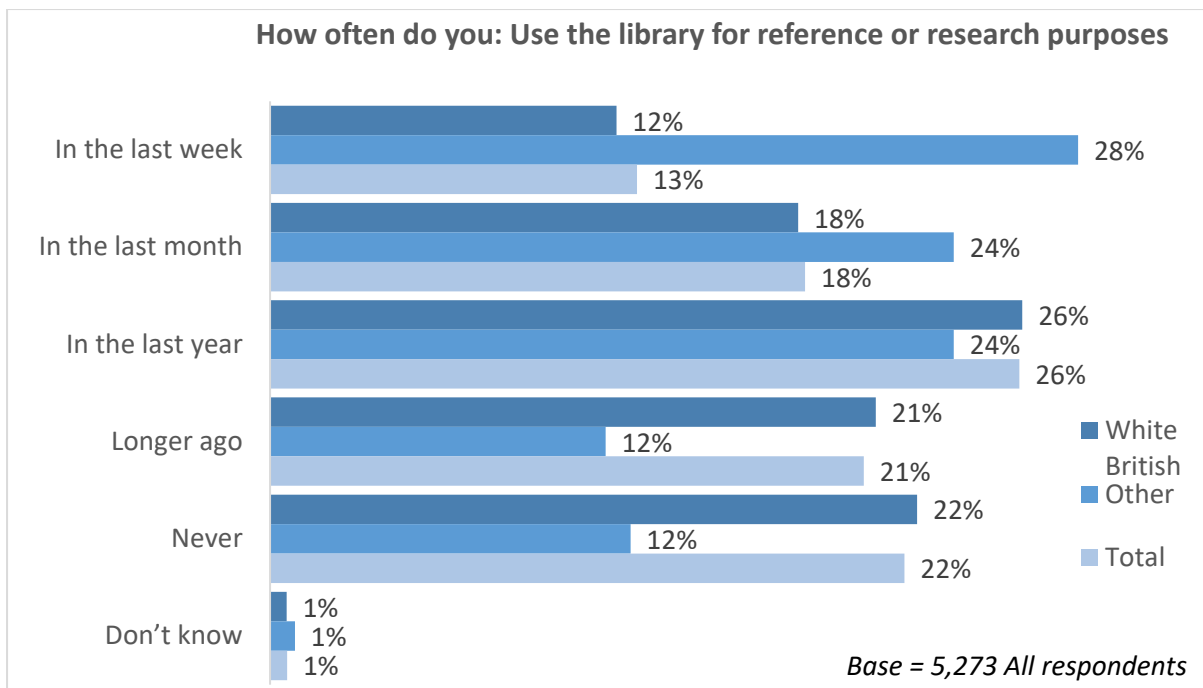
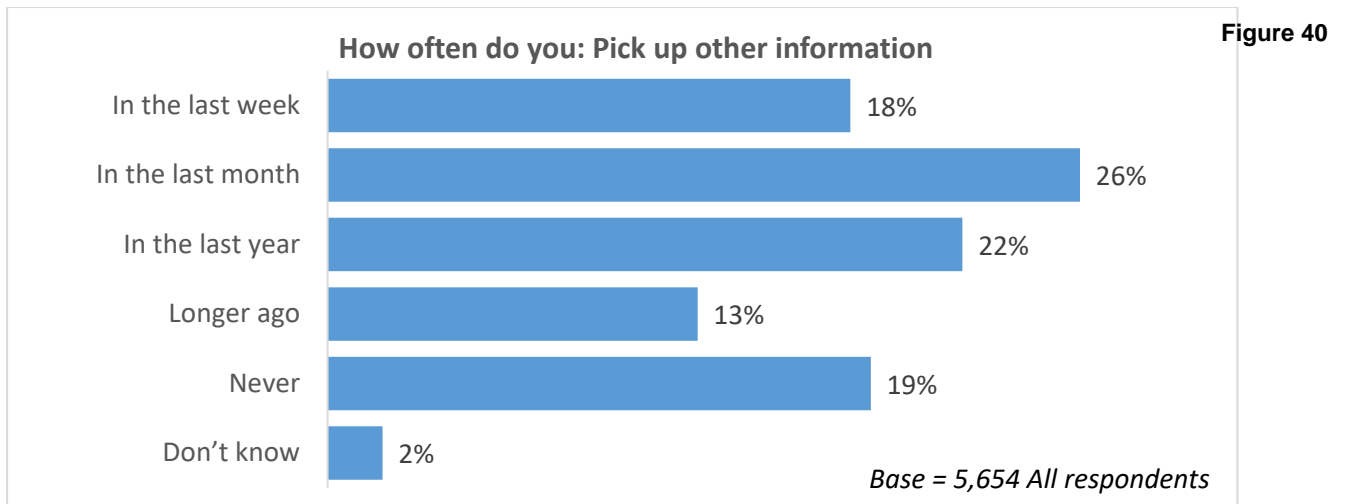
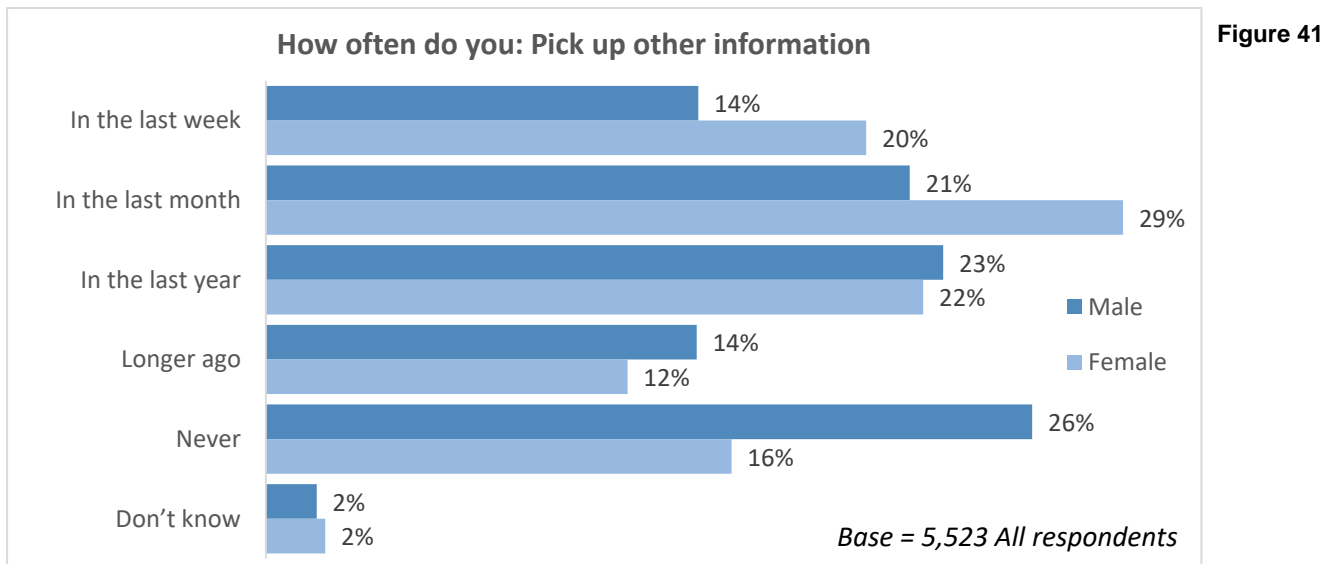


Figure 39

As demonstrated in figure 40, many respondents have picked up other information from the library with 18% in the last week, 26% in the last month and 22% in the last year. 19% of respondents never picked up other information from the library.



Females are more likely to use the library for this purpose than males, see figure 41, and again, non-White British respondents are more likely to use the library for this purpose than White British respondents.



87% of respondents never hired a room for a group or function, see figure 42. Proportions varied between districts as would be expected, as some districts contain more library rooms for hire than others.

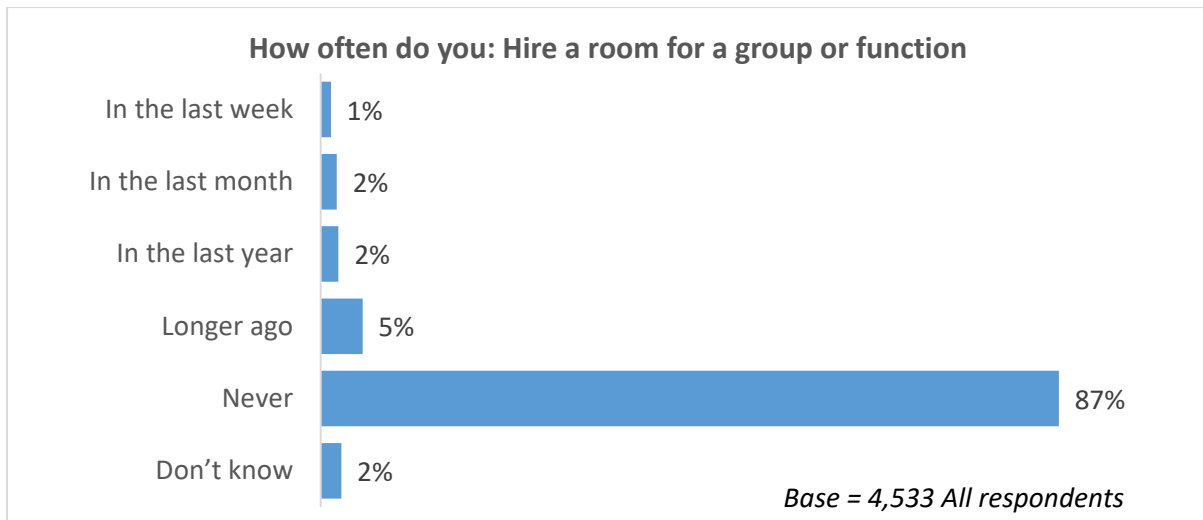


Figure 42

46% of respondents never accessed the online library or library pages provided by DCC, 45% have used them in the last year. See figure 43.

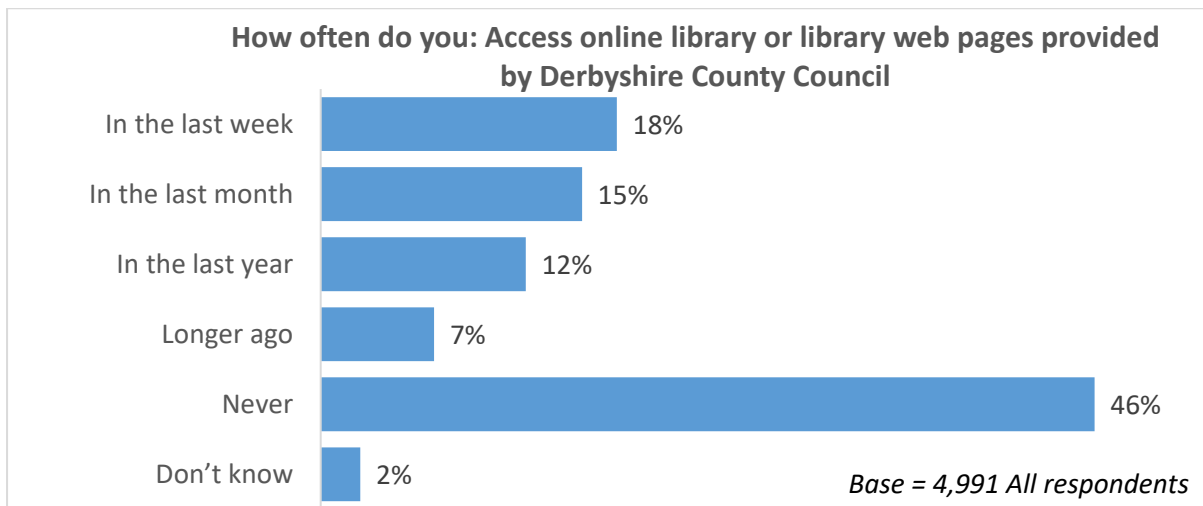


Figure 43

Females are more likely to use online library resources than males as shown in figure 44.

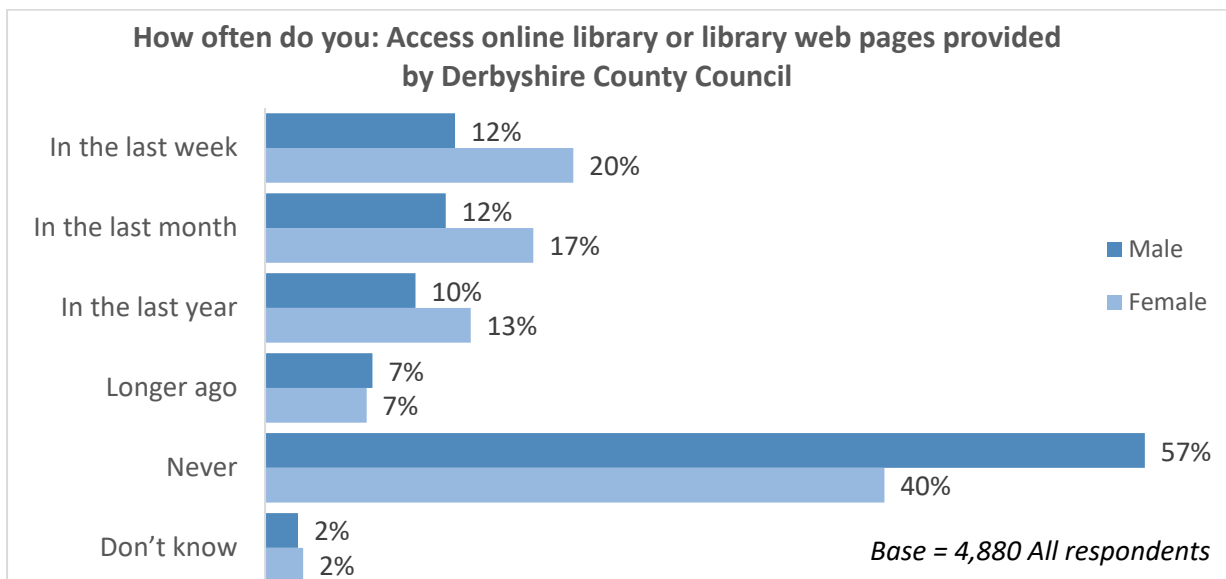


Figure 44

Although overall a higher proportion of all respondents have never accessed the library online, respondents aged over 65 were the most likely to have never done this. See figure 45. White British respondents were less likely to use this resource than other respondents.

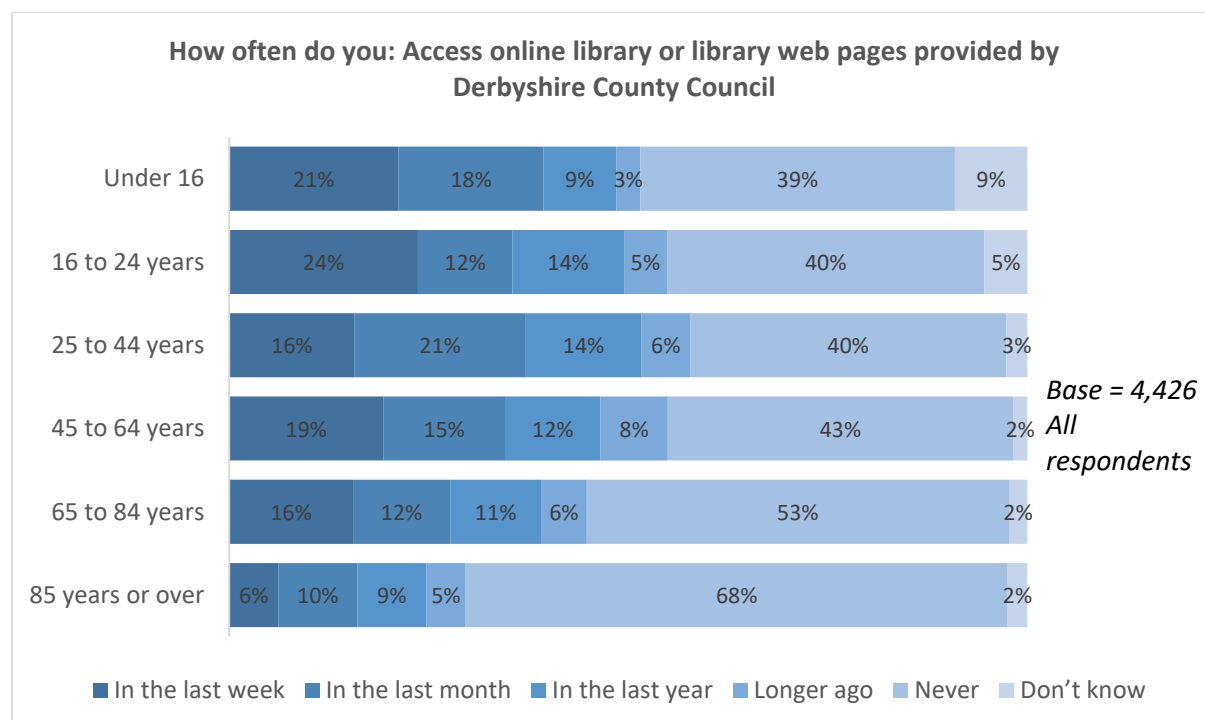


Figure 45

88% of respondents never use the Home Library Service, see figure 46.

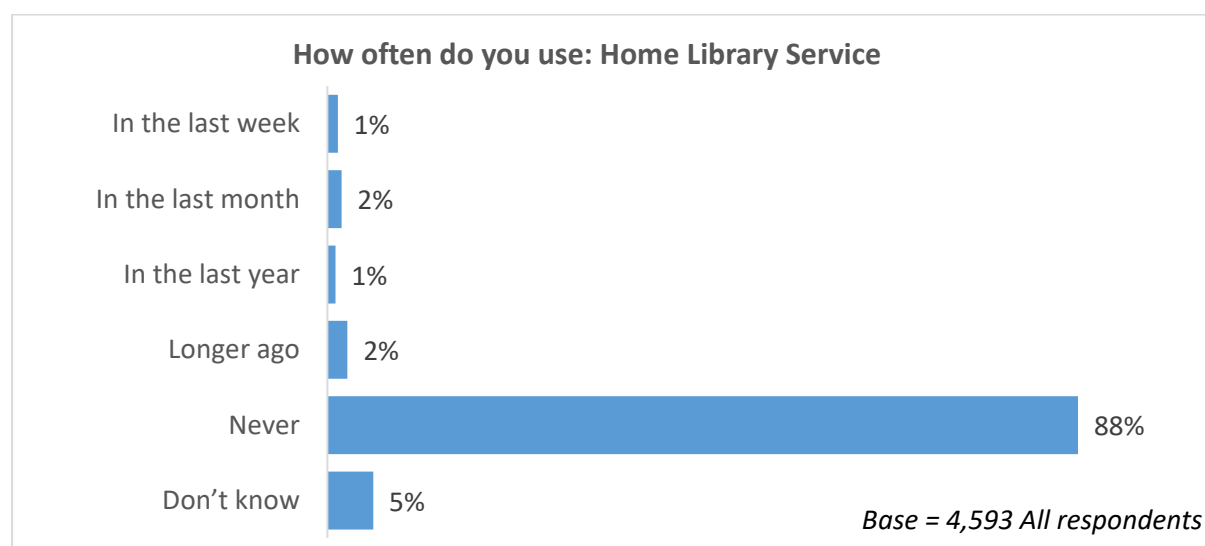


Figure 46

Respondents aged over 85 were the most likely to use the Home Library Service, as were people who consider themselves to have a disability. This would be expected for this service.

Summary

- Books are the most borrowed items
- Audio books and DVDs are the least borrowed items
- Just over half of respondents have used a computer or Wi-Fi in libraries

- Just under half of respondents have not read a newspaper or magazine in libraries
- Most people have used the library for reference or research purposes, and to pick up information
- A small percentage of respondents attend children's groups or adult social groups
- A large percentage of respondents never hired a room
- Just under half of the respondents never accessed online library pages
- A large percentage never use the Home Library Service

Are you aware of or have you used any of the following digital (online) services provided by Derbyshire County Council?

34% of respondents had not used, and are not aware of, the library service catalogue search and although 26% of respondents were aware, they had not used it. 24% use the service outside a library with 16% using it in a library. See figure 47.

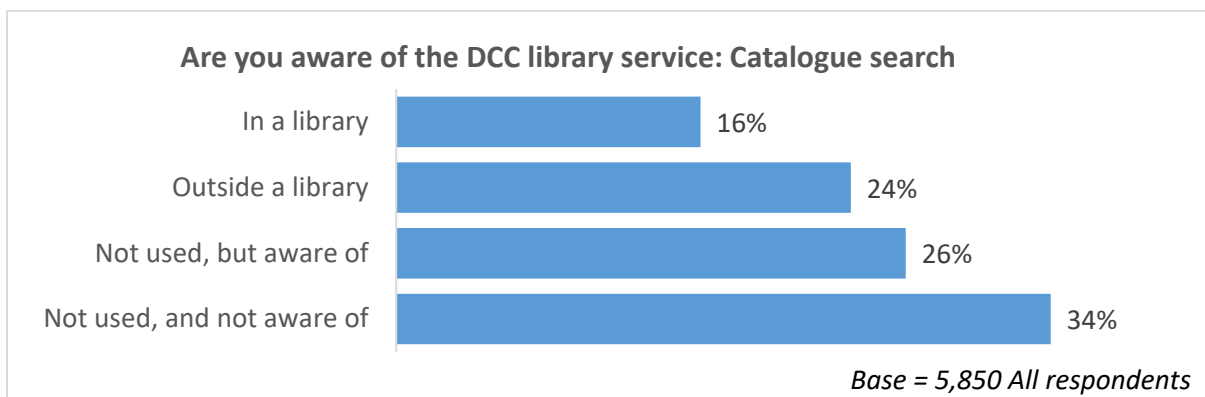


Figure 47

As shown in figure 48, many respondents (32%) were aware of the service, and had renewed a loaned item outside a library, with 23% knowing about the service but not using it. A large number of respondents renewed a loaned item in a library.

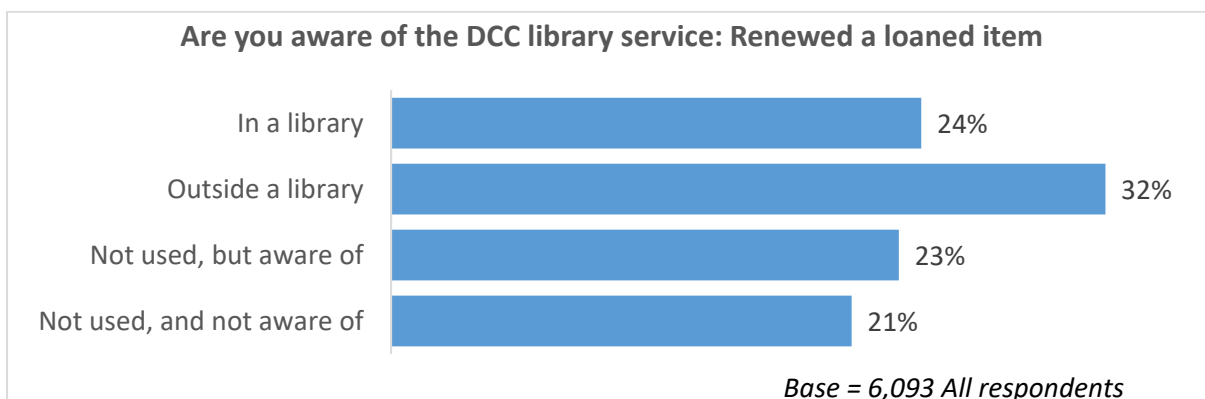


Figure 48

A large percentage of respondents (32%) had requested an item in a library and 19% outside a library. 27% of respondents were aware of the service but had not used it, and 21% of had not used the service and were not aware of it. This is demonstrated in figure 49.

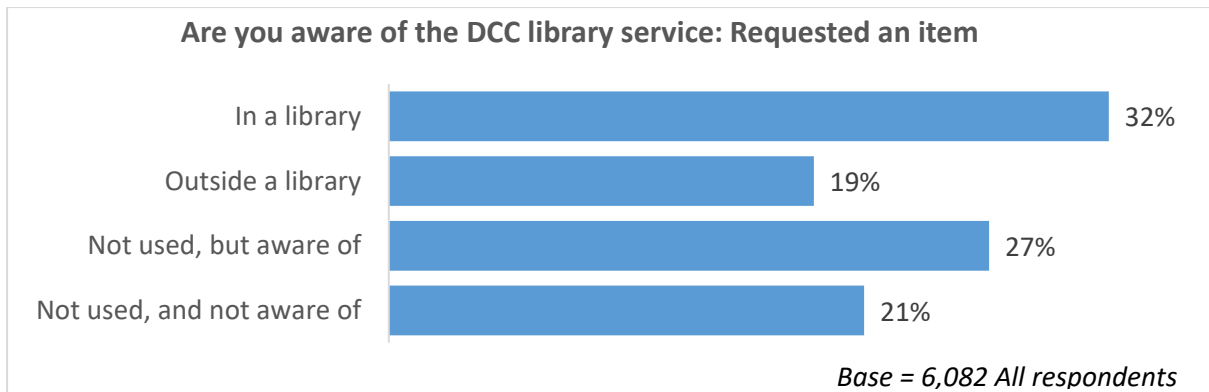


Figure 49

40% had asked a question in the library with only 4% of respondents asking from outside. 28% of respondents were aware of the service but not used it and 28% were not aware. See figure 50.

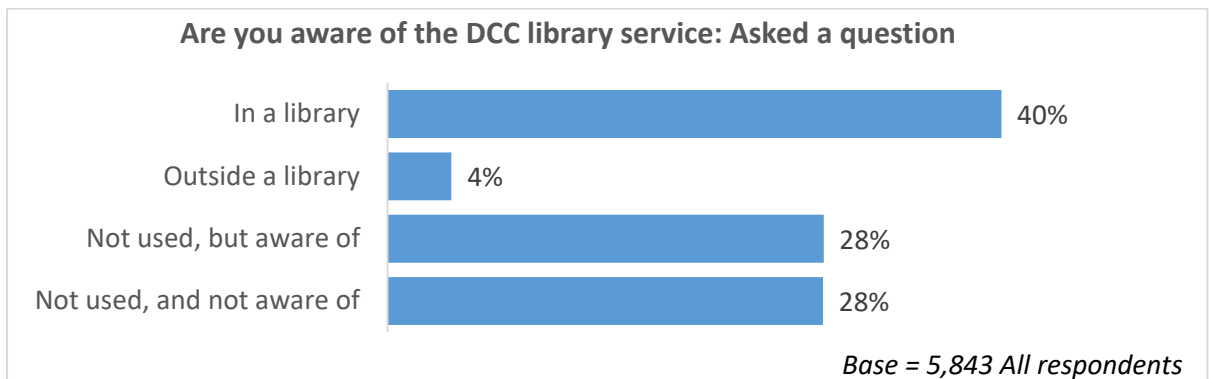


Figure 50

As shown in figure 51, although 15% of respondents had reported a problem in a library, 80% had not used this service at all.

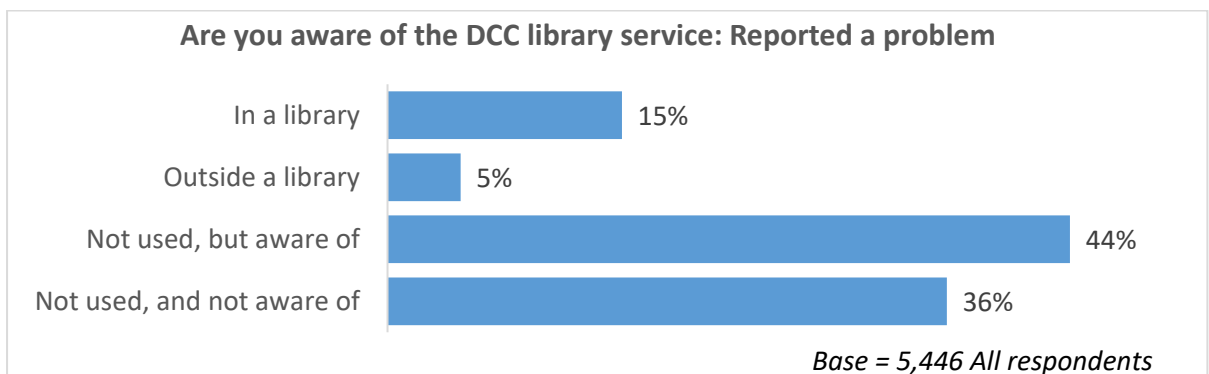


Figure 51

A majority of respondents had joined the library, in a library, with a small number (2%) joining outside of a library. 26% of respondents were aware of the service but not used it and 26% had not used and were not aware. See figure 52.

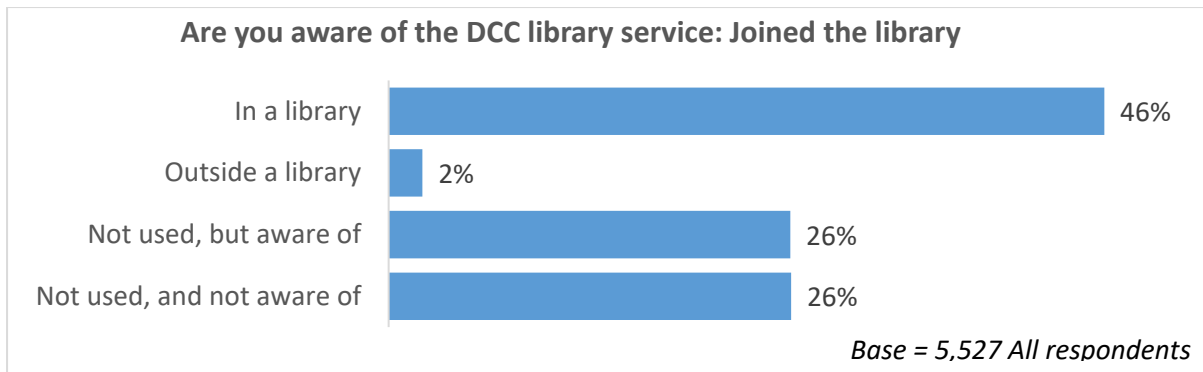


Figure 52

36% of respondents had updated their details in a library and a further 32% were aware of the service but had not used it. This is shown in figure 53.

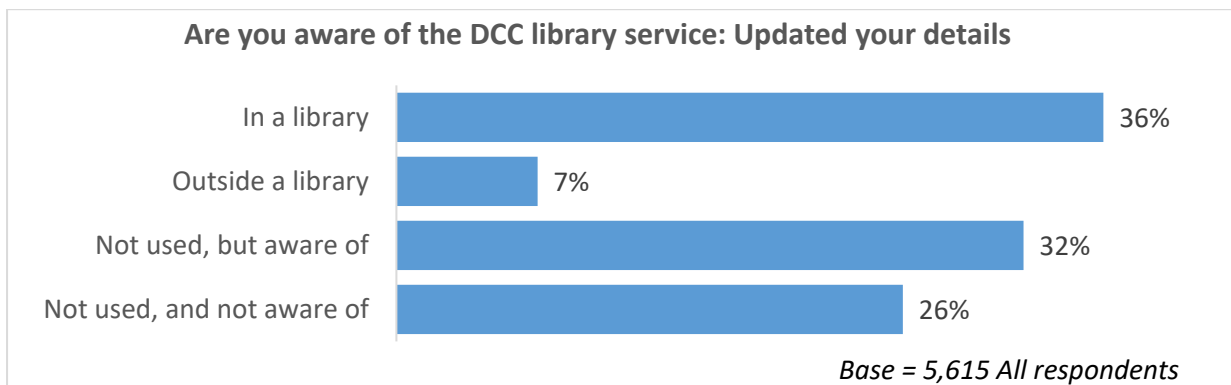


Figure 53

As demonstrated in figure 54, a large percentage of respondents (38%) were not aware that they could request or reset their library PIN, with a further 44% being aware but not using the service. 14% had done this in a library with a small number (7%) outside a library.

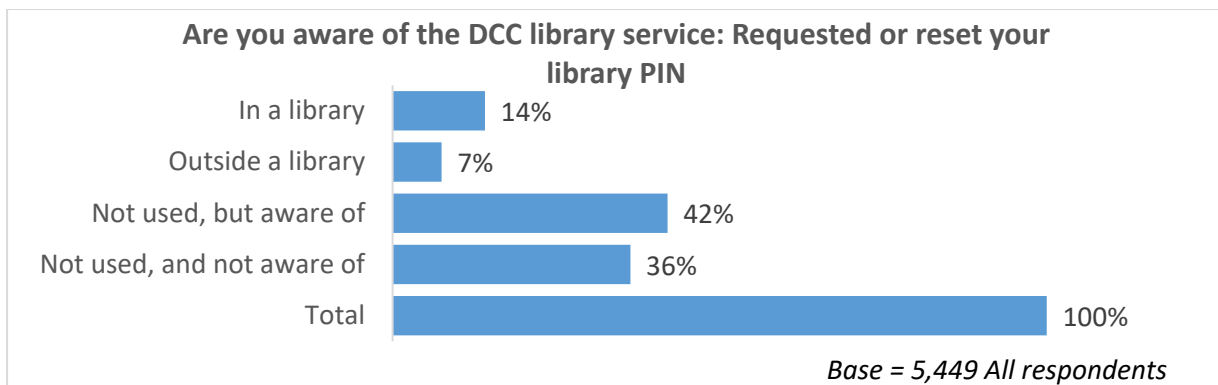


Figure 54

A large number of respondents (42%) although aware of the eBook, eMagazine and eAudio service, have not used it, with a further 38% not using the service because they are not aware. 15% of respondents have used the service outside a library. See figure 55.

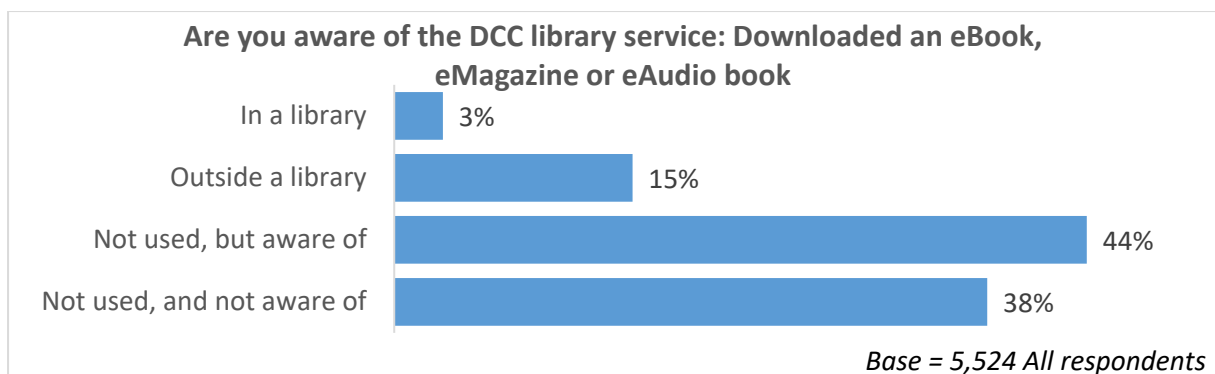


Figure 55

48% of respondents were aware that they could book a computer, but did not use the service, with a further 29% unaware that they could book a computer. 22% booked a computer in a library, but only 2% outside of a library. See figure 56.

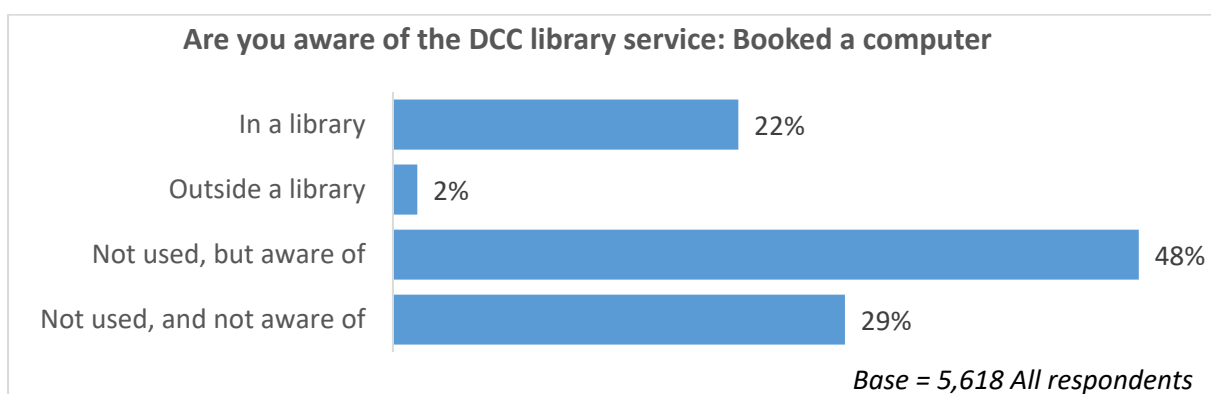


Figure 56

As shown in figure 57, respondents were aware that they could search online reference resources such as Ancestry, with 43% of respondents choosing not to use the service. A further 32% were not aware of the service while 18% use the service in a library, and a further 7% use it outside a library.

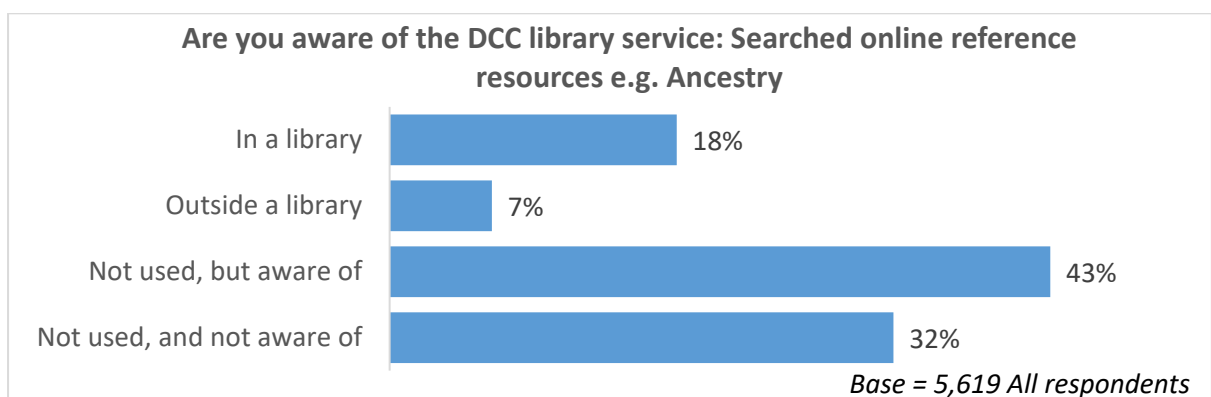


Figure 57

Summary

- Respondents tend to request books in a library, but renew them outside a library
- Over half of respondents have never asked a question in a library
- Most respondents have never reported a problem
- The majority of respondents joined the service in a library
- Over a third of respondents were not aware they could reset their PIN

- People are aware of DCC eBooks, eMagazines and eAudio online library services, but tend not to use them

Overall, which of the following library services do you consider to be the most important?

This table only includes data for those respondents who chose a maximum of three services.

Almost all respondents, 93%, considered borrowing books to be one of the top 3 most important services. 47% highlighted using a library for reference or research purposes, and 31% chose using a computer. See figure 58.

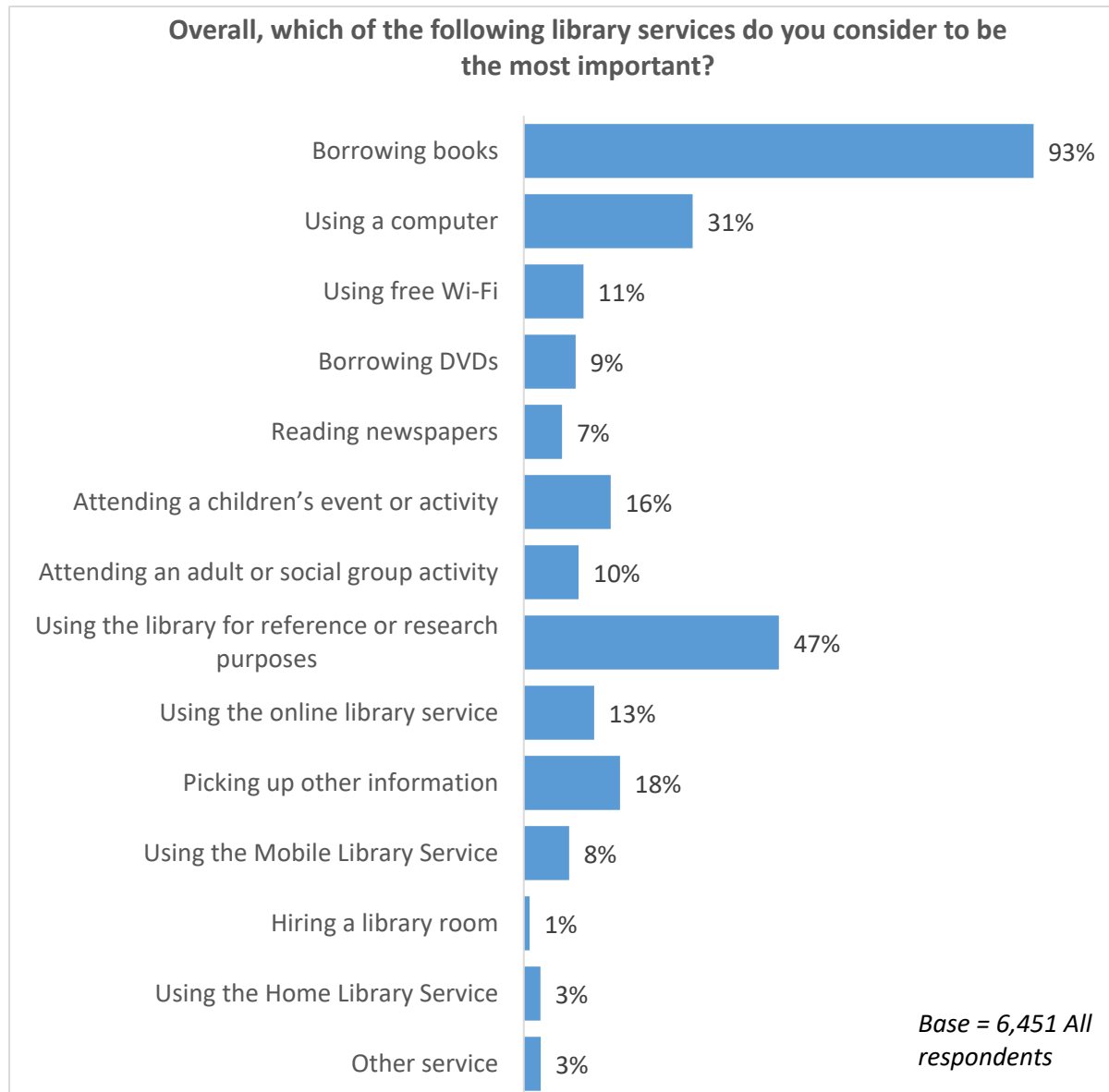


Figure 58

There were differences in responses by different demographics, reflecting the answers to previous questions about library use.

Other services:

Theme	Number of responses
Social community groups and library events	100
IT/Technology	53
Book requests and borrowing	51
Did not answer the question	41
Professional trained staff	39
Children's events and activities	33
Audio books	31
Additional information leaflets, displays etc.	21
Access to old newspapers/reference/eResources	20
Neutral confidential space/wellbeing	20
Maps	7
Home Library Service	4
Café, large print, music, drama, jigsaws, attending another organisation	3
Mobiles	2

Appendix B

A full analysis and evaluation of the consultation questionnaire responses to the Derbyshire Public Library Strategy Proposals

Not every respondent answered every question, therefore the total figures in the analysis of the questionnaire results vary from question to question.

Proposal 1: “To deliver the library service through 25 libraries under direct Council control and 20 community libraries”

31% of respondents agreed with the proposal while 45% disagreed. See figure 59.

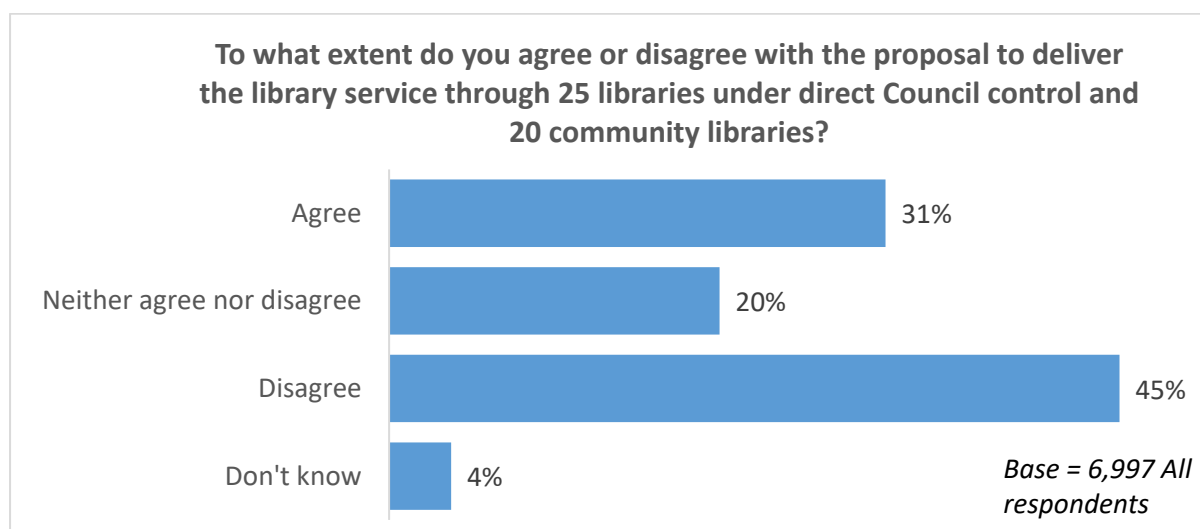


Figure 59

A larger proportion of male respondents than female agreed with this proposal.

Figure 60 shows that a larger proportion of respondents aged 25-44 disagreed with this proposal, with over half, 57%, strongly disagreeing or tending to disagree. Respondents aged 65 and over were the most likely to agree, with 37% of 65-84 year olds and 42% of over 85 year olds tending to agree or strongly agree.

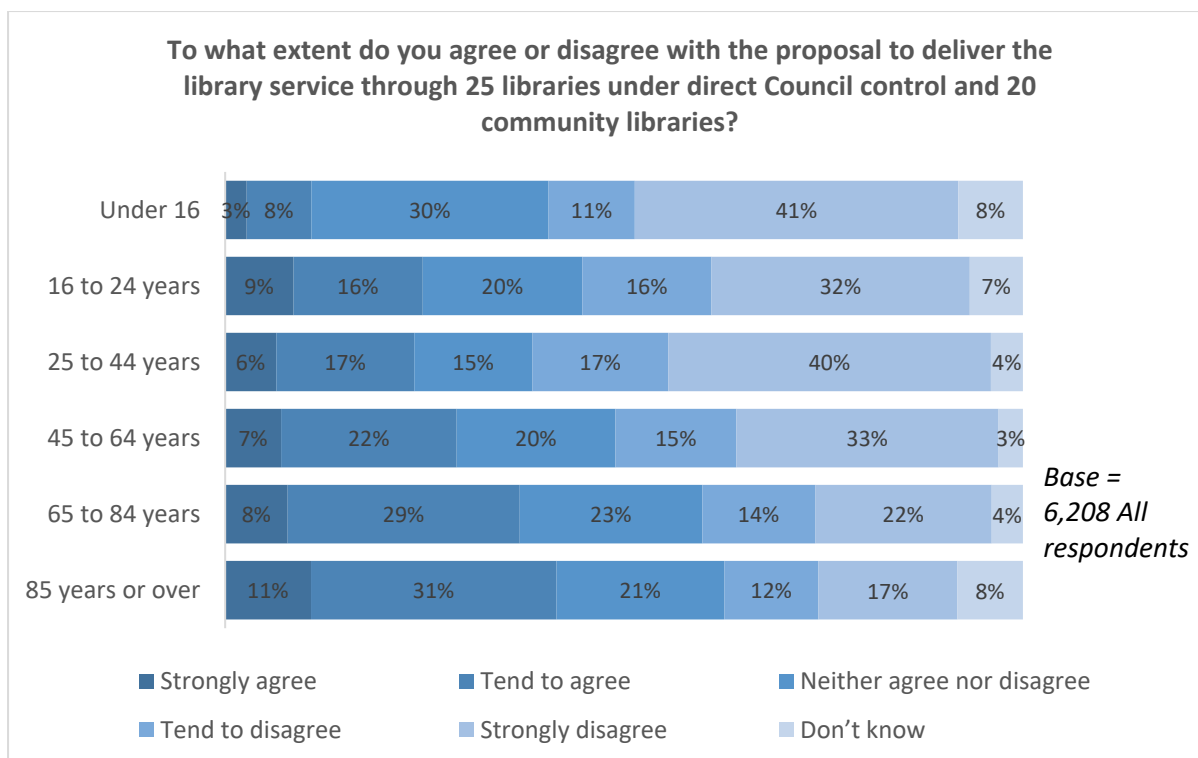


Figure 60

White British respondents were more likely to agree with this proposal than others.

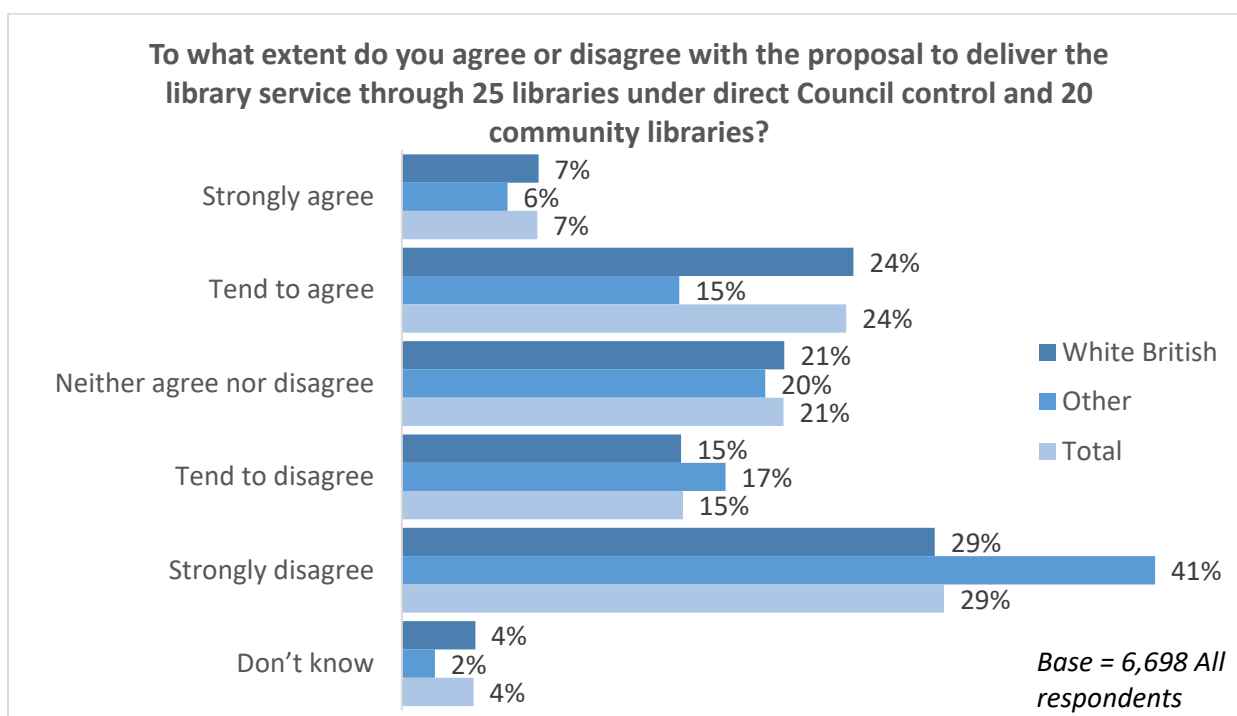


Figure 61

Responses from the different districts of the County were very similar. Library users were much less likely to support this proposal than non-library users, as shown in figure 62. A larger proportion of non-library users answered 'neither agree nor disagree' or 'don't know', which may show that they feel less able to answer the question.

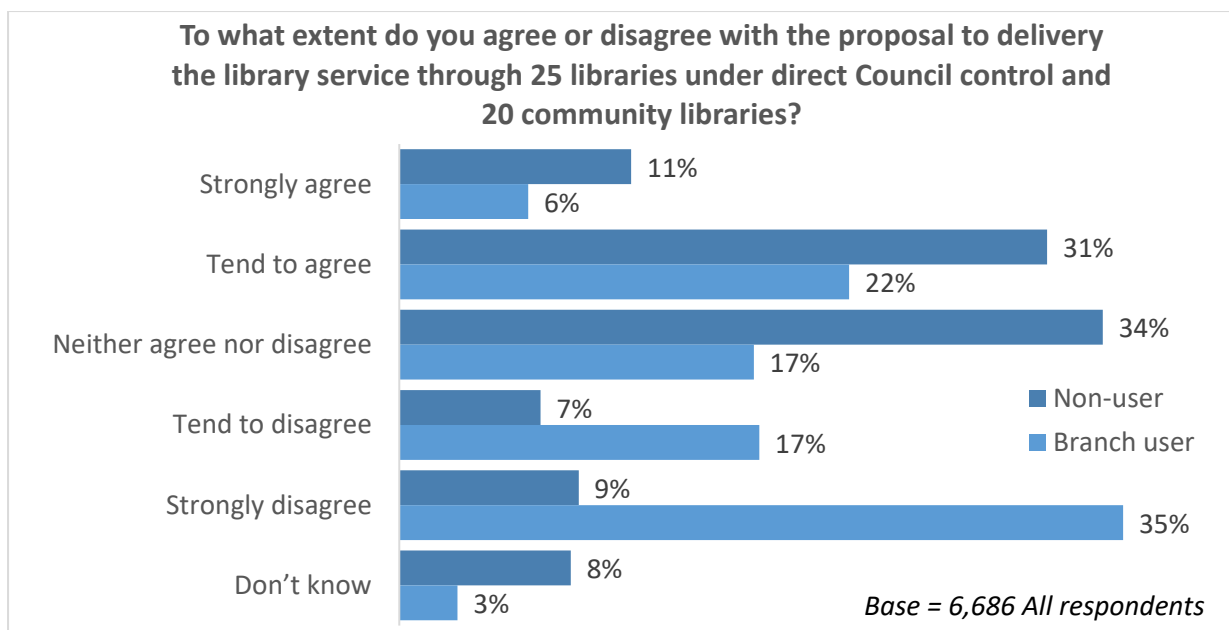


Figure 62

Concerns about the loss of professional trained library staff (783 responses, 11.2%)

Respondents were very concerned about losing 'professional librarians' and 'trained, paid staff'. They thought that libraries were an 'integral part of a community' with 'qualified, highly trained staff'. Library staff were valued for their skills, in particular, it was felt they were 'vital' to 'help, provide advice, retrieve information, support research', and offer 'computer help'. Respondents trust their local library staff to 'provide a more knowledgeable service' and 'trust library professionals to comply with data protection'. Many felt that 'volunteers wouldn't provide the same level of knowledge and expertise as trained professional staff'. The general consensus was that 'a huge benefit to staffed libraries was the high quality of service' and that 'the knowledge and service provided by council trained and employed librarians was second to none'. Some respondents felt that 'there should be some paid staff at each location to check that things were running smoothly and to manage volunteers and problems' or that it 'might be better initially to seek volunteers to help DCC Library staff and gradually move to community management if this proves practical'.

A proposed new staffing structure for the library service, which would be the subject of a separate report to Cabinet, would ensure that the service retains paid staff to support CMLs.

All libraries should remain under DCC control (511 responses, 7.3%)

Many respondents felt that 'the council should keep control of all its libraries because it was an essential service'. There was a particular emphasis on the idea that "all communities deserve to have a professionally run library service" and that 'such a broad service deserved to be funded by the taxpayer'. Others felt that it was 'unfair to penalise smaller communities' and the 'cuts should be shared fairly', concerns were raised about the service becoming a "two-tier system".

CMLs will remain within the library network and continue to be part of Derbyshire's statutory offer. A formal Service Level Agreement (SLA) and regular review will ensure that CMLs are operating to agreed standards.

Concerns that Volunteers are not knowledgeable or reliable (475 responses, 6.8%)

A wide spectrum of responses were received on the role of volunteers in CMLs. A large number of respondents felt that 'volunteers would not have the same depth of knowledge, reliability and experience that library assistants have' and that 'a drop in quality would occur that will actually put people off of using libraries'. Many respondents were concerned about

'the skill, training and qualifications necessary to have obtained employment as a library assistant, which would be totally undermined by allowing volunteers do the job'. Other concerns about *'dedication', 'incentive' and 'commitment'* to the role were raised. Fears about *'vulnerable people who often need a lot of help and support from trained staff'* were voiced as it was felt individuals would *'suffer if they did not get the expert support they needed'*. Others were concerned that there would be a *'reduced quality of service and underfunded resource, in a society where literacy rates are declining'*.

Comprehensive training will be provided to CMLs, and a network of support will be established. The SLA will lay out what groups can expect from the council and will also detail what the council expects of the group.

Disadvantaged, isolated and vulnerable communities (354 responses, 5%)

Concerns were raised about the necessity of libraries in *'deprived or more geographically isolated areas'*. Some respondents felt that libraries *'were vital community resources, especially for the old, the lonely, poor, vulnerable and disadvantaged'*. Some responses noted that libraries *'fulfil a vital, but often hidden role within the community'* and are a *'lifeline for many'*. Others reaffirmed that *'Libraries were an essential and vital service and should be available to all'*.

A full Equality Impact Analysis (EIA) has been undertaken alongside this paper. The proposed model would ensure continued access to 45 libraries.

Inadequate community engagement and support (319 responses, 5.1%)

Many respondents felt there *'would not be enough people who are both willing and able to commit the necessary time to the library'* especially in *'deprived communities'*. Others questioned *'whether any volunteers are likely to have a skill set comparable to the existing employed librarians'* and that it would be difficult to *'recruit', 'train' and 'retain' volunteers and "even if the strategy worked initially it would inevitably fail"*. Concerns about volunteer *'availability', 'goodwill' and 'longevity'* were also raised. Other respondents expressed that *'it was extremely hard to get volunteers to run services, as a lot of volunteers want to be in support roles and don't want, or would not be able to take on the responsibility of a leadership role'*.

Council officers will engage with local communities to encourage a response, and to build capacity where needed alongside external support from the voluntary sector

Concerns that the community support model may fail (256 responses, 4.1%)

Respondents were concerned that *'community management would fail'* and questioned what would happen if *'a community did not want to, or was unable to run a library'*. It was clear that many felt that *'volunteers had no formal commitment and could come and go as they please, that they didn't have the same level of responsibility that paid staff did, which could make things unstable for the service'*. Many responses indicated this would *'increase the likelihood that libraries will close where the strategy was implemented'*.

Derbyshire Libraries staff have a proven track record of working with, and supporting, a wide range of volunteers. Officers will also learn from the experience of other authorities.

Libraries are an essential community resource (253 responses, 4%)

Many people highlighted the importance of libraries being at the *'heart of all communities in Derbyshire'* as a *'community resource'* that offered *'much more to library users than simply "borrowing books"'*. Libraries were deemed *'community spaces', 'hubs of towns' and a 'warm inviting place'* that is a *'great source of local activities'*. These people said libraries provided a venue for *'groups of people socialising'* which gave *'a strong sense of community spirit'*.

DCC are proposing a model which ensures continued access to 45 libraries.

Concerns that CMLs would result in closure (247 responses, 3.9%)

Some respondents felt that *'creating community libraries was simply a way of closing them by the back door'*. Some had concerns that *'the amount of fundraising needed after the council support has stopped meant that many libraries will shut completely'*. Others questioned whether it would be the *'community's fault'* if they closed.

The support networks and SLA detailed above are part of an offer aimed at creating sustainable robust CMLs. No libraries would close under these proposals.

Reduced service quality (161 responses, 2.6%)

Respondents expressed concerns about reduction of service quality in CMLs thus *'creating inequality of provision across the service'*. Some respondents thought *'opening hours, supply of resources and quality of staff members'* would be affected. Others felt DCC would be *'unable to offer an ongoing and productive service and ultimately libraries would decline'*. Other concerns mentioned *'devaluing the library profession, deskilling local people and the workforce'*, *'effectively denying residents access to professionally operated libraries'*.

Comprehensive training will be provided, and CMLs will be part of the wider network of libraries in Derbyshire, with access to all the services provided.

Access to information for all (157 responses, 2.5%)

Concerns were raised about the importance of libraries remaining available and accessible for *'all ages from birth to death'*. Some respondents emphasised there were *'people with special needs that were vulnerable'* that would *'need help and support'*. Others mentioned *'old people'* and people in *'rural isolation who have little or no contact with people, that enjoy the interaction with other users'* and *'groups of many different ages that often use the library as a meeting place'*. Some thought that *'the service that libraries provided was fundamental to helping people, especially people with lower incomes, to read'* and others felt it was fundamental in *'encouraging young people to read for pleasure'*.

DCC also supports this view, so is proposing a model which ensures continued access to 45 libraries.

Concerns about finances and funding (90 responses, 1.4%)

Respondents were concerned about *'who was going to fund the community libraries'*. Many wanted *'strong assurances that the community led libraries would continue to receive sufficient help and financial support from the council, to allow them to continue'*. Many were concerned that CMLs *'may run out of funds'* and questioned what would happen then.

The grant funding has been reviewed, and 5 years of tapered grants are now proposed. The council will also offer to retain some financial assistance for an initial period, so that a phased transfer can take place.

Re-evaluate the service (60 responses, 0.9%)

Various suggestions were made about re-evaluating the service. Some respondents were concerned about how much of the *'library budget was spent on computers and training'* suggesting that *'libraries should just stock books'*. Others thought that *'reducing opening hours and resources was preferable'* whilst some would *'prefer paid staff in all libraries, supported by volunteers'*. An alternative solution offered was *'to initially offer a community supported model at all libraries and then decide which would be sustainable under a community managed system, when you know how many volunteers are available'*.

The Library Strategy is a re-evaluation and review of the whole of the library service, shaped by advice and guidance from the DCMS and the Libraries Taskforce.

Other comments

Theme	Number of responses
Did not answer the question	379
No suggestion	340
Political	253
Concerns over data	38
Unfair	38
Close libraries , which are not well used	28
Importance of mobiles	26
Reduce opening hours and materials fund instead	16
Safety concerns	11
Users pay for the service	4
Charity run/outsource service	4

Proposal 2: “To use tiering to allocate future resources and services”

28% of respondents agreed with the proposal while 31% disagreed. 41% of respondents answered either ‘neither agree or disagree’ or ‘don’t know’, which shows that a large proportion of people are unsure about the proposal. See figure 63.

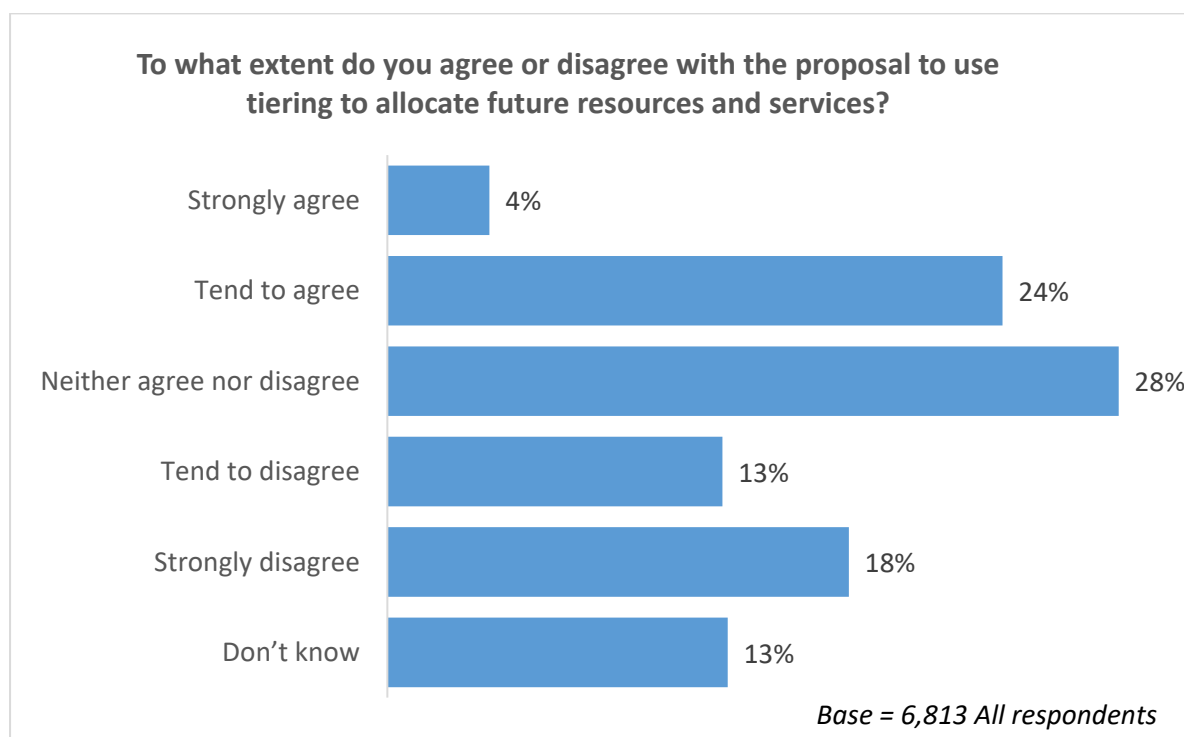


Figure 63

A higher proportion of males agreed with this proposal compared to females.

There was a variation in responses from people living in different parts of the County, shown in figure 64. A similar proportion of respondents from the Amber Valley agreed and disagreed with this proposal. Chesterfield and Derbyshire Dales residents had the highest proportions of people agreeing with the proposal (almost a third). This may relate to the fact that only 1 of the 5 libraries in the Dales has been identified as a tier 4 library (and therefore

proposed for community management), and that Chesterfield library is to be the sole tier 1 library. In the other 5 districts, more people disagreed than agreed with this proposal. The lowest proportion of people in agreement were from the High Peak, South Derbyshire and Bolsover. In these districts, a higher proportion of their libraries have been identified as tier 4.

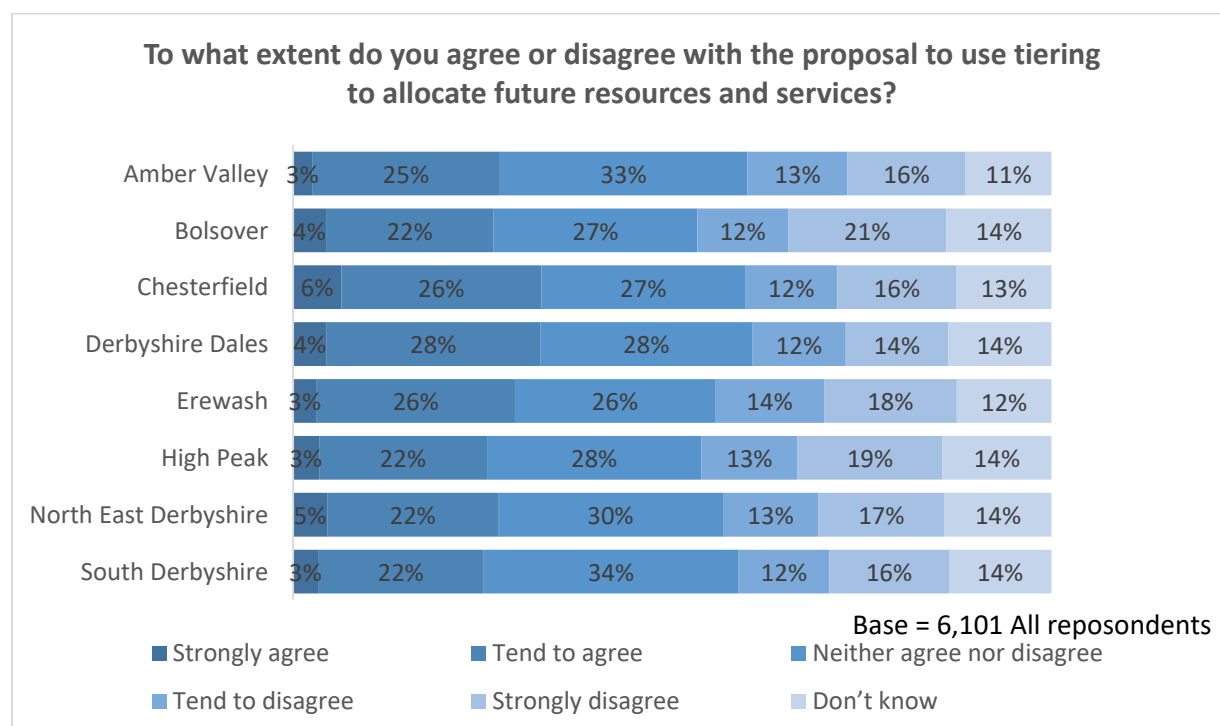


Figure 64

A higher proportion of library users disagreed with this proposal than non-library users as shown in figure 65, and a similar pattern could be seen comparing mobile users to non-users.

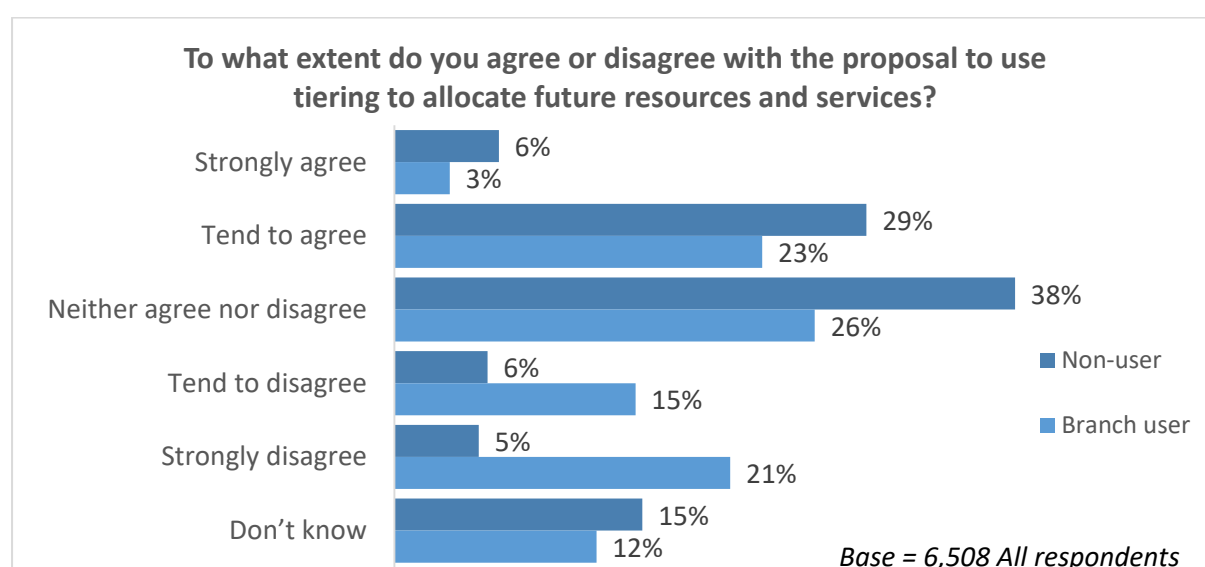


Figure 65

Not fair /discrimination - all should be equal (611 responses, 9%)

Respondents felt that 'every library user should be entitled to the same standard of resources and services, irrespective of location' and that 'allocating resources and services according to tiering, could be considered discriminatory'. Others suggested that 'the smaller

libraries, serving smaller communities, deserve the same consideration as larger ones' and some said tiering would result in a 'postcode lottery for library users' whereas it 'should be comprehensive for all'. Respondents suggested the tier system should be 'scrapped' because 'some libraries may feel that they are disadvantaged, less important or undervalued under the tier classification'. Others expressed that 'one of the strengths of the library service is that it's one entity and provides a countywide service wherever someone happens to live'.

There are variations in the range of services available at Derbyshire's 45 libraries already. It would not be practical or cost effective to offer the same range and depth of services at all libraries. For example, as the central library for the County there are more resources held at Chesterfield Library than anywhere else in the network, however these resources are accessed by library users from across the County. By maintaining the existing network of libraries every library will continue to be a gateway to the full resources of the whole of the County library service, irrespective of their size, levels of use or geographic location. It will still be possible for all libraries to take advantage of the regional, national and international connections available to the library service.

Concerns that the proposal will impact on already deprived rural areas/affects vulnerable/ social isolation (318 responses, 4.7%)

Comments suggested that *'everyone should have access to all library services, it should not depend on location', where 'Tier 4 get a second class system with less resources'*. Others felt that tiering *'discriminated against libraries that possibly have fewer users and opening times'* and others felt that Tier 4 libraries were located in *'the smaller communities that were isolated from those where libraries continue to be run by DCC'*. Many respondents commented that often, Tier 4 libraries were *'in more deprived areas, with few community facilities and reduced library facilities'* and some felt that the tiering system *'did not reflect the value of a library service to smaller communities'*. Others commented that library funding should be *'based on areas of deprivation and need of services not just footfall and book issues' and that 'service given in each place should be equal and tailored, not only to the current users, but also to potential users'*. Some did not *'trust the methodology used'* to determine tiers and thought *'areas of deprivation needed library services to maintain the aspirations of the community and provide those services where people want them'*.

All 45 libraries will continue to be able to access the full range of Derbyshire Libraries' resources. A full EIA has been undertaken.

Proposals may lead to closure or reduction in use of already less-used libraries (193 responses, 2.8%)

Many respondents felt that *'under resourced libraries may result in lower membership, fewer items being borrowed and reduced usage'*. They felt a cycle of less resources and services at certain libraries would *'in turn create lower statistics for visits, check outs, and event attendance'* which would then *'determine the future of these libraries with further cuts'* and *'eventual closure'*. Some respondents also felt that *'a tiered system would lead to the closure of more libraries, as people won't go there if the books are out of date'*.

All 45 libraries will still be part of the wider network of Derbyshire Libraries. No libraries would close under these proposals.

Local transport links/accessibility (130 responses, 1.9%)

Respondents were concerned having to *'travel to a specific library to access resources will put people off using them'* and this would *'lead to fewer library users which will then lead to closures'*. Respondents felt that *'some communities in the lower tiers may not survive with less resources'* and these libraries were *'often a long way from the higher tier libraries, making it harder for residents to access'*. It was clear that *'not everyone has access to their own transport and it may not be possible to travel easily to a library offering a particular*

service'. People were concerned that *'services for children such as Storytime groups and children's books and access to computers should be available in all libraries'*.

As these proposals would ensure all 45 libraries remain open, tiering would not mean users having to travel any further to access services from a static library.

Need to know the communities served/target audiences (110 responses, 1.6%)

Some respondents felt that *'more research was needed into accessing user need in each area'* and that tiering *'should not be just judged on library use'*. Some thought that funding should be allocated by *'population density'* and others thought tiering *'should not be the driver for provision of services, to encourage self-education and literacy/ use of books'*. Other respondents reiterated the importance of libraries being *'safe spaces for people with mental health difficulties and a social area for older people'* and another response stated that *'a wider more strategic approach is required'* to take into account the *'wider impact of the facility on the local community and the contribution this makes to the community'*. Overall they felt that *'the tier structure is not fairly aligned, different sizes and locations have different requirements and need to be considered individually not as a tier'*.

A full needs assessment was undertaken as part of the development of these proposals. CMLs in other parts of the country have demonstrated increased community engagement and increased responsiveness to the needs of their community.

Doesn't include all the reasons people use the library/ignores needs and wishes of community (97 responses, 1.4%)

Some respondents feel that tiering *'only reflect the usage of libraries'* so doesn't take *'potential deprivation'* into account. Some thought the methodology for constructing tiering was *'was fundamentally flawed, as it did not take into account actual community usage and uptake'* and others felt that *'data taking into account usage rates per member and members per population'* would provide *'correct data on how libraries are used by their communities and how efficient library branches are, in using their resources to deliver to the community'*. A few respondents expressed concern that *'the tiering system did not reflect the value of a library service to smaller communities'*.

Information was gathered from current use of libraries to develop the Library Strategy, e.g. issues, visits, computer use, as *'potential use'* is not quantifiable.

Specific library issues cited (84 responses 1.2%)

Some concerns were expressed about respondents' particular libraries. For example, saying that tiering would impact on particular communities especially in *'deprived areas'*, and would impact on *'children using libraries for homework'* or *'the elderly'*. Respondents felt they would *'lose out'* at their library and some thought that *'increasing populations', and 'housing developments'* should be taken into account.

Information was gathered from current use of libraries to develop the Library Strategy, e.g. issues, visits, computer use, as *'potential use'* is not quantifiable. Changes that impact on local communities e.g. future population growth can be taken into account if they result in changes in library use

Libraries are valuable and should be protected (70 responses, 1%)

Respondents thought that libraries *'however small, were valuable places for everyone in every part of Derbyshire'*. Many indicated that libraries were *'important assets', 'essential'* and *'vital'* and that *'each library was unique to its community'*. The proposed model ensures continued access to 45 libraries.

Proposal may not work, service could deteriorate (60 responses, 0.9%)

Many respondents felt that a 'reduction in range of resources and services would lead to the irrelevance of libraries' and that an 'inevitable decline in visits would follow' resulting in a 'deterioration' in service and eventual 'demise'.

Making the best use of data on usage will enable the council to focus resources on the materials and opening hours which are most used.

Creating a class system / 2nd class system (52 responses, 0.8%)

Respondents felt that tiering created a 'second class system for library provision which may not reflect the actual needs of the community'. Some felt that the libraries serving 'smaller communities', or 'rural communities deserved the same consideration as larger ones' to reflect 'equality and fairness' rather than 'putting barriers in the way of upward mobility by depriving their children access to much needed library services'.

There are variations in the range of services available at Derbyshire's 45 libraries already. It would not be practical or cost effective to offer the same range and depth of services at all libraries. For example, as the central library for the County there are more resources held at Chesterfield Library than anywhere else in the network, however these resources are accessed by library users from across the County. By maintaining the existing network of libraries every library will continue to be a gateway to the full resources of the whole of the County library service, irrespective of their size, levels of use or geographic location. It will still be possible for all libraries to take advantage of the regional, national and international connections available to the library service.

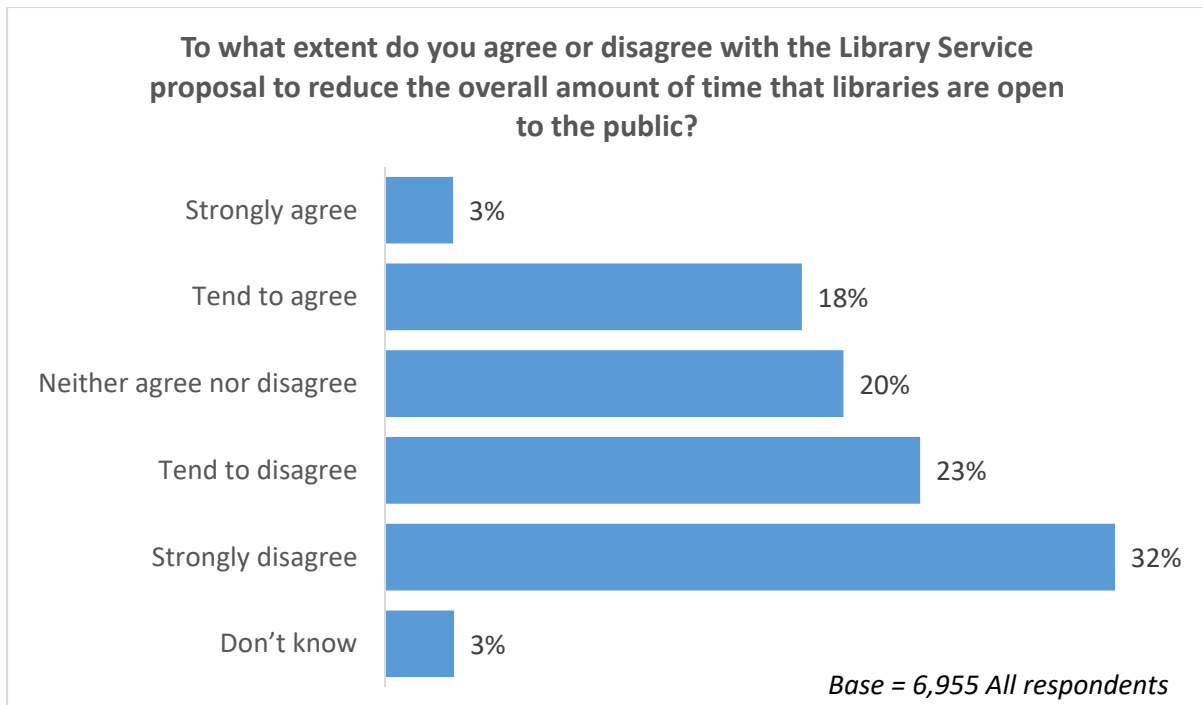
Other comments

Theme	Number of responses
No suggestion	428
Did not answer the question	275
Political	133
Professional/ Trained Staff	46
Should be available for children/importance of literacy	35
Should be flexible for future changes e.g. increased population	34
Suggested ways to increase library use	17
Should be more for lower tiers and less for higher	14
Request service should continue	12
Get rid of library services/ not needed	6
Specific suggestion	7
Reduce hours to a minimum	5

Proposal 3: "To reduce the overall amount of time that libraries are open to the public"

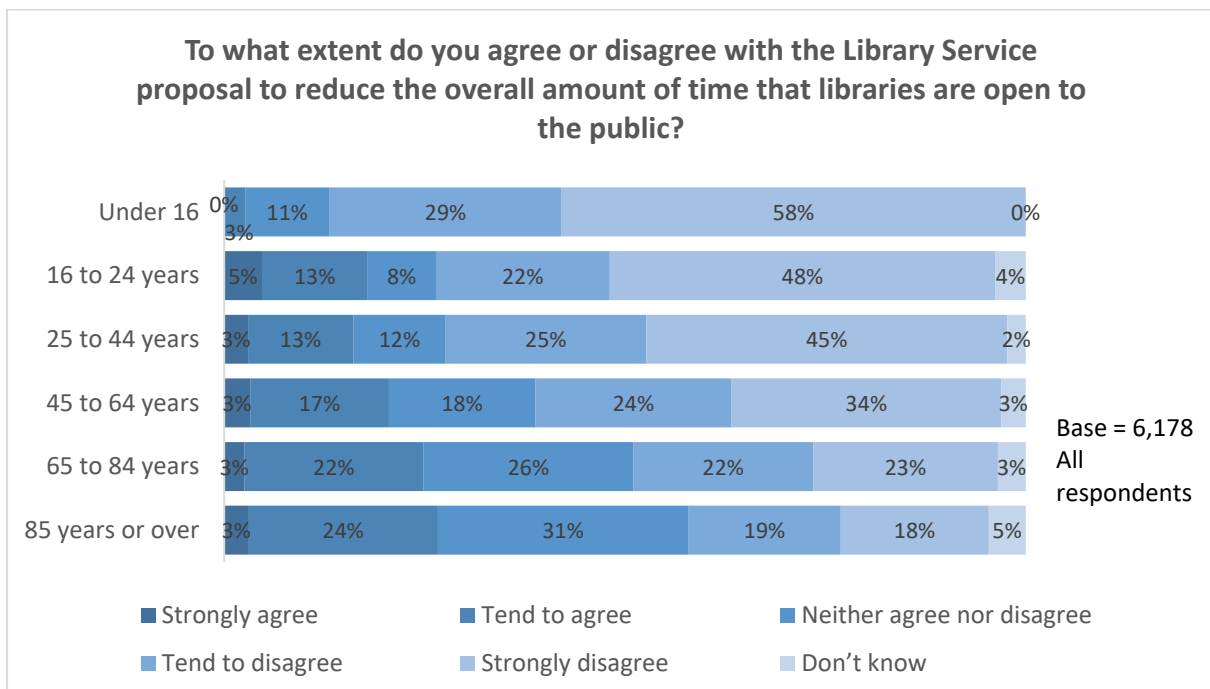
Figure 66 shows that 21% of respondents agreed with the proposal while 55% disagreed.

Figure 66



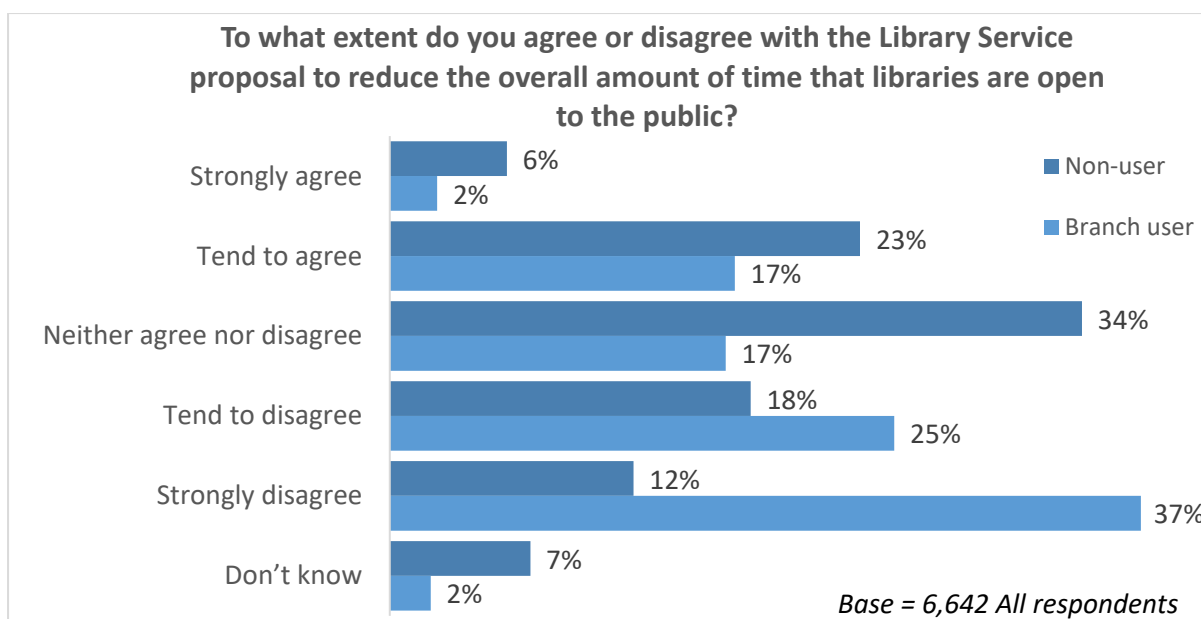
A higher proportion of males agreed with this proposal than females. Over half of respondents who do not identify as White British strongly disagreed with this proposal. There is a strong pattern of responses, when broken down by age, moving from the youngest to the oldest group, the proportion of people who disagree reduces each time (from 87% for under 16s to 37% for over 85s).

Figure 67



41% of non-library users said that they neither agree nor disagree with this proposal, or that they don't know. Library users were more opinionated, with 62% disagreeing. See figure 68.

Figure 68



Opening times that meet user needs (727 responses, 10.5%)

Respondents expressed views that 'communities were made up of different age groups that need to access libraries at different times' and that opening hours should be 'flexible' to 'suit the needs of the public rather than just reducing opening hours'. Some respondents suggested that the library service 'work out when libraries are most likely to be used and resource them accordingly'. Others suggested making sure the library was open a mix of 'different days', and 'late evenings' and possibly 'Sundays' to accommodate for 'shift workers', 'working people', 'carers' and 'students'. Some were concerned that 'limiting the time that libraries were open would reduce footfall' which would 'further limit their use'. Some felt that 'libraries need to be open when the public were using them most' and others 'to suit different needs'. In general, it was felt that 'people need different days and times to access the library according to their work and lifestyles'.

Proposed changes to library opening hours were based on a full analysis of data which shows when the libraries are used most.

Denying the service to people who work/school (649 responses, 9.3%)

Many respondents noted that libraries were a 'lifeline for so many people' and that 'their accessibility to the public at a range of times was important'. Responses highlighted the 'need for people to use libraries when they were not at work' because 'reducing the hours would excluded part of the population'. Some mentioned the 'need to consider parents with children using the library after school and on a weekend' as well as libraries being 'accessible for children after school for homework' and 'socialising'. A few respondents highlighted that 'elderly members of the community must feel safe to visit' so to ensure the library was opening during the daytime.

Libraries will retain late night and Saturday opening, and, where possible, some will no longer close at lunchtime. The service will ensure a pattern of opening hours where some libraries will be available every week night until 7pm and from 9am to 4pm on a Saturday. The service will continue to offer 24/7 access to a range of electronic resources.

Need to improve not reduce (444 responses, 6.4%)

Respondents felt very strongly that efforts should be directed towards 'improving libraries, not reducing them' that they should be 'more accessible not less'. Many respondents said some libraries already had 'reduced hours' and it would be 'damaging and unfair especially

for working people'. It was suggested that 'keeping libraries open longer to fit in with today's lifestyles' would be beneficial. Others were concerned that reduced opening hours would 'adversely impact those elderly or disadvantaged people who made use of the service' and would be 'detrimental' to communities. Some expressed concern that a reduction in opening hours would 'likely reduce visits, resulting in a vicious circle of fewer visits and thus a greater need to cut costs, resulting in more reduced hours and further closures and cuts'.

Increasing opening hours in staffed libraries is not possible with a declining budget for the service but moving some libraries to community management, may result in an increase in opening hours. The proposal to consider Smart libraries in future could also enable an increase in unstaffed opening hours.

Reduction of service equals less use but keeping may maintain or increase use (375 responses, 5.4%)

It was suggested that reduced opening hours would mean people are *'less likely'* to use the service, resulting in *'less demand'*. Ultimately it would create a *'self-fulfilling prophecy'* resulting in *'a spiral of decline'*. Some felt the emphasis should be on *'encouraging more people to use the service'*, for example by *'modernising'*, *'publicising'* and *'being accessible for longer'*. Suggestions on *'renting out spaces'* to *'groups'* and *'activity providers'* would ensure that libraries could be open outside of regular working hours.

Libraries will retain late night and Saturday opening, and, where possible, some will no longer close at lunchtime. The service will ensure a pattern of opening hours where some libraries will be available every week night until 7pm and from 9am to 4pm on a Saturday. The service will continue to offer 24/7 access to a range of electronic resources. Proposals for CMLs and establishing Friends Groups in council run libraries help to address the need to promote the service and engage with more people to increase use.

Reduced access (365 responses, 5.2%)

Respondents had concerns that some libraries already had *'limited opening hours'* and further reductions would *'make it difficult to visit'* which would result in *'less people using the facility'*. Some respondents felt that there would be a *'real risk that fewer opening hours will lead to less use and eventually people will stop using libraries'*. Others mentioned that reduced access would *'disadvantage numerous people'* and libraries should *'provide an equal service to all'*. A few respondents thought that *'people who rely on the library may be restricted in the hours they can use it'*.

Libraries will retain late night and Saturday opening, and, where possible, some will no longer close at lunchtime. The service will ensure a pattern of opening hours where some libraries will be available every week night until 7pm and from 9am to 4pm on a Saturday. The service will continue to offer 24/7 access to a range of electronic resources.

Concerns about disadvantaged and vulnerable communities (361 responses, 5.2%)

Respondents noted that *'libraries provided a social lifeline for some people who are otherwise isolated'*. Others felt libraries were important for *'those who are lonely and in need of social interaction'*, those *'who need access to computers for job seeking and library staff for computer help, and those who are in crisis'*. Some respondents thought any reduction in opening hours would affect *'families, children, parents and other organisations'*. Reduced *'access to WiFi or the internet'*, to books for people *'unable to afford to buy them'*, as well as *'Universal Credit'* concerned respondents. Others felt that libraries were *'social hubs as well as learning resources'* and that any reduction in opening hours would *'undermine an important resource for disadvantaged groups'*.

A full EIA has been undertaken. The proposed model would ensure continued access to 45 libraries and the countywide library offer.

Essential/valued public service (354 responses, 5%)

Some respondents highlighted that *'libraries were an essential part of a literate community'* and that *'Derbyshire residents would have a much poorer quality of life and limited access to opportunities with shorter opening times'*. Respondents took the opportunity to explain why library services were considered essential for example, *'access to knowledge'* *'general wellbeing'*, *'analytical thinking'*, *'improved skills'*, and *'helping children stimulate an interest in reading'*. Others felt the library offered so much to local residents *'from people with learning difficulties to the older community who meet for social groups'*, so that a reduction in opening hours *'would have a negative impact on communities'*.

DCC recognition of the importance of the Library Service has influenced the development of a model which ensures continued access to 45 libraries.

Concerns that reduction equals eventual closure (191 responses, 2.7%)

Respondents were concerned that a reduction in opening hours was a *'gradual approach to closure'*. Many felt that *'a reduction in hours could often be a precursor to closing or downgrading'* and another mentioned that by reducing hours, libraries will receive fewer visits and a *'self-fulfilling prediction would follow that libraries are not popular/necessary and will eventually disappear'*.

.No libraries would close under these proposals.

Happy with hours at present/don't reduce them (181 responses, 2.6%)

Many respondents were happy with their *'current opening times'* and didn't want them to change. For some it is a *'matter of convenience'* that opening hours should remain the same.

Libraries will retain late night and Saturday opening, and, where possible, some will no longer close at lunchtime. The service will ensure a pattern of opening hours where some libraries will be available every week night until 7pm and from 9am to 4pm on a Saturday.

Stock considerations (172 responses, 2.5%)

Respondents felt that a reduction in opening hours would have an impact on stock. Some suggested that if opening hours were to reduce, then *'up to date stock'* should be readily available and that it was *'important to keep the new titles on the shelves'* so that *'usage did not fall away'*. Many respondents indicated that *'libraries that were less well-stocked'* would become *'less well-used'* adding to *'isolation for people who enjoy going to a library'*.

Materials are the subject of the next proposal. Please see below.

Will negatively impact education, literacy and reading (124 responses, 1.8%)

Concerns were raised about the impact the proposal would have on *'educational standards'*. Some highlighted that libraries helped *'foster a love of books and reading in young children'*, and were a *'vital educational service'*. Others suggested that there needed to be *'more encouragement for learning, expanding knowledge & reading for pleasure'* and that any reduction in opening hours would *'deter people further from using'* the library service. A few comments highlighted that libraries were *'crucial for positive mental wellbeing and the future of our society'* and that *'if the population is to expand and improve its knowledge and capabilities [...] libraries were a way of contributing to this'*. Another suggested that *'reducing any source of education or information from a community only alienates it further'*.

Maintaining the current network of 45 libraries will ensure the service can still contribute to education, literacy and reading

Reduced hours better than closure (58 responses, 0.8%)

Some felt that reduced hours would be '*better than total closure*', '*volunteering*' or '*complete loss of service*'. Others agreed a reduction in opening hours may be acceptable only if the library was kept under '*County Council control*'.

Reduced hours are being considered as part of proposals to ensure all 45 libraries remain open. Volunteering and council control of libraries were addressed under Proposal 1, please see above.

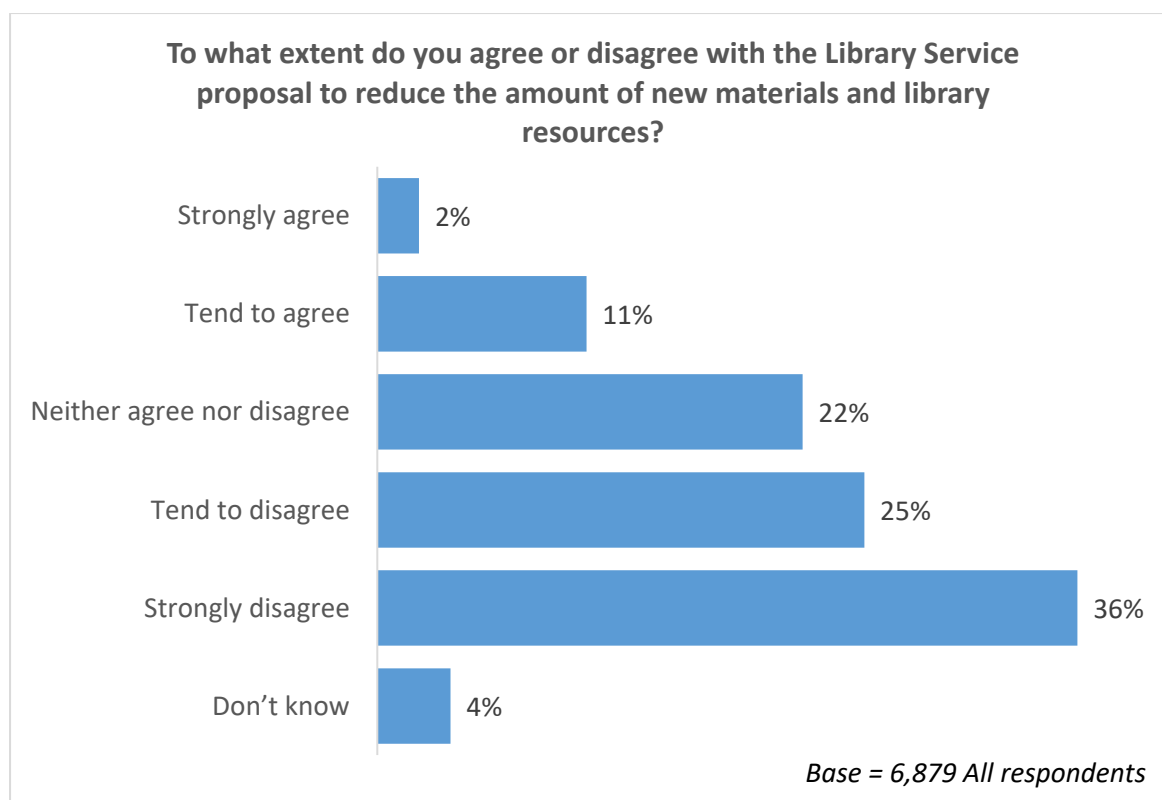
Other comments

Theme	Number of responses
No suggestion	644
Did not answer the question	205
Political	84
Promotion of services	47
Affects jobs	33
Reduce hours or staff rather than stock	28
Possible Partnership/ co-location	21
Don't want CMLs	15
Use volunteers alongside staff to protect or increase opening hours	13
Won't reduce costs	10
Concerns about mobile libraries	9
Close libraries	6
Reduce fines or install returns drop box to compensate for reduction in accessibility	6
Prefer Smart Library	4
Charge for services	2
Use savings to offer more support to CMLs	2

Proposal 4: "To reduce the amount of new materials and library resources"

Figure 69 demonstrates that 13% of respondents agreed with the proposal while 61% disagreed.

Figure 69



A higher proportion of males agreed with this proposal than females. There is a strong pattern of responses, when broken down by age, within the overall pattern of a greater proportion of people disagreeing with this proposal. Moving from the youngest to the oldest age group, the proportion of people who disagree reduces each time from 76% for under 16s to 43% for over 85s. The opposite pattern emerges when considering the proportion of respondents who agree from 5% for under 16s to 19% for over 85s.

Don't agree with reducing materials - libraries need to provide a range of up to date quality resources to stay relevant (1,724 responses, 25%)

Many respondents disagreed with this proposal because it would be 'a reduction in the level of service'. Many felt that 'new books meant that the public could keep up to date with developments in literature and the wider culture' and 'new' materials and resources were needed to be 'current and correct in order to maintain interest and usage'. Some felt that libraries were the only public spaces in a community that 'still provided a service that enhanced people's cultural lives' providing 'access to the wider world'. Many stressed the need to provide 'a wide and varied range of new materials' to keep people 'interested in books and reading'. Others thought a 'limited supply of materials and resources would weaken and dilute the library service' which would 'reduce the effectiveness and usefulness of libraries to a point where they would no longer be sustainable'. Some felt that libraries would become 'outdated', 'archives' or 'museums' and would no longer have a 'purpose'. Many felt that this proposal was a way of 'making the library less relevant' and people would 'stop using' the service. Respondents were also concerned about 'sourcing new material especially for people on low incomes, who could not afford to buy the books themselves' as it was 'important for education'. A few had concerns about reduction to stock such as audio books and large print that 'provide an essential service for the blind & partially sighted and Children's non-fiction books as a source of reference for homework and further study'.

Library staff will ensure that materials continue to be bought, which serve the needs and enjoyment of library users, which are up to date and of a high quality.

Reduction of service equals less use but keeping up to date may maintain or increase use (703 responses, 10.2%)

Respondents expressed their concern that a reduction in materials and resources would result in *'less engagement and less people using libraries'* which would *'add to the decline of the library service'*. Many felt that libraries would become *'less attractive, become part of a 'downward spiral', 'lose users' and 'ultimately close as a result'*. One respondent thought that *'students would struggle to find the newest resources to study creating a bigger cultural divide'* and that *'children that are worse off will be affected'*. Another pointed out that this proposal would be *'reducing young people's learning and expanding their imagination with books'*. Respondents thought that *'libraries would become unusable if they were cut further'* and no longer *'fit for purpose'*. Some suggested that *'the latest books need to be freely available'* and usage would actually *'increase with new material'*.

Increased analysis of stock performance data and the introduction of stock audits will support stock purchasing decisions. Suggestions for new stock from all libraries, and from users, will continue to inform buying. This will ensure that libraries continue to provide resources that will attract users. Derbyshire Libraries accept donations of books and as part of the implementation of the strategy the existing policy will be revised and more actively promoted to supplement the purchase of materials.

Concerns that the proposal disadvantages certain groups who may not be able to access materials elsewhere (475 responses, 6.9%)

Respondents emphasised the importance of accessing the *'latest books and publications'* for people who *'can't afford to buy'* them, as a lack of new materials is *'further deprivation for persons with lower than average resources'*. Many stressed *'literacy'* as a *'priority at school'* and felt reducing materials and resources would make it *'difficult for people of limited means to educate their children'*. Some believe libraries should make *'literature available to everyone'*. Many highlighted that sourcing new material was especially important for *'people on low incomes', 'poorer families, people out of work', 'rural users', the 'very young and very old', 'deprived communities' and 'isolated people'*. Generally, people felt that new materials and resources would ensure *'all have an equal chance to learn, and improve prospects for themselves and their community'* to *'enrich lives through the joy of reading'*.

Staff will ensure that materials bought continue to support the range of library users, both adults and children, and a full EIA has been undertaken. The proposed model would ensure users of all 45 libraries can access the full range of materials purchased by Derbyshire Libraries.

Reduce some stock/change what we buy - based on use/asking users/professional knowledge (250 responses, 3.6%)

Some respondents suggested that resources could be *'reduced somewhat'*, for example, reducing the budget on *'DVDs, magazines, newspapers and talking books'*. Others recommended not *'buying niche books for requests that will only ever have one issue'* and targeting books *'more to the local customer base'* that need to be *'both current and broad in scope'* with the *'right materials, quality not quantity'*. Many respondents felt that resources should *'meet demand'*, and be *'tailored to communities'*. For example *'More popular adult authors should be bought'*. Some highlighted their personal preference of stock, e.g. *'I only read non-fiction or reference books'; 'There aren't enough children's books/DVDs; and 'I do not want the stock of large print books to reduce'*.

Decisions for stock purchasing will be made based on a combination of usage data, and staff knowledge, and will also take into account user suggestions both from this consultation and ongoing feedback.

Reduction of service equals further cuts/eventual closure (241 responses, 3.5%)

Respondents were concerned that this proposal equated to 'restricting services' that would 'run the service into the ground'. Comments included 'the beginning of the end'; 'future cuts'; and an 'excuse to close'. They feel 'a library could not function properly as a service, if it did not offer new material and resources in line with customer demand and market changes', so it appears to be a way of 'deterring users and winding down the service'.

All 45 libraries will remain open, and the purchase of materials to meet needs will be addressed. No libraries would close under these proposals.

Materials and libraries are important for education and literacy (224 responses, 3.3%)

A 'community's ability to expand on its education', and 'social mobility' would be affected if this proposal went ahead according to some respondents. Others emphasised that 'reading was so important to academic progress' that 'new materials' were required to 'draw younger readers in' and 'enrich the lives of children through the joy of reading'. Others believe libraries are 'necessary for all basic life skills and should be available to all'. Libraries were considered 'hugely important to under privileged areas' and 'often the only place where low income families could access books'.

Maintaining the current network of 45 libraries will ensure the service can still contribute to education, literacy and reading

Increase New Materials (139 responses, 2%)

Respondents commented that 'people need more resources and materials' not less and that the 'present level of resources were inadequate'. Some felt materials were 'rather limited' and that 'new material was needed'. Uses required 'a wider choice' and felt that more resources were 'essential' to 'make libraries relevant and useful again'.

By refining stock management processes and revising and promoting the donations policy, the impact of reducing the materials fund will be minimised. The council is currently exploring the possibility of joining a larger buying consortium to maintain and possibly increase the levels of discount on materials purchased, thereby increasing the purchasing power of the materials fund.

Effectively distribute and circulate materials and make available for requests (119 responses, 1.7%)

Effective 'sharing of resources' and 'rotation' of materials was considered important by many respondents. Looking at what was 'issuing' at 'specific libraries' rather than 'simply circulating' stock was highlighted - 'circulate stock more effectively.' In addition, it was felt that better 'organisation' and 'publicity' of stock would be beneficial. Some thought it is a 'necessity to reserve new books'. Further suggestions included 'different libraries specialising in certain subject areas in terms of keeping non-fiction books up to date'.

Derbyshire libraries circulate stock between all 45 branches. Recent moves to a more automated system enable more of this to take place with less impact on staff time. As part of the review of the materials fund, distribution and circulation of stock will be considered. Users of all 45 libraries will continue to have access to resources held cross the County, and the current system of being able to request books from another branch will continue.

Invest in Online resources (72 responses, 1%)

Some respondents felt that 'online reference resources', 'electronic services', and 'digital technology' were important investments for the library service. Some supported a 'reduction in provision of paper newspapers and magazines in favour of electronic services' others a reduction of 'CDs and DVDs in favour of downloads'. Others suggested using 'technology to

get better at getting books to people' For example, *'borrowing a tablet reader, postal service, pick up and return lockers based outside the library'*.

This will be considered as part of the materials fund review based on usage figures. Data from the consultation will also be taken into account.

Online resources and e-lending aren't for everyone/enough (62 responses, 0.9%)

Conversely consideration for people that do not have or use the internet was emphasised, because *'not everyone can use a computer or would want to'*. Some were unable to *'afford a tablet to use at home'* other households *'did not have online access at home'*. Additionally it was noted that *'many rural isolated areas and the older age range did not use new technology'*. It was reinforced that it was essential to *'maintain the quality of the offer to those who cannot access books online'* so that certain people are not *'penalised'*

This will be considered as part of the materials fund review based on usage figures. Data from the consultation will also be taken into account.

Other comments

Theme	Number of Responses
No suggestion	878
Did not answer the question	444
Political	114
Promote services	39
Book donations, fund raising, book sales and charity	34
Agree with removal of DVDs	32
Continue DVD Rental	24
Reduce library hours /staff to protect materials budget	18
Income for authors/ encouraging new authors	13
Request fees	13
Charge for services	11
Some reductions to materials to protect staff and opening hours/ keep libraries open	9
Co-location and partnerships	9
Close some libraries and protect materials in the rest	8
Close all libraries	1

Which, if any of these materials and library resources, would you prioritise spending on?

Respondents were able to choose up to 3 options from a list. Children's fiction books were selected by the highest proportion of people (68%), closely followed by adult fiction books (64%). The next most popular options were adult non-fiction books (50%) and children's non-fiction books (49%). No other type of resource had as high a percentage of responses as books, for example eBooks were chosen by 9% of respondents. See figure 70.

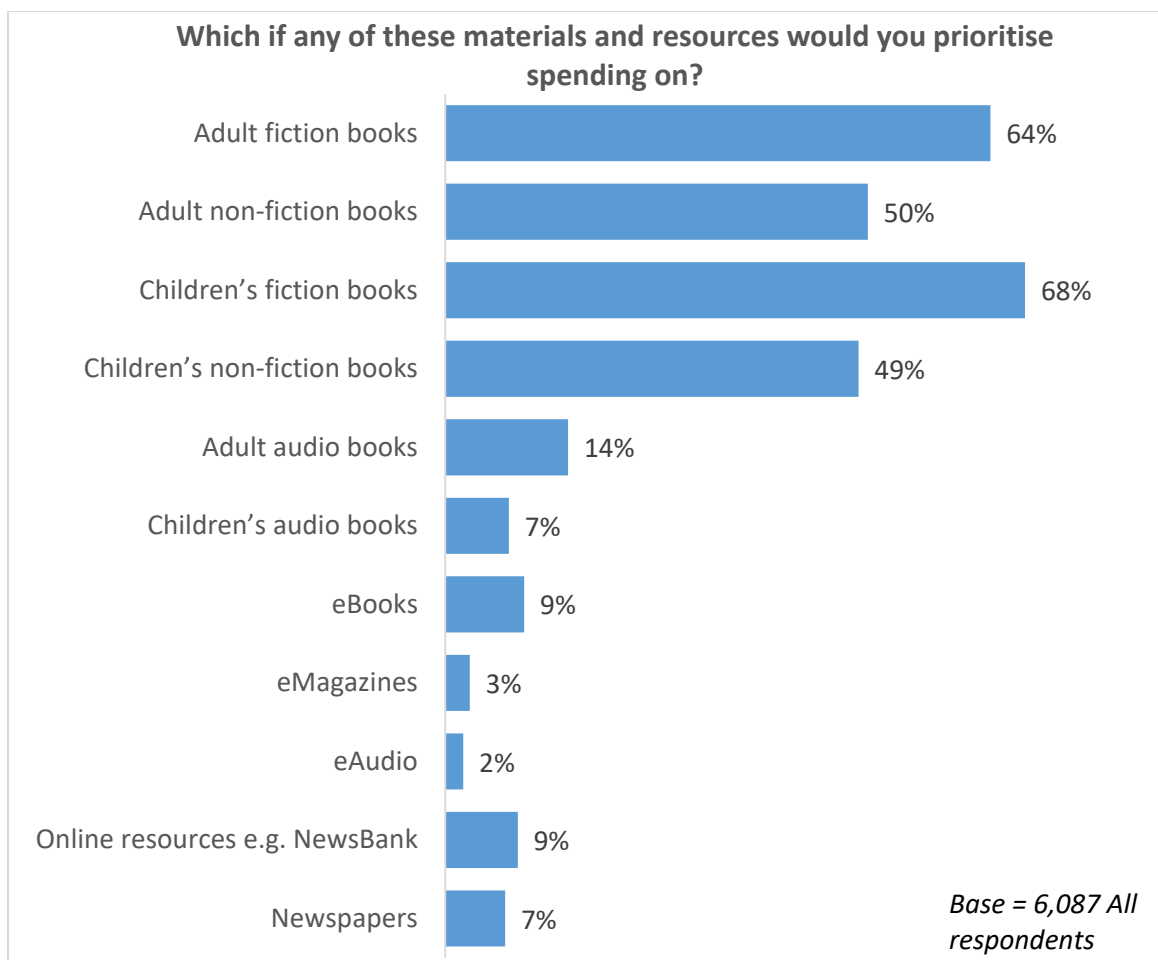


Figure 70

This information, along with a breakdown by various demographics, will be used to inform plans for future materials spending.

Proposal 5: “To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library service”

Figure 71 shows that 48% of respondents agreed with the proposal while 19% disagreed.

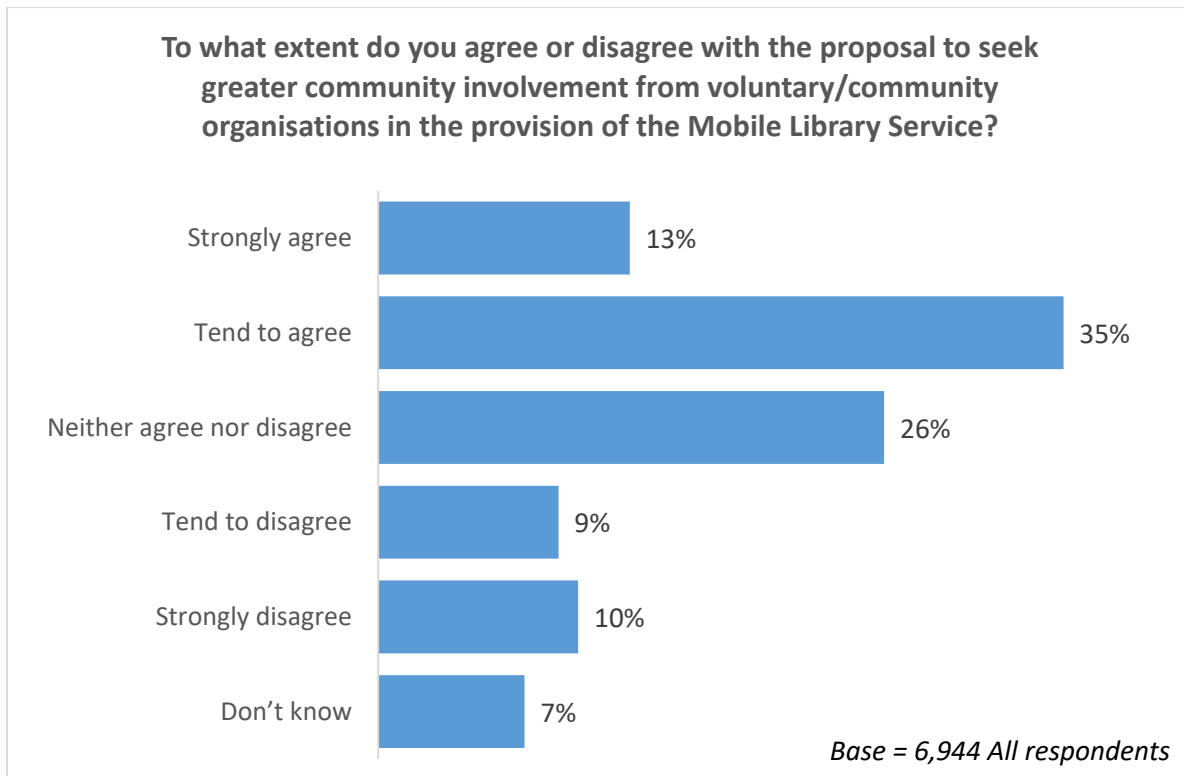


Figure 71

Responses from different age groups do not show much variation, and neither does a comparison of respondents with or without a disability. There was a similar response on this question from people living in all districts in Derbyshire. The greater proportion of both White British and other respondents agreed with the proposal, however, a slightly lower proportion of non-White British respondents agreed, and a higher proportion disagreed. This is shown in figure 72.

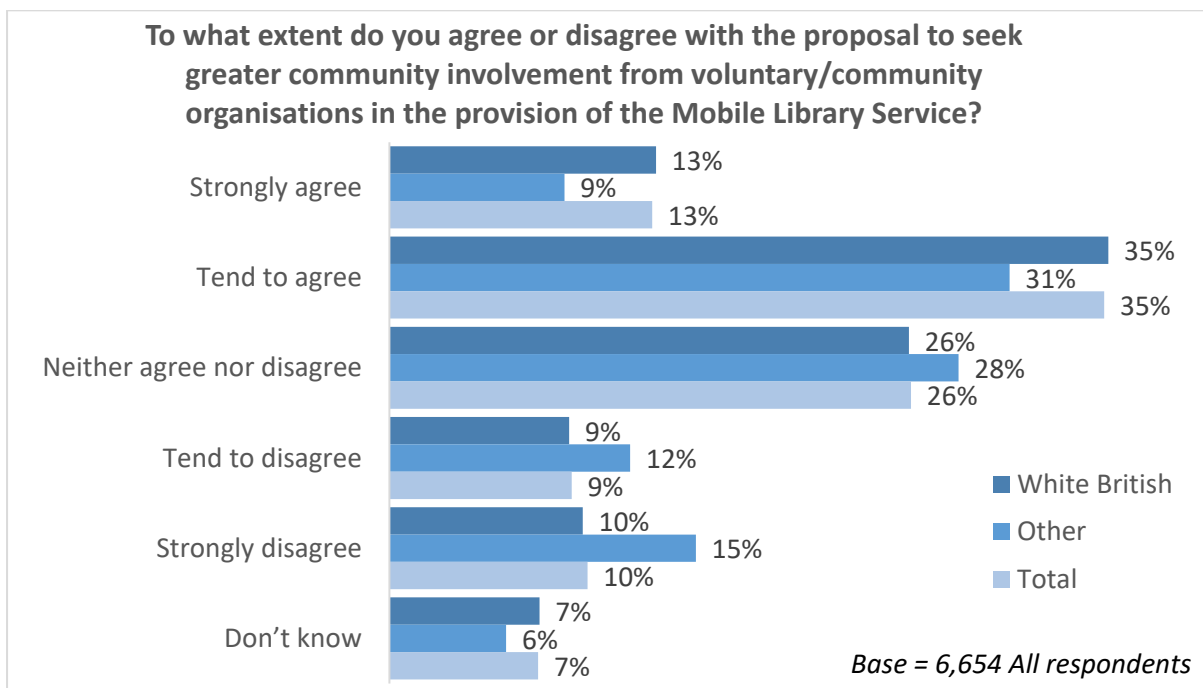


Figure 72

A smaller proportion of mobile library users agreed with this proposal. However, opinion was divided among mobile users, with 38% agreeing and 38% disagreeing. See figure 73.

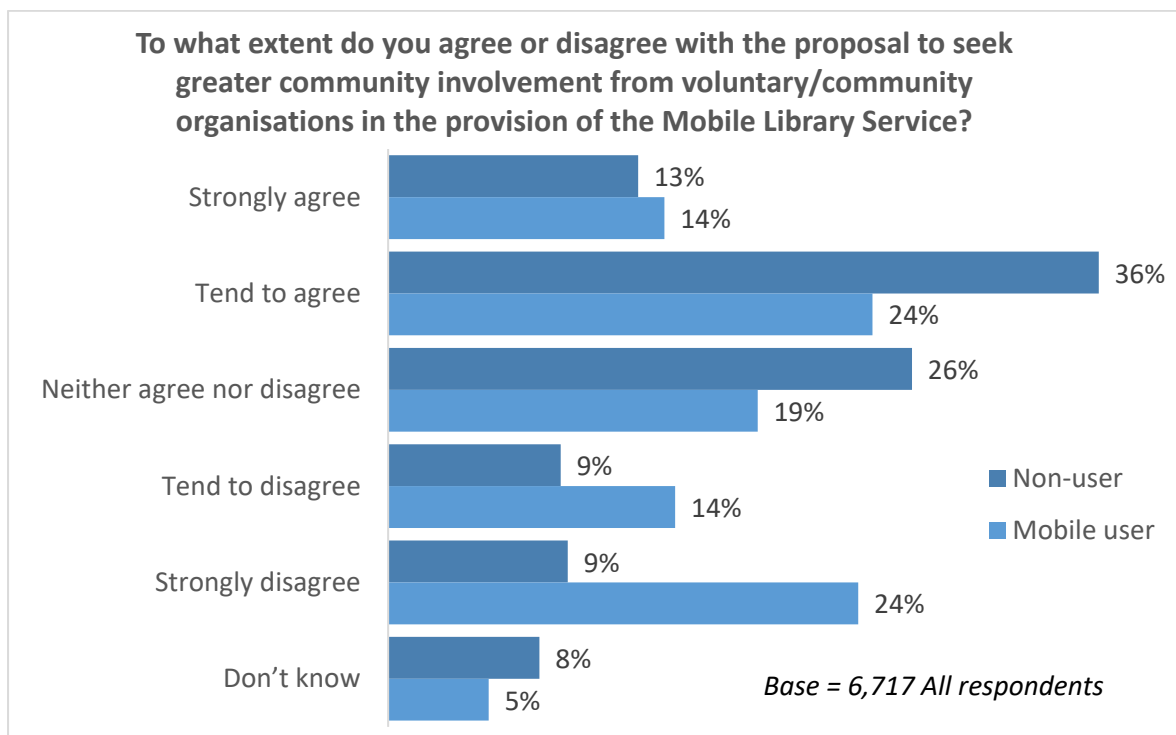


Figure 73

Disadvantages certain people e.g. rural, older, disabled (240 respondents, 3.5%)

Many respondents commented that the mobile library was a 'lifeline' in providing a service that a certain proportion of people would otherwise find it impossible to 'access'. For people in 'remote' or 'rural' areas the mobile library service was considered 'a lifeline, both socially and mentally', with some commenting it was more 'necessary than ever before, on account of the ageing population'. Many noted that people using the service were 'elderly' and 'couldn't get to a static library' making them 'vulnerable'. Some people felt users of the service would be 'distressed' or 'anxious' should the service be operated by voluntary or community organisations. Other respondents felt that it was a 'highly undervalued service' that 'shouldn't rely on volunteers' and that 'rural communities should not miss out by virtue of their location'. Other respondents suggested that the service could be 'promoted' to disadvantaged groups by 'advertising it more' or 'putting leaflets in large print through people's letter boxes'. Others suggested a 'change of days or times' to encourage usage such as 'the van calling on a Saturday morning or after school hours in the week'.

The proposed model would ensure that the Community Managed Mobiles remain part of the Derbyshire Libraries network. A full EIA has been undertaken.

Need trained/ professional staff (233 responses, 3.4%)

Respondents commented that mobile libraries should be 'staffed by qualified and trained DCC staff' and 'needs to be professionally run'. Concerns were raised about the complexities of 'qualified drivers', 'vehicle management', and 'maintenance'. Some suggested that volunteers although enthusiastic 'do not have the skills developed by conventional library staff through experience and training' and 'they can soon have changes of circumstances and leave on a regular basis' leading to problems with staffing and opening hours. 'Training in safeguarding, first aid' and 'library and information management as well as background checks and lone working safety' were also concerns for respondents.

A proposed new staffing structure for the library service, which would be the subject of a separate report to Cabinet, would ensure that the service retains paid staff to support Community Managed Mobiles.

Unsuitable for volunteers (177 responses, 2.5%)

Respondents were concerned that volunteers were *'not likely to offer the same level of service as trained staff'*. Comments about *'the quality of service being more haphazard'*, *'lack of stock knowledge'* and *'insufficient volunteer support'* were raised along with *'data protection'* issues. The necessity of *'drivers holding a HGV licence'* was raised and the *'cost of support and regular supervisions would cost DCC more'* noted. Respondents were also concerned about the ability of *'voluntary/community organisations struggling to consistently raise funds to maintain mobile libraries once Council support goes'* and another suggested that *'perhaps a new type of provision should be available for people with mobility issues'*.

Comprehensive training will be provided, and support will be available. The SLA will detail what groups can expect from the council. It will also detail what the council expects of the groups.

Inadequate Community engagement (140 responses, 2%)

Respondents questioned what would happen if there were *'insufficient numbers of volunteers'* to run the mobile library service as it wasn't *'always possible for people to give up their time for a long term commitment'*. Comments suggesting that *'nobody would want to drive the mobile library voluntary as it is a specialist job'* and the difficulties of *'getting volunteers to commit to such long hours'* were raised. Others suggested that *'a great deal of time is spent co-ordinating volunteers who may have other commitments and just change their mind'* and the *'huge responsibilities'* that may be asked of volunteers was noted. Concerns that a *'shortage of volunteers to provide the service would end up as no service at all'* and *'just letting the service fade away'* were also apparent.

Council officers will engage with communities to encourage a response, and to build capacity where needed alongside external support from the voluntary sector.

Concerns that the proposal will not work and would be unsustainable (139 responses, 2%)

Some respondents felt that a volunteer mobile library service would not be *'feasible'* or *'sustainable'* and would become *'unreliable'*. Concerns about *'books going missing'* and *'local contacts being unobtainable'* as well as the service becoming open to *'abuse'* *'vandalism'* and *'arson'* were cited. Volunteers being *'difficult to maintain'* and placing *'heavy managerial burdens on good natured members of the community'* it was felt, would lead to *'gradually losing the service'*.

Support networks including library staff, will help to identify and address any problems that may arise in the provision of the service. Derbyshire Libraries staff have a proven track record of working with, and supporting, a wide range of volunteers.

DCC should continue to run mobiles (137 responses, 2%)

Many respondents felt the *'library should be run by the council'* particularly the mobile library service. Concerns were raised that *'there was no substitute for trained staff and the knowledge they had gained over the years'* and that the service needed to be *'professionally run'*. Some disagreed because they were *'concerned that voluntary/community organisations will struggle to consistently raise funds to maintain mobile libraries once Council support goes'*. Others suggested if the proposal goes ahead the measures *'would create a fundamental change in the atmosphere and dynamic'* of the mobile library service.

Community Managed Mobiles will remain within the library network. A formal SLA and regular review, will ensure that these are operating to agreed standards.

Reducing quality of service may lead to more reductions /closure later (97 responses, 1.4%)

The '*demise of the service*' and subsequent '*risk of closure*' was a concern for respondents. Concerns that the proposal would '*impact*' and '*affect*' many of the '*elderly people*' and those '*confined to their homes*' in '*isolated communities*' were raised. Some suggested the service could be improved by '*advertising*' and having dates that were '*easy to remember*'. Another commented that the service was limited and should operate '*in the evenings and on Saturdays*' and a few respondents noted that '*a second class service*' would be created '*over a period of time*'.

The support networks and SLA detailed above, are part of an offer aimed at creating sustainable robust and high quality Community Managed Mobiles.

Valuable service (88 responses, 1.3%)

The '*value*' of the mobile library service was raised, particularly the benefits for the '*elderly people who live in remoter parts of Derbyshire and who do not drive*' and for the many people '*who cannot visit local libraries due to being infirm/disabled or poor*'. Others had concerns about the '*dilution of a worthwhile service*'.

As well as the mobile service Derbyshire Libraries will continue to provide, a Home Library Service, which is available to any Derbyshire residents who are unable to visit libraries due to ill health or disability.

Job losses (77 responses, 1.1%)

The loss of '*qualified and trained staff*' were concerns for some. '*Putting trained staff out of a job*', '*volunteers doing the job for nothing*' and '*job losses*' and '*redundancies*' were raised, and people questioned whether volunteers would provide the same service as '*dedicated, friendly staff*'

Library staffing will be the subject of a separate Cabinet Paper.

Reference to previous cuts (64 responses 0.9%)

Many used this opportunity to voice their concerns over previous cuts to the mobile library service. Some noted that usage had '*decreased*' because '*the service had already been decimated in previous cuts*' resulting in '*limited coverage of the County*' and '*no longer visiting the areas it used to*'. Other comments highlighted that '*Voluntary/community involvement is likely to further reduce access leaving many areas without library provision*'.

The mobile library service was reduced as part of earlier budget reductions in 2014. These responses highlight the reduction in use as a result. The current proposal shows a different approach to reducing the cost to the council while still providing a service to communities.

Timetable/current use/book stock needs looking at to increase use (63 responses, 0.9%)

Respondents had concerns about the '*limited time*' that the mobile library visited areas resulting in customers '*waiting for the van*' rather than choosing when they wanted to use the service. Some pointed out that they used the mobile library less since it became a '*monthly service*' as if they missed one visit then a '*gap of at least 8 weeks between visits*' becomes '*unsatisfactory*'. Others felt that there wasn't '*enough choice*' of stock. Few noted that '*visiting the right places at the right times*', being '*well stocked and an inviting place to visit*' and '*looking at what other services offered and what kinds of people are visiting*' should be taken into account, to evaluate why the service wasn't working. Another suggested the service was not being used to its '*full potential*' and should be reassessed.

The Council would discuss and agree changes to the current timetable etc. with any groups that came forward to take over the running of a mobile library, and will share data on current use to inform this.

Other comments

Theme	Number of responses
No suggestion	259
Did not answer the question	104
Political	93
Training, support and checks needed for volunteers	48
Funding, maintenance and insurance	44
Promote it more	37
Other specific suggestion	22
Close down the mobile service	19
Home Library Service concerns	14
Data Protection, safeguarding concerns	14
Extend the mobile service	14
Put funding into libraries to keep them open	8
Would cost council more money	8

Proposal 6: “To consider the future implementation of Smart Libraries in the 25 retained libraries”

27% of respondents agreed with the proposal while 48% disagreed, highlighted in Figure 74.

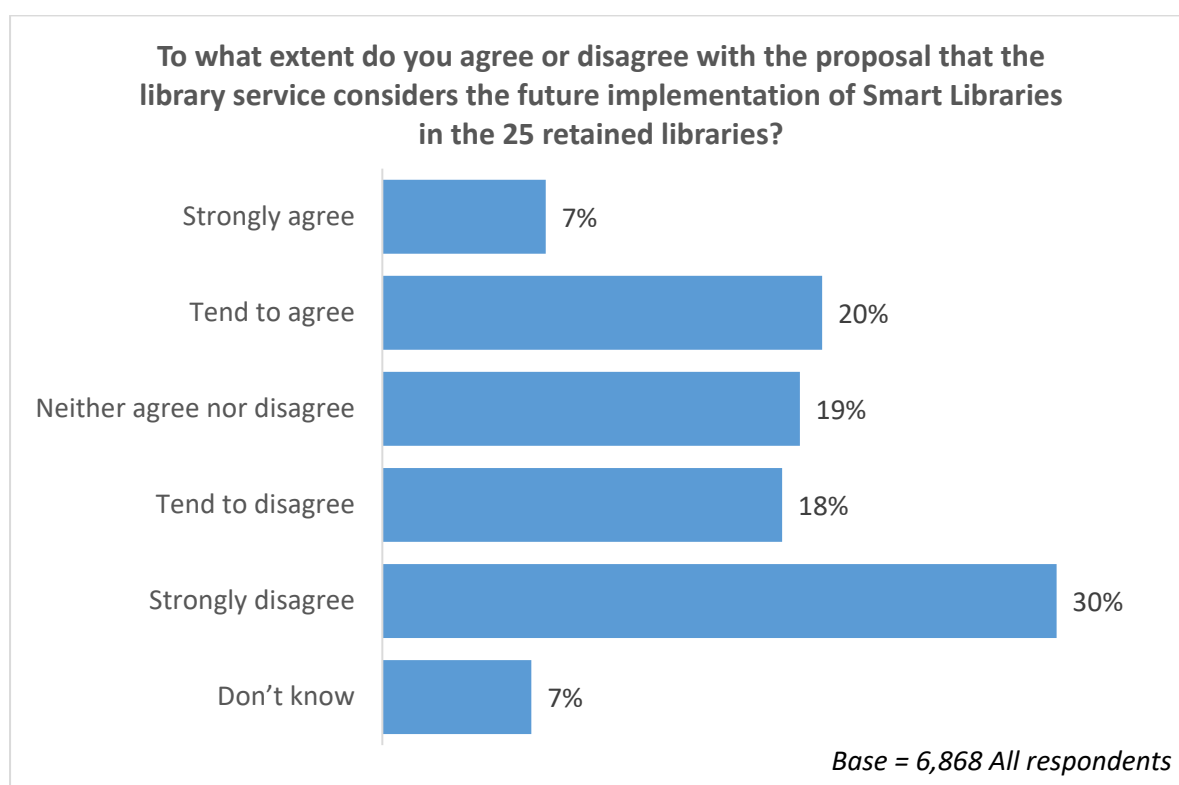


Figure 74

Figure 75 shows that a higher proportion of females than males disagreed with the proposal and a higher proportion of males than females agreed.

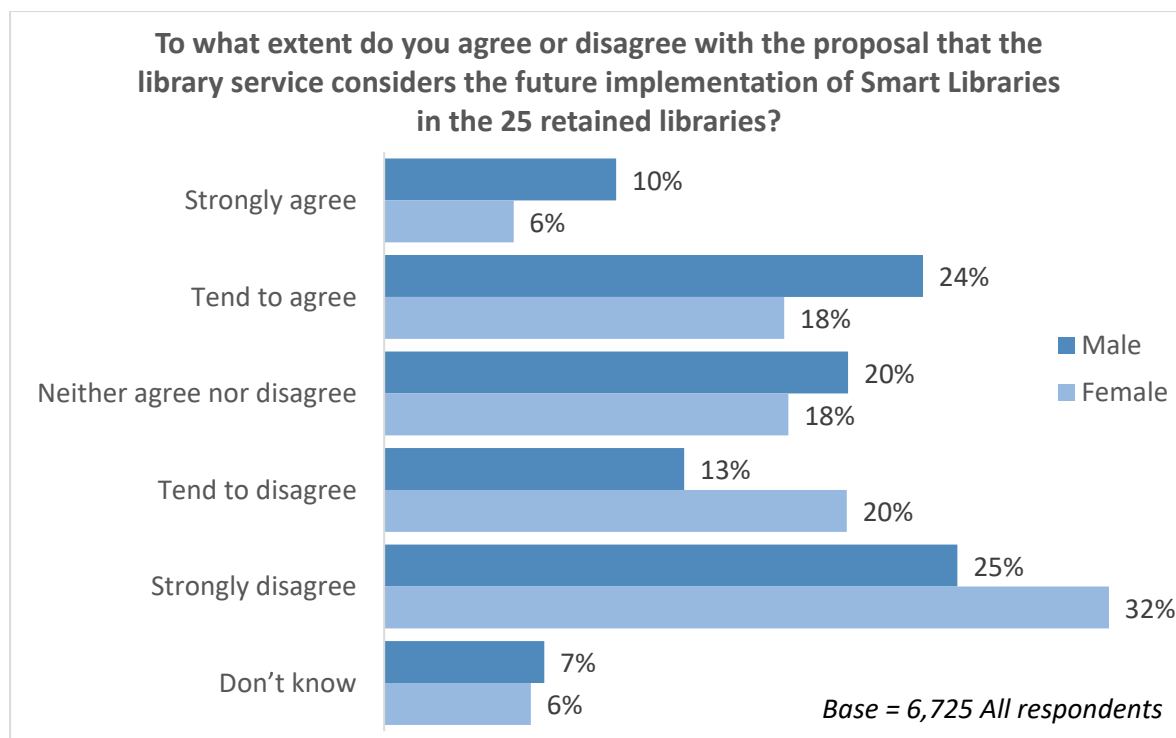


Figure 75

The age group who were most in favour of this proposal were 16 to 24 year olds, with 45% strongly agreeing or tending to agree. The age group who proportionally disagreed most strongly with this proposal were 25-44 year olds, with 53% strongly disagreeing or tending to disagree. This age group had the smallest proportion of respondents selecting neither agree or disagree or don't know. On the other hand, 31% of respondents aged 65-84, and 42% aged 85 and over answered with 'neither agree nor disagree' or 'don't know'. This may highlight that more people from this age group are unsure about this proposal or the potential outcome. In fact, 61% of people who answered 'don't know' were aged 65 and over. See Figure 76.

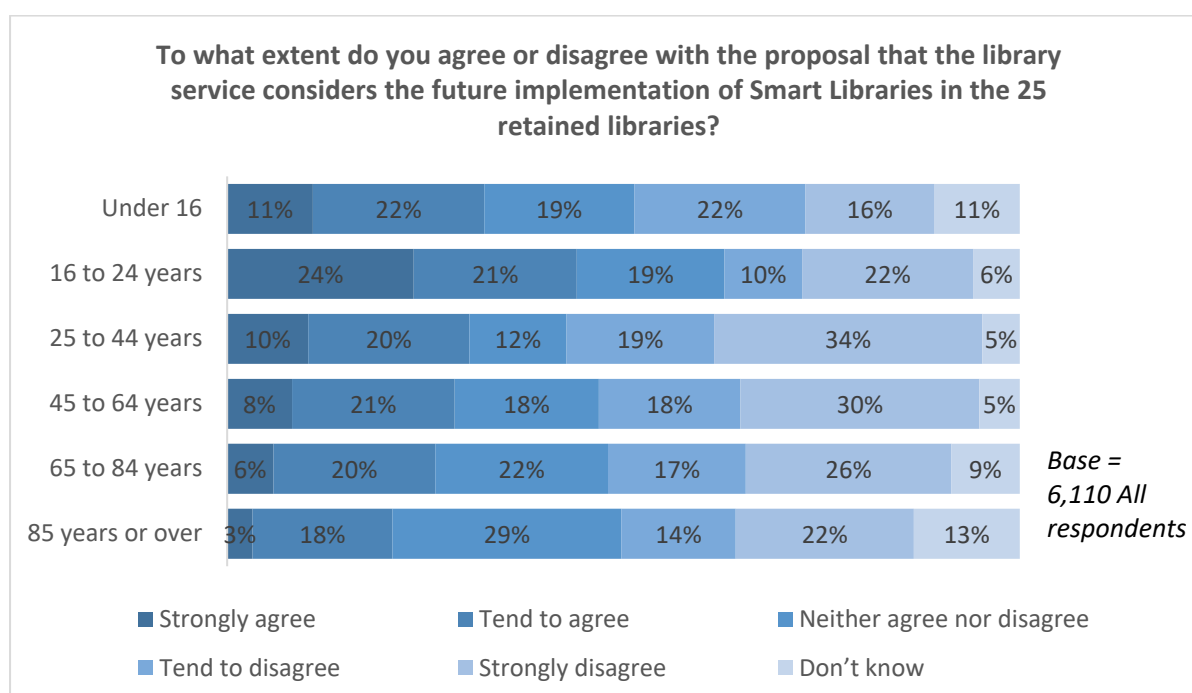


Figure 76

Disability had no clear impact on responses received, nor did the district the respondent lives in. People with an ethnicity other than White British were more likely to disagree with this proposal. As seen in other sections, figure 77 shows that non-library users were more likely to agree with this proposal than library users, however there were also a greater proportion from this group who answered 'neither agree nor disagree' or 'don't know'.

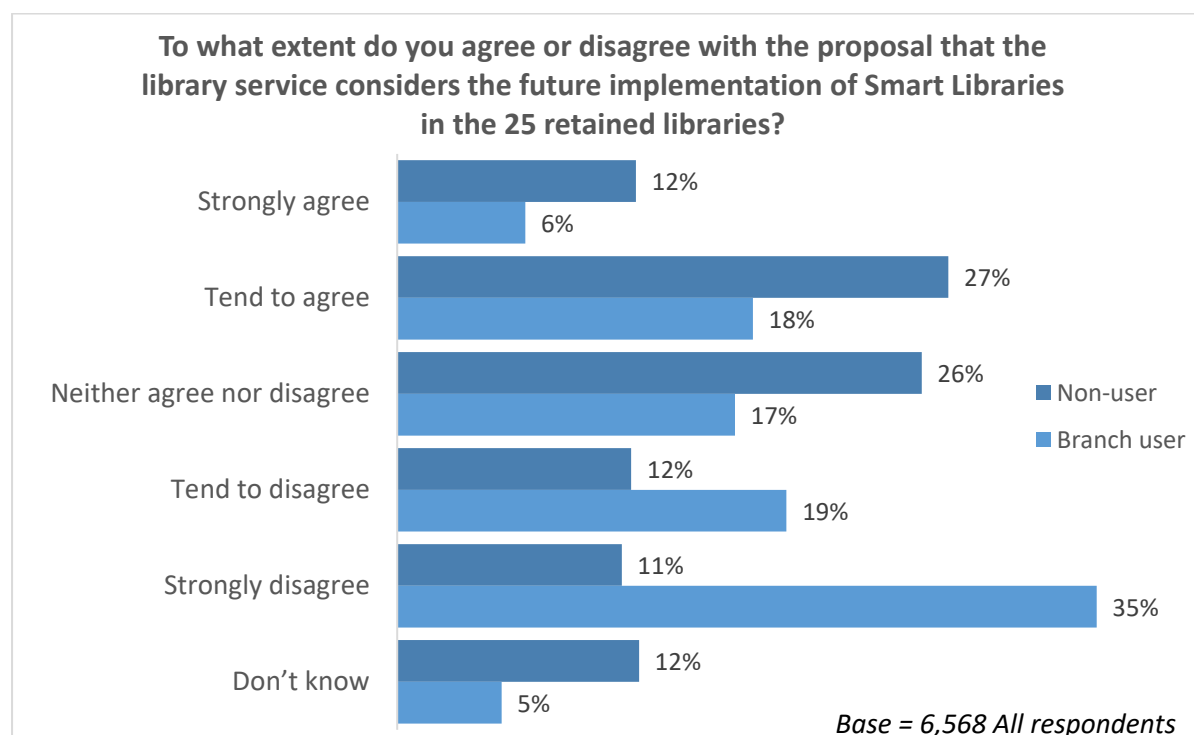


Figure 77

Need to keep staff (1,122 responses, 16.3%)

Respondents commented that *'knowledgeable staff were key to libraries'* and it was *'the personal touch of staff that made it a pleasant experience attending the library'*. The idea that *'libraries provided a sense of place and community that only people can provide'* was evident. Some noted that *'having staff on hand to deal with queries was extremely important'* and highlighted the value of *'human interaction'* particularly for people that came to the library to *'have a chat'*. Others commented that *'the council was completely devaluing the expertise of staff expertise and advice'*. It was raised that *'even when staff were present there can be problems with nuisance behaviour'* however currently it was *'managed and controlled by staff'*. Respondents also had concerns about the monitoring of *'intimidation'*, *'vulnerability'* and *'child safeguarding issues'* on unstaffed premises. Some mentioned that *'libraries should be community focus points, multi-hubs for several services; places of expertise and advice'* where *'contact and interaction was beneficial'*. Respondents suggested that *'many older people who depend on the library, may not be comfortable going into a library on their own, or may not be au fait with using a card and PIN to enter a library'* or *'naturally adept at using technology'*. A concern that *'self-service machines breaking down, running out of paper causing users to get frustrated'* was noted and that users *'are very thankful for library staff help during these times'*. A few respondents claimed that self-service could possibly work *'out of hours but there needed to be more staffed hours'* where as another stated that *'the absence of staff fundamentally changed the dynamic of a library as an encouraging and inviting place to borrow books, seek information and satisfy curiosity'*.

If Smart Libraries are introduced, it will be possible to extend opening hours at libraries which are staffed during core hours. People will therefore have the option of visiting when staff are on site if preferred, any benefits of having library staff will be maintained.

Concerns about safety, security and safeguarding issues for customers (856 responses, 12.5%)

Safety of the library and library users was a concern for many respondents. Worries about being *'attacked'*, the *'elderly being intimidated'*, fears for *'vulnerable children'*, *'unacceptable/antisocial behaviour'* and feeling generally *'unsafe'* when staff were not around to help were noted. Others had questions about *'CCTV coverage cost'* and paying someone to *'monitor the CCTV 24/7'*. Some indicated that CCTV was *'an uncertain method of surveillance'*, as it could be *'blocked or disconnected'*. The implications of *'GDPR'* and how and when *'footage would be destroyed'* were also raised. A few respondents said it would *'put them off going to the library, especially with children'* as they wouldn't feel safe.

If Smart Libraries are introduced, research will be undertaken into authorities who have already implemented this model, to help develop a workable model for Derbyshire. It would also be subject to a detailed EIA. Volunteers might be recruited to help during unstaffed hours, but this would be part of the planning process.

Concerns that the service could be open to abuse (810 responses, 11.8%)

Respondents felt that Smart Libraries would be *'abused by certain members of society'* and would be *'too impractical'*. Fears that *'too many undesirables would be spending time in the library for reasons not in line with the purpose of a library'*, and that the library *'being used by groups of people to get out of the weather'* and *'homeless people'* were highlighted. Concerns that the *'CCTV/Security will be costly and unlikely to deter unacceptable behaviour'* and *'how quickly would someone be there to deal with a situation'* were evident. Others thought some may not *'respect the library and cause wilful damage'* or it may be *'open to abuse by criminals'*. A number of problems including *'security, vandalism, theft, and abuse'* were detailed.

If Smart Libraries are introduced, research will be undertaken into authorities who have already implemented this model, to help develop a workable model for Derbyshire.

Issues with CCTV use and response times (600 responses, 8.7%)

Many concerns about CCTV use were raised mainly around *'respond times'* if something happened. Some claimed *'CCTV would only be effective in identifying suspects after anti-social behaviour had occurred'* and *'even if the police were called by the CCTV operatives, it would take time to get there'* and then they would *'only apply a crime number'*. Others were not convinced that *'CCTV would deter unacceptable behaviour'* and would require *'extensive supervision'*. Others responded that CCTV was *'not enough to safeguard visitors'*. Others noted that *'CCTV could not pick up on all view in the building'*.

If Smart Libraries are introduced, research will be undertaken into authorities who have already implemented this model, to help develop a workable model for Derbyshire.

Security of the building and materials e.g. theft and vandalism (538 responses, 7.8%)

Many felt that libraries would become *'subject to vandalism'*, that there would be *'theft of books, coercion, abuse, and anti-social behaviour'*. Some mentioned concerns over *'fire safety'* and *'arson'* and others thought *'large groups of people entering buildings unsupervised'* would result in *'damage to the property'*, people would *'eat in the library and leave litter'*, and *'facilities would deteriorate'*.

If Smart Libraries are introduced, research will be undertaken into authorities who have already implemented this model, to help develop a workable model for Derbyshire.

Smart Libraries may not provide community hub and social interaction (347 responses, 5%)

Respondents felt that *'libraries were a social environment for the community to come together', 'a safe and secure environment' where 'people meet people'*. Many had concerns about the loss of *'knowledgeable staff' as staff 'help to create a community hub, a friendly face when looking for something, as well as providing jobs to local people' and 'provided guidance and information'* whilst others raised the importance of *'conversation'*. Others had concerns about how *'old people who are not confident with new technology'* would manage and how *'under 16s and the very old/infirm/disabled and vulnerable'* would access facilities. The need for *'dementia friendly spaces'* was also raised. Generally respondents thought that Smart Libraries would *'make it impossible for some people to use the service'* and that *'everybody had a right to have access to a public library'*. A few mentioned that *'automated check-out stations can be used alongside staff to create a modern library service, but staff were needed to help with problems'*. Another respondent commented that *'Smart Libraries would represent another way of reducing interaction within our communities'*

People will have the option of visiting when staff are on site if preferred, and any benefits of having library staff will be maintained.

Concerns the idea may not work in public libraries (295 responses, 4.3%)

For various reasons respondents commented that Smart libraries would not work in public libraries. For example people would feel *'unsafe' and 'vulnerable'* and were concerned about *'safeguarding implications'*. Some were worried about *'losing the art of communication and the social interaction with people'* and the *'behaviour of other users', 'anti-social behaviour'* and *'vandalism'*. Some suggested that Smart Libraries may be suitable to *'academic libraries'* as they were *'not open to the public'* however, it would *'change the ethos of public libraries as they are open to all and anyone can use them'*. Others thought that *'technology malfunction would be an issue'* and *'CCTV would not be a deterrent whereas staffing would be'*. A few comments noted that *'bypassing entering a pin & swiping a card could easily be avoided'* and as a result there were *'huge concerns over people's safety'*.

Some authorities have already successfully implemented this model in public libraries, and the council would research these to help develop a workable model for Derbyshire.

Disproportionately affects older people, women, children, vulnerable people (275 responses, 4%)

Respondents commented that *'not all age groups would feel comfortable'* using a Smart Library. Some felt for example that *'older people, disabled, and the vulnerable'*, would not use this type of service as they may require *'staff input'* and not using it would lead to *'social isolation'*. Others had concerns about the *'under 16s not being allowed in on their own'* whilst some mothers and children would not feel *'safe'* in case they were *'verbally abused or attacked'* putting *'library users at risk'*. The *'Safeguarding of children'* was also raised as a matter of concern. Some respondents were not comfortable with *'modern technology'* and as such Smart Libraries would *'be of no use whatsoever'* and would *'deter'* people from library use. Some were also concerned that it would *'discriminate against those who struggle with technology'* and put people off such as *'lone females, the elderly, physically impaired'*.

Analysis of responses shows that disability had no clear impact on people's opinion of this proposal and the age group who most strongly disagreed was 25-44 year olds. If Smart Libraries are introduced it would be subject to a detailed EIA.

People will not use a Smart Library (213 responses, 3.1%)

Many respondents would *'not use a Smart Library'*. Some thought it was *'asking for trouble'* and may be a *'threatening and frightening experience'* for some particularly *'the elderly or disabled'* that *'prefer to deal with people'*. The lack of *'human interaction'* was a great concern as many feel *'safe'* with staff around and valued staff *'help and advice'*. Generally it

was felt that *'the presence of CCTV did not reassure people as far as personal safety or the respectful use of library premises'* and *'people would stop visiting'*.

Some authorities have already successfully implemented this model in public libraries, and the council would research these to help develop a workable model for Derbyshire.

Cost of Smart Libraries - money could be used elsewhere to protect services (174 responses, 2.5%)

It was felt that *'installation and maintenance of necessary systems would surely outweigh any staff cost savings'*. Respondents questioned the *'cost of CCTV'* and the *'security needed'* to implement Smart Libraries. The potential for *'vandalism'* and opportunity for people to act in a *'criminal manner'* such as *'damage to library stock and facilities'* was noted, as many had concerns about the *'cost of replacements'*. Many suggested that the process would be both *'difficult and expensive'*.

Smart Libraries will be introduced if funding is approved, detailed research will be undertaken into the cost benefits, and the procurement process would help to identify the best supplier to work with.

Loss of staff /jobs (115 responses 1.7%)

Respondents reinforced the importance of staff interaction and were concerned about *'people losing out on work'* and *'replacing staff with machines'*. Some called staff *'a valuable lifeline'* and *'qualified humans in order for libraries to function properly'*. Some commented that implementing Smart Library systems would be *'useful outside of normal opening hours to make services available to those who work unusual shifts'* and others questioned *'who would be paid to sit and watch the CCTV'* and *'how much would it cost?'*

If Smart Libraries are introduced, this would be to extend opening hours at libraries which are still staffed during core hours.

Members are not all IT literate (95 responses, 1.3%)

Respondents highlighted that *'not everybody was comfortable with IT'*. Concerns were raised that some people were *'likely to forget, or pass on their PIN numbers'* all of which will lead to *'frustrated residents'*. Others had concerns that Smart Libraries would *'discriminate against these people and isolate a great deal of the elderly community'*. Another commented that they *'needed help with online applications'* and wanted staff available to help.

If Smart Libraries are introduced people will have the option of visiting when staff are on site and it will be subject to a detailed EIA.

Health and Safety Issues (91 responses, 1.3%)

Concerns were raised about *'Health and Safety issues'*. Some questioned what would happen *'if someone had an accident in the library and needed help'* or *'if there was an emergency such as a fire'* and people were *'trapped in the building'*. Others were concerned about *'personal injury if alone'* for example individuals demonstrating *'inappropriate behaviour'*. Concerns about *'safeguarding issues'*, *'risk assessments'* and the *'lack of police presence in rural communities'* were raised.

Some authorities have already successfully implemented this model in public libraries, and the council would research these to help develop a workable model for Derbyshire.

Problems will occur with Smart Library technology (85 responses, 1.2%)

Respondents felt that problems would occur as *'IT didn't always work as it should, and things could easily go wrong'*. Some suggested that *'technology regularly fails, cards get lost, pins get forgotten, electronic access systems fail'*. Concerns were voiced about CCTV

technology *'breaking down, tape being wiped too soon'* and problems with self-service machines including *'books not being checked out'* were noted. Generally, respondents *'preferred to talk to humans'*.

If Smart Libraries are introduced the procurement process would identify the best supplier to work with, and research will be undertaken into authorities who have already implemented this model, to help develop a workable model for Derbyshire.

Police interaction (65 responses, 0.9%)

Concerns were raised about Police intervention should it be required. Some commented that *'the police have enough to do without attacks happening in libraries'*, *that they were 'extremely stretched'* and *'there wasn't enough police to respond to issues'*. Many respondents had concerns about *'how quickly police would arrive'* and others pointed out that *'the cuts in police services would mean that they wouldn't be able to get to libraries before damage was done'*. Another said *'CCTV was no deterrent as the police would look at it as a filed small crime'*

Some authorities have already successfully implemented this model in public libraries, and the council would research these to help develop a workable model for Derbyshire.

Libraries will no longer be a Safe Place /welcoming haven (51 responses, 0.7%)

Respondents were concerned that Smart Libraries *'may take away from the image of libraries as welcoming, safe places'*. Libraries are *'a resource for health and wellbeing within communities'* and one noted that Smart Libraries could not be part of the *'Derbyshire Safe Place scheme, which would be hugely detrimental to the safety and wellbeing of more vulnerable Derbyshire residents. 'Parents and carers of children, young people and vulnerable adults would no longer be able to trust the library as a safe environment'*.

If Smart Libraries are introduced people will have the option of visiting when staff are on site and any benefits of having library staff will be maintained. It would be subject to a detailed EIA.

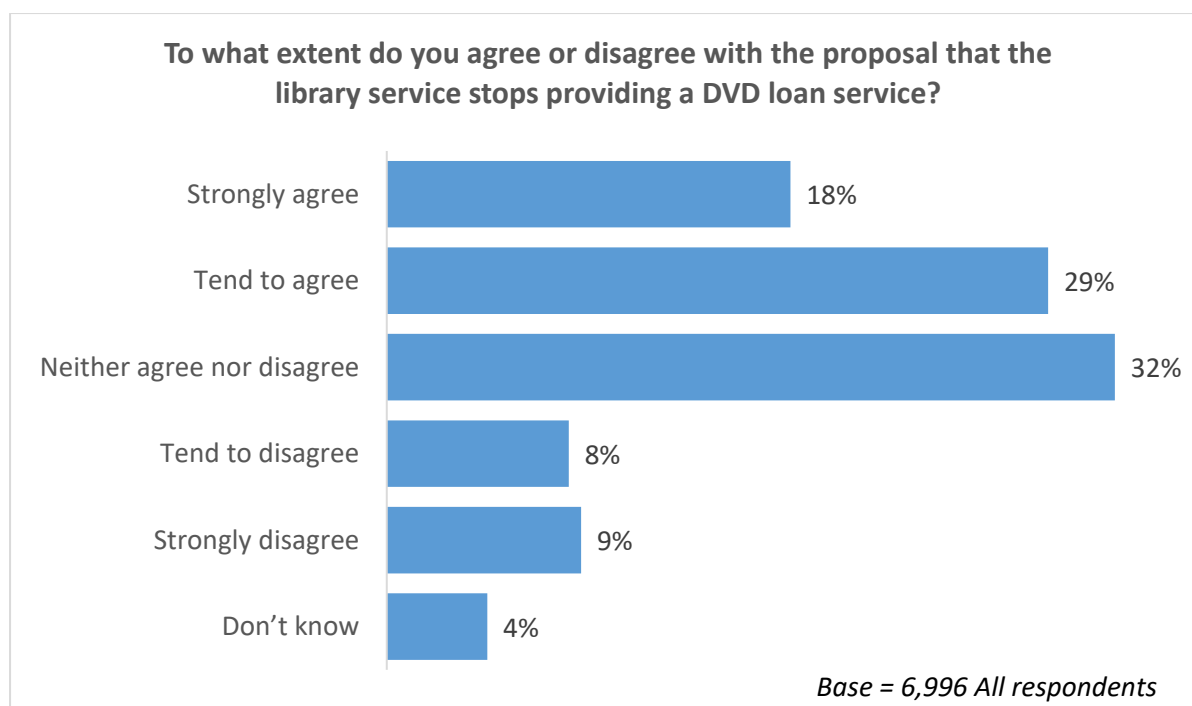
Other comments

Theme	Number of responses
No suggestion	412
Did not answer the question	67
Smart access to a limited part of the library e.g. for returns?	43
Need evidence of success or failure or a trial	43
Wouldn't work in all libraries	26
Political	24
Other options which are preferable to Smart Libraries	20
Public Service which should be provided	17
Onus on Borrowers to become responsible for library	15
Smart libraries are preferable to closing a library or transferring to CML	14
Will lead to closure	12
Use outside of /additional to usual opening hours	9
Better to close libraries	8

Proposal 7: "That the library service stops providing a DVD loan service"

47% of respondents agreed with the proposal while 17% disagreed. See figure 78.

Figure 78



Analysing responses for this question using demographics did not bring any differences out in terms of gender, age, disability, location, or whether respondents were library users. Overall, more people whatever their ethnicity agreed with this proposal, however there were a higher proportion of White British respondents who agreed when compared to non-White British respondents, and conversely a higher proportion of non-White British respondents who disagreed when compared to White British respondents.

Keep Service (379 responses, 5.4%)

Many respondents felt that the DVD service was an *'integral part of the library Service'* particularly for those on a *'tight budget'*. Some commented that the service would be *'losing customers who only come in for or regularly used the service'*. Comments focused on the *'value'* of the service as a way to *'encourage people to access other library resources when they took out DVD's'*. Others suggested that if the service was promoted correctly and the right stock provided then DVD loans should *'generate much needed income'* or even *'pull in a profit'*. Another questioned whether there would be an *'option to keep DVDs in some of the Tier 1 and 2 libraries'*, whilst others suggested *'switching the DVD loaning service to documentary based learning materials'*. For a minority of respondents the need to *'distinguish between leisure usage and educational usage'* with a focus on *'independent films, foreign film, documentaries, sport and music'* was noted. Respondents commented that the DVD service was a *'very useful service at a very reasonable cost'*.

A higher proportion of respondents disagreed with other reductions to the materials fund, whereas a very low proportion disagreed with this proposal. To mitigate the impact of stopping the service, small collections will be retained in the tier one and two libraries which currently stock DVDs, and these will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge.

Will affect poorer/children/older members of society (272 responses, 3.9%)

Many respondents highlighted the benefits of the DVD service for those *'on low incomes'*, *'isolated members of the community'*, *'younger' 'disabled and housebound people'* and *'older generations'* but also to *'customers who are print denied, including people with learning disabilities'*. It was felt that *'many people depended on the service'* and it was a *'cheap way to see films, when on a tight budget'*. The DVD lending service was very important to those

who were *'unable to, or could not afford to, access entertainment via cinema or pay-per-view services or via a streaming service'*. For a minority of respondents, it was suggested that *'the DVD loan service continued in some form'*.

Analysis of the responses to this proposal showed that disability, age, gender, and location had no impact on answers. Responses to this proposal also did not vary significantly between library users and non-library users. A full EIA has been undertaken alongside this paper.

No Alternative for watching films/shows (218 responses, 3.1%)

It was acknowledged that *'Netflix, Sky and the like had taken away a lot of the library market'* however, respondents commented that there was *'nowhere else to rent DVD's particularly since 'Blockbuster had closed'* and that *'libraries had the monopoly on DVD rental'*. Not everyone could *'afford to buy brand new DVDs or go to the cinema'* or *'had the technology at home to watch films and documentaries on their TVs or may not own computers'*. Another commented that *'many people could not afford to pay for a TV subscription and limiting their access to DVDs was not fair, discriminating against lower income earners'*.

The number of people who currently use this service is relatively small and continues to decline.

Other comments

Theme	Number of respondents
No suggestion	249
Did not answer the question	113
Used by Elderly	48
Increase Promotion of service	15
Sell Old Stock	2

Alternative suggestions for achieving the savings that the library service is required to make

Reduce some stock /change what we buy/ circulate stock (285 responses, 4.2%)

Respondents suggested that the library service *'look more carefully at the books that they are purchasing'* using a *'more aggressive purchasing strategy'* to *'prioritise'* and make sure that materials were *'what people wanted to borrow'*. There were many suggestions on reducing or removing different *'types of stock'* such as *'newspapers, DVDs, CDs, obscure titles, specialist non-fiction, and expensive books'*. Other respondents thought it would be better to have a *'spread of resources to help save money'* or to *'share resources more regularly between libraries to rotate stock'*. Some recommended using *'cheaper suppliers'* and only buying *'cheaper paperbacks'* others suggested asking for *'book donations from the community instead of buying them'*. Another mentioned *'not providing services already available from other sources and provide what can only be obtained in a library'*.

Increased analysis of stock performance data and the introduction of stock audits will support stock purchasing decisions. Suggestions for new stock from all libraries, and from users, will continue to inform buying. Derbyshire libraries circulate stock between all 45 branches. Recent moves to a more automated system enable more of this to take place with less impact on staff time. As part of the review of the materials fund, distribution and circulation of stock will be considered. In addition, the council is currently exploring the possibility of joining a larger buying consortium to maintain and possibly increase the levels of discount on materials purchased, thereby increasing the purchasing power of the materials fund.

Charge for services/ increase charges (284 responses, 4.2%)

Respondents suggested implementing charges or increased charges for existing services to provide 'sources of revenue to offset savings'. Examples included 'charging for extra time on computers', 'reviewing charges for printing and photocopying', 'reservation charges and meeting room hire', 'promoting spaces for hire', 'increased fines for late books', 'charge for books', 'a small annual fee to use the library', 'subscription services', 'book sales' and 'voluntary payment to use the library service or annual fee'. Suggestions about other organisations 'reimbursing the library service for helping people' included 'applications for find a Job and Universal Credit'. Other comments included 'creating high value services offered by experienced library personnel'. Many suggested 'charging for non-traditional services' such as 'the mobile libraries visiting pubs in the morning, to encourage the community to develop their own coffee and reading mornings', providing 'workshops' for example, 'repair Cafes, U3A, craft groups, social gatherings, live music events, readings, how to use technology for those who can't'. Some would 'pay a small membership fee' and offering 'a gift membership to these less able to pay'.

The Public Libraries and Museums Act 1964 requires that public library services are provided free of charge. Charges cannot be made for joining a library or borrowing books. Charges made by the library service are reviewed regularly and benchmarked against other library services.

Possible partnership/co location (242 responses, 3.6%)

Respondents suggested that 'making better use of library buildings' and 'sharing with other community services' would achieve savings. Services mentioned included 'Children's Centres', 'Health Centres', 'Community Centres', 'Adult Community Ed', 'Churches', 'GP Surgery', 'Tourist Information' and 'Youth Services'. Another commented that using libraries for 'family support/outreach work' may also be helpful. Others suggested 'hiring the space out, wholesale working with other partners so the library becomes a useful community space' such as a 'Co-op or cafe, charity e.g. hospice or even a group of them' possibly offering 'health road shows and provision of health trainers'. 'More cohesion between the library and other resources, eg local schools or local community/social care functions' was also mentioned. Others suggested the service 'look for investment' and work with 'schools, arts centres, museums, and business networks to synthesise with work that is happening elsewhere and to establish where the demand lies'. Respondents also suggested 'seeking franchise and support from big name cafes or local cafes' or 'looking at partnerships with commercial products such as Audible.com / Netflix and look to move the library service online'. 'Creative partnerships with local universities' was mentioned, as was 'schools and pre-schools to visit the library once a week, making it part of the curriculum'.

Derbyshire Libraries work with a significant number of partners and regularly engages with new partners. CMLs will also be encouraged to work with partners. Some libraries, including the new library in Glossop, and the upcoming new library in Belper, are in shared buildings which can increase use and share costs. Libraries are involved in One Public Estate (OPE) discussions, which may lead to further developments in various locations across Derbyshire.

Reduce opening hours (237 responses, 3.5%)

Respondents took the opportunity to re-emphasise their preference for reducing opening times over other reductions. A myriad of suggestions were offered however, some indicated that 'a reduction in opening hours across all branches would save outlay'. Others suggested 'reviewing times of the most footfall and manage services to meet the demand but with the provision of self-service opportunities outside of this'

A reduction in opening hours reflecting library use is proposed.

Income Generation and sponsorship (185 responses, 2.8%)

Respondents suggested the library service looked at *'income generation and private sponsorship'* or *'gaining corporate sponsorship'* as well as *'funding opportunities from outside investors'* rather than at reducing spending. Other ideas included *'private ventures'* using the library space for *'Baby Yoga, private tutoring groups for school students, Knit'n'Natter and craft groups'*. Other ideas included *'offering children's parties - based around story-telling, different themes, healthy party lunch boxes; songs and rhymes'*. Others suggested *'fund raising'* and *'crowd funding'* whilst another proposed *'seeking out alternative funding services for community groups to support libraries e.g. Welcome Trust, Microsoft, Duke of Devonshire'*. Applying for *'charitable status'* was suggested which would *'enable the service to apply for grants and fundraise'*. Other examples included *'children's party service'*, *'after school reading club parents pay for or help with homework projects'* and *'hiring out the whole library or library floor to 'Costa Coffee/Cafe Nero/Pret a Mange'*.

Derbyshire Libraries actively seek out new funding streams to enable innovation in the service, and this will continue. CMLs will be able to introduce new income generating services if they choose to do so.

Use volunteers alongside staff (182 responses, 2.7%)

Respondents suggested that *'a combination approach of a full time professional/trained staff and volunteers'* would be beneficial so that the service could *'maintain or improve'* by keeping the *'numbers and levels of expertise of current staff'*. Some noted that *'full time staff and volunteers could create savings and also provide work experience for volunteers'*. Another felt that it would be better to provide *'a Council Officer to act as an Area Manager with local volunteer staff to cover arranged times'*, or *'a paid member of staff to manage volunteers'*. Others suggested that *'smaller libraries should remain County run and that larger libraries become joint run permanent County staff and volunteers'*.

Derbyshire Libraries have been recruiting volunteers for many years to enable the service to expand its reach and provide more for its users. These volunteers undertake defined roles alongside paid staff in most of our libraries. This will continue.

Reduce staff/ wages (172 responses, 2.6%)

Respondents claimed that *'money on unnecessary staffing'* would provide *'funds for essentials'* and that it would be worth *'assessing some of the senior management structures, positions, and salaries'* of staff. Some suggested making *'cuts to the number of senior management and keeping front line staff'* whilst others claimed that *'now that there are more automated self-service facilities, there was less need for as many staff'*. Others pointed out that they had witnessed *'quieter times'* at their local library when *'staffing levels seemed quite high'*. Some suggested *'reducing the wages of current employees'* and another to *'regrade library assistant posts'*.

Library staffing will be reviewed and this will be subject to a separate Cabinet Paper.

Hire out space for income or to open longer (161 responses, 2.4%)

Respondents suggested that the library service could *'rent out spare rooms for events or functions'* and that space *'could be adapted for DCC staff to use buildings for meetings when the library was closed, or in the evenings as youth centres'*. Another commented that *'partnerships, such as the NHS could use the space and share building maintenance costs'* whilst another thought that introducing a *'commercial cafe space'* would be worthwhile. Others felt that people could pay a fee to use the library for events including *'community events, mother and baby groups, clubs, social gatherings, weddings' talks, crafts'* etc.

Libraries with meeting rooms hire them out for a set fee and this has been the case for many years.

Donations - books, money, resources (150 responses, 2.2%)

Respondents suggested *'rather than looking for savings'*, the library service *'should look for investment'*. *'Match funding from 'The Arts Council', 'private donors' and 'sponsorship and partnership work'* were suggested. Some thought that *'voluntary donations suggested but not enforced'* and *'using the resources to maximise their impact rather than cutting them back'* would raise funds. Many respondents felt that the library service should *'advertise for donations'* and have *'fundraising events'* to raise money. Others questioned whether there was *'an overlap of resources or under use of school library/ college/ university resources with DCC Libraries that could be utilised'*.

Derbyshire Libraries have always accepted donations, as part of the implementation of the strategy the existing policy will be revised and more actively promoted.

Offer more activities/expand offer (147 responses, 2.2%)

Respondents acknowledged that libraries needed to *'evolve'* and *'change'* to be *'warm and inviting'* but not to *'save money'*. Some suggested introducing *'coffee shops or tea rooms'* making the library *'a place to relax and drop into a different world'*, creating a *'library service innovation fund to which organisations can apply to create proposals to take on any library they might be able to, or start new library services in their area'* and *'re-vamping the service to be more focussed, efficient and vastly better value-for-money'*. Others included *'running book cafes and Saturday morning breakfast clubs'* and looking at *'investment and development options to encourage a thriving library in the 21st century'* for example, *'hands on exhibitions and local artists/groups'*. Another option included offering *'practical learning experiences that people can pay for, providing a venue to bring the community together'*.

Libraries already offer a range of activities including book cafes, art events and learning experiences, and the offer is always evolving. Working with partners as outlined above will help this to continue. Research elsewhere shows that CMLs often have the time, resources and level of community engagement that councils do not and can deliver a more wide ranging offer.

Reduce unnecessary costs/ be more efficient/ focus on core services (146 responses, 2.2%)

Respondents expressed concerns over *'unnecessary costs'* and *'efficiencies'*. A few thought that libraries were *'often overheated'* and *'Health and Safety'* checks were *'time consuming'*, and some felt that the Council should *'source energy'* more effectively. Others suggested some libraries could be *'single staffed'* or *'all libraries close earlier'* or *'close one day a week'*. Comments about a general reduction in *'staffing levels'* including *'management'* and *'creating more permanent contracts'* to cut back on recruitment costs were also raised. A few felt that the service should *'concentrate on how libraries were originally- to borrow books', 'reference resources and education'* and should *'cut all other provisions'*.

Efficiencies are being looked at throughout the library service and at a wider council-wide level.

Promotion and community engagement (99 responses, 1.5%)

Respondents were concerned that they'd *'never seen any publicity for what libraries offer'*, and suggested that *'people should be more aware of the services available'*. Some thought that *'more could be done from a communications and social media angle'* so that the service was *'more visible'* thus *'generating better engagement'*. The general consensus was to be *'more proactive, to engage positively with the community, to perhaps bring in a service which reflects more effectively the catchment it serves'*

The library service is proposing to explore the potential of creating Friends Groups for the 25 council run libraries. Many friends groups have been formed in other authorities, they can be effective ambassadors and advocates for the library service, supporting staff and enhancing the library offer to the community, by fundraising, promoting, and providing a range of different skills.

Close some libraries (99 responses, 1.5%)

Respondents suggested that the Council consider *'closing the least used libraries'* and *'selling the buildings to invest in the main libraries and technology'*. Some thought it would be better to close *'libraries within a 3 mile radius of another'* and others that it was unfair to *'pick on the poorest in society'* and suggested *'closing the bigger libraries'*. A few comments referred to *'selling off the mobile library vans'* or *'looking at alternative ways to deliver it'* whilst others felt it would be better to *'consider closing some of the smaller, Tier 4, libraries and enhancing the mobile library fleet to serve those communities'*.

DCC is committed to keeping all 45 libraries open.

Sell refreshments/ café (88 responses, 1.3%)

Respondents suggested that libraries *'open coffee shops'*, or *'a cafe type space with the library'* to generate income. Others suggested *'bringing coffee franchises into libraries, for example Costa'*.

This has been attempted in Derbyshire Libraries but it hasn't generated income to cover costs. However, CMLs may decide to offer refreshments.

Invest in digital (71 responses, 1.1%)

Some respondents thought that *'the emphasis was now on a digital world'* and *'a general move to on line library services was the way ahead'*. Comments including *'libraries will have to move with the times and promote a more online presence'* and *'more thought to virtual libraries'* were evident. Suggestions included creating a *'download site where people could download music films etc. for a cheaper fee than everywhere else'* and, *'getting an interactive social media platform up and running'* and *'teaching people how to use apps'*. Some recommended *'improving the online catalogue'* and making sure the *'online system worked for eBooks'*. It was felt that libraries needed to be *'proactive and move with the times'*

This will be considered as part of the materials fund review based on usage figures and data from the consultation will also be taken into account.

Move some libraries to save money (61 responses, 0.9%)

Some respondents suggested *'savings in rent and relocating some libraries could save money'*. Services could move into places such as *'leisure centres, schools and churches, village halls, perhaps a pub and into nearby railways stations'*. This would allow existing buildings to be released or sold as well as creating *'new opportunities for lending books'*. A few thought that libraries situated *'close together'* could be merged thus releasing a building for sale and another suggested *'using smaller buildings with lower overheads'*.

Co-location or relocation could be a positive opportunity and is being explored as part of the wider OPE program. Some CMLs may choose to change premises, subject to community agreement.

Other comments

Theme	Number of responses
No suggestion	4,646
Did not answer the question	833

Political	641
Book sales for income	44
Use the mobiles	38
Smart Libraries/ self-service	36
Make cuts fairer	28
HLS/ home delivery	28
Apprentices, work experience, and community service	25
Community management	22
Outsource services/ mutual	8

Any other comments on how library services could be provided in the future

Offer activities/expand and develop offer /modernise (181 responses, 2.7%)

Respondents suggested the library service should expand, modernise and develop their offer so that it could become *'more focussed', 'efficient' and 'vastly better value for money'*. Some felt the service needed to *'create more of a hub culture encouraging the whole spectrum of communities to integrate effectively'*. Comments mirrored previous suggestions such as *'introducing drinks machines/cafes', encouraging 'more community groups', 'linking to other agencies', 'engaging with schools, 'increase online skills and community learning services', 'raised awareness of facilities', 'meeting room hire and flexible spaces' and 'more events'*. Others remarked that the service required *'an appreciation of how society is changing'* and to *'adapt accordingly and diversifying libraries for the 21st Century'*

Libraries already offer a range of activities including working with schools and offering community events, and the offer is always evolving. Working with partners will help this to continue. Research elsewhere shows that CMLs often have the time, resources and level of community engagement that councils do not and can achieve a wide ranging offer.

Possible partnership/co location (168 responses, 2.5%)

Respondents suggested that libraries could be *'Integrated with other public information services'* for example, *'tourist information centres', 'information points' and 'other public services'* such as a *'one stop shop for Council services'*. Others suggested integrating libraries with *'schools, academies, universities'* as *'education and library resources'* or using the library for *'private tutoring sessions, to gain access to the resources the library provides'*. Renting out the library space to *'create income'* was also highlighted by some for example, *'children's gaming groups, scouts, guides'*. Others suggested *'private sector collaborations'*. On library closed days, respondents thought that *'the premises could be used for workshops, courses or lectures by authors', in house film theatre' or for 'exhibitions by local artists'*.

Derbyshire Libraries work with a significant number of partners and engages with new ones regularly and will continue to do so. CMLs will also be encouraged to work with partners. Some libraries including the new library in Glossop and the upcoming new library in Belper are in shared buildings which can increase use and share costs. Libraries are involved in OPE discussions, which may lead to further developments.

Keep libraries open/maintain service (135 responses, 2%)

Respondents felt that *'the present levels of service should be maintained'* and that libraries should be *'kept for this generation and the younger generations'*. Comments included that the library service was an *'invaluable resource'*, and that the *'challenge was to make libraries relevant to society today, by getting people through the doors and engaging with books'*.

All 45 libraries will stay open under these proposals, and users at all libraries will continue to have access to the full range of Derbyshire Libraries' resources.

Community hub (123 responses, 1.8%)

Respondents reinforced the importance of libraries as community hubs and thought libraries were a *'social contact point' providing 'a safe, welcoming community space' to 'meet friends'*. Others mentioned how libraries were *'places for the community to gather regardless of social class'*, a place to *'create, learn, educate and socialise'*. It was also recognised by some that there was a need for more *'imaginative reorganisation for social and community benefit'*.

DCC will continue to develop libraries as community hubs. CMLs may offer an even greater level of community engagement, by taking responsibility for their local library.

Promotion and community engagement (123 responses, 1.8%)

Respondents were concerned that the library service did not *'make people aware of its services'* and needed a *'PR exercise'* so that people realised what libraries had to offer. Some felt that *'the council should make clear the detail of what services and facilities were available and how these services and facilities can be accessed'*. Another suggested that *'a transformation needs to take place, reconceptualising the local communities as leaders of the local service'* whilst other comments highlighted the need to *'make the venue more appealing, by adding a coffee shop run independently'* and possibly creating *'Library Support Groups to run public awareness'* and *'support our library campaigns'*.

The library service is proposing to explore the potential of creating Friends Groups for the 25 council run libraries. Many friends groups have been formed in other authorities, they can be effective ambassadors and advocates for the library service, supporting staff and enhancing the library offer to the community, by fundraising, promoting, and providing a range of different skills.

Concerns about loss of jobs/need to keep staff (116 responses, 1.7%)

Respondents voiced more concerns about the loss of *'qualified members of staff who are respected and valued members of the workforce'*. They felt that the *'loss of professionals would be tragic and short-sighted'*. A few suggested *'keeping one paid member of staff, to deal with day to day management of the library, with volunteers helping to deliver services'* and another comment suggested the possibility of *'accessing a video-link (eg SKYPE) in unmanned libraries so that people could access a professional librarian for advice, etc.'*

A proposed new staffing structure for the library service, which would be the subject of a separate report to Cabinet, would ensure that the service retains paid staff to support CMLs

Disadvantaged groups/unfair (110, 1.6%)

Respondents had concerns that *'vulnerable groups may lose out'* on an important resource including those that need a *'safe place, tuition, company and those who have special needs'*. Others had concerns that *'minority groups (disabled, ethnic, etc.) may have a much greater need'* than themselves, whilst others suggested the proposals would *'discriminate against non-computer users such as the elderly, disabled'* as well as *'the growing number of people who use libraries to access Universal Credit'*. It was also noted that *'most city libraries could not be accessed by most rural communities'* and a retired respondent commented that they *'depended on the mobile service as their only source for books.'*

A full EIA has been undertaken alongside this paper.

Invest in digital (107, 1.6%)

Some people thought the library service should *'facilitate more online access to materials as people are becoming more computer-literate'*. These include *'a focus on giving Wi-Fi access and e-resources to those who can't afford it at home'*, *'more widespread promotion of on line services and self-service options, click and collect and more electronic downloads'*. Another

suggested that developing and accessing an 'app' would 'encourage use' whilst 'keeping in step with public requirements and technology' was noted particularly for 'eBooks, eAudio and eMagazines'. '3-D printer availability video equipment for hire or use in-house, software availability for freelance designers / artists to use who may not be able to invest, gaming centres for young people and business meeting portal spaces' were mentioned by another.

This will be considered as part of the materials fund review based on current usage figures and data from the consultation will also be taken into account. Options to use new technology in innovative ways will continue to be explored.

Move/ close some libraries to save money or improve use (83 responses, 1.2%)

Respondents suggested ways that the library service could save money by 'moving some libraries to smaller buildings with less stock, selling some library buildings, creating 'pop up libraries' in empty high street shops and joining with other organisations such as the Tourist Information'. Other suggestions include placing 'Smart library trolleys in strategic places for access and lending with library card in schools, care homes and nurseries'. Some suggested that the 'mobile library service' could go to 'smaller communities to fit in with families, elderly and working people to cut cost of running a building'. Another recommended 'focusing on e-resources and phasing out some physical libraries'.

Co-location can be a positive opportunity and is being explored as part of the OPE programme. Costs involved in relocation need to be considered. Some CMLs may choose to change premises. DCC is committed to keeping all 45 libraries open.

Suggestions re stock purchasing and circulation (72 responses, 1.1%)

Some respondents took the opportunity to suggest which books and resources they considered 'essential' in libraries, including: 'More new books'; 'Consider regularly re-distributing books'; 'Perhaps concentrate on books such as fiction/nonfiction and restrict research books'; 'Local history and access to local resources is a valuable part of the library service'; 'More large print books'; 'It is very important to keep the Local Studies Library at Chesterfield open and well resourced'

Increased analysis of stock performance data and the introduction of stock audits will support stock purchasing decisions. Suggestions for new stock from all libraries, and from users, will continue to inform buying. Information from this consultation will be used to inform plans for future materials spending. Derbyshire libraries circulate stock between all 45 branches.

Use volunteers/"Friends" alongside staff (67 responses, 1%)

The idea that a 'mixed economy' with 'all libraries being a combination of Council and Community run', with 'some use of volunteers, so opening can be maximised and skills of trained librarians' retained was posited. Suggestions included 'managing libraries by one member of staff and the rest volunteers', 'staffed and open according to usage, with some volunteer staff', 'floating librarians', and 'spending time at different libraries on different days of the week to help support the volunteers'. Another suggestion was that libraries have a 'steering group of "Friends" that could commit to driving up footfall and income'. Some would like to 'see more opportunities for young people to gain work skills' and also opportunities for people 'embarking on a Duke of Edinburgh award'

Derbyshire Libraries have been recruiting volunteers for many years to enable the service to expand its reach and provide more for its users. These volunteers undertake defined roles alongside paid staff in most libraries. The library service is proposing to explore the potential of creating Friends Groups for the 25 council run libraries. CMLs will be supported by library staff.

Sell refreshments/café (64 responses, 0.9%)

Respondents suggested that *'libraries needed to move with the times and provide café facilities/machines'* or *'sell drinks and snacks'*. It was felt it would make the library a *'welcoming place for people to come to, work and socialise'*.

It is not cost effective to offer to sell refreshments in the 25 council run libraries. However, CMLs may decide to offer refreshments.

Income generation/sponsorship (54 responses, 0.8%)

Income generation and sponsorship was again highlighted, for example providing *'exhibitions book/ craft fairs'*, *'in house bookshops'*, *'sell local Derbyshire'* and *'using social media to advertise events and sales'*. A few respondents recommended using *'106 monies from house builders'* and others suggested *'sponsorship by companies could be looked into'*. *'selling DVDs and books'* was also raised and others suggested *'linking library buildings with other paying tenants to raise an income'* for example *'a café'* or *'a local supermarket'*.

Derbyshire Libraries regularly seek out available funding streams to enable innovation in the service, and this will continue. CMLs will be in a strong position to introduce new income generating activities.

Charge for services/ increase charges (52 responses, 0.8%)

'A means tested subscription service' was suggested by some, whilst others recommended *'annual membership fees'*. *'Starting a nominal charge for computers, charging fees for book loans'* was also mentioned by others. *'Room hire, and charging for activities and performances'* either by library staff or *'third parties'* to raise funds were also noted.

The Public Libraries and Museums Act 1964 requires that public library services are provided free of charge. Charges cannot be made for joining a library or borrowing books. Charges made by the library service are reviewed regularly and benchmarked against other library services.

Other comments

Theme	Number of responses
No suggestion	5,792
Did not answer the question	348
Political	209
Smart libraries/ self- service options/ order and collect/ returns drop	45
Reduce /change opening hours - to suit community	43
Improve/ use the mobile service	37
Hire out space for income	37
Be more efficient/ cost-effective/ focus on core services	29
Concerns about using volunteers	25
Reduce staff/ staffing costs (use apprentices)	23
Will lead to closures	23
CMLs	21
Donations - books, money	20
Won't save much money/ will waste money	19
HLS/ Book delivery service	19
Research other countries/ sectors/ counties	19
Have quiet areas/ study space	16
Don't want CMLs	12
Don't want Smart Libraries	11
Outsourcing/ mutual	7

Appendix C

Additional feedback: Events, correspondence and social media

Event feedback

Drop- in sessions (49 sessions)

Drop in sessions were held at all 45 libraries throughout May and June on various dates and at various times, including evenings and Saturdays. Additional drop in sessions were held at libraries if requested. The sessions provided an opportunity for people to talk to staff about the proposals. Staff captured headline information on all the topics raised, and the key themes from are summarised below:

Evaluation of sessions held at proposed Local Authority Libraries

Top themes

Theme	Number of concerns
Reduction of weekly opening hours	71
Concerns about CMLs	34
Why Change?	24
What is a CML?	21
Reduction of size of materials fund	20
Cease to provide a DVD service	18
Smart Libraries	15
Tiered approach to provision and resources	9
Mobile Libraries CML	6
How to volunteer for CML	4
Mobile Libraries other provision	4

Other Themes

- Angry that elected members were not at the session
- More information regarding stock and addition of jigsaws
- Staff/jobs
- Opening hours/location of library/share buildings
- Reliability of volunteers/number of volunteers/impact on service
- Friends groups
- Closures
- Consultation skewed
- More information required/overview
- Funding after 4 years/budgets
- Location of library
- Development of online services
- Self service
- Reading room required (Chesterfield)
- More information about library statistics
- Political
- Additional information about the mobile library service

Evaluation of sessions held at proposed CMLs

Top themes

Theme	Number of concerns
Concerns about CML	35

Why Change?	17
Reduction of weekly opening hours	14
What is a CML?	11
Tiered approach to provision and resources	10
Smart Libraries	8
Reduction of size of materials fund	7
How to volunteer for CML	5
Mobile Libraries CML	2
Mobile Libraries other provision	2
Cease to provide a DVD service	1

Other Themes

- DCC staff alongside volunteers/staff
- Funding after 4 years
- Insurance public liability/property maintenance
- Future impact of development
- Publicity poor
- Outcome already decided
- Reliability of volunteers/number of volunteers/impact on service
- Closure
- Safeguarding/GDPR
- Public Lending Rights
- IT support
- SLA/opening hours
- Stock/fines
- Cost of consultation
- Membership charge/contribution to service
- Political

Focus groups (20 sessions)

There were 122 attendees at 20 Focus Groups. Places at these sessions were open to anyone and demographic information was not collected. Participants were asked a series of questions throughout the focus group and each session had a number of facilitators whose job it was to stimulate discussion and capture information from the attendees. Although there were certain issues specific to one library or community, there were also general themes which emerged regularly.

Question 1: How do you feel about the Council's proposal to transfer the library in this community to a Community Managed Model?

This question was asked at the start the sessions. Figure 79 shows the responses.

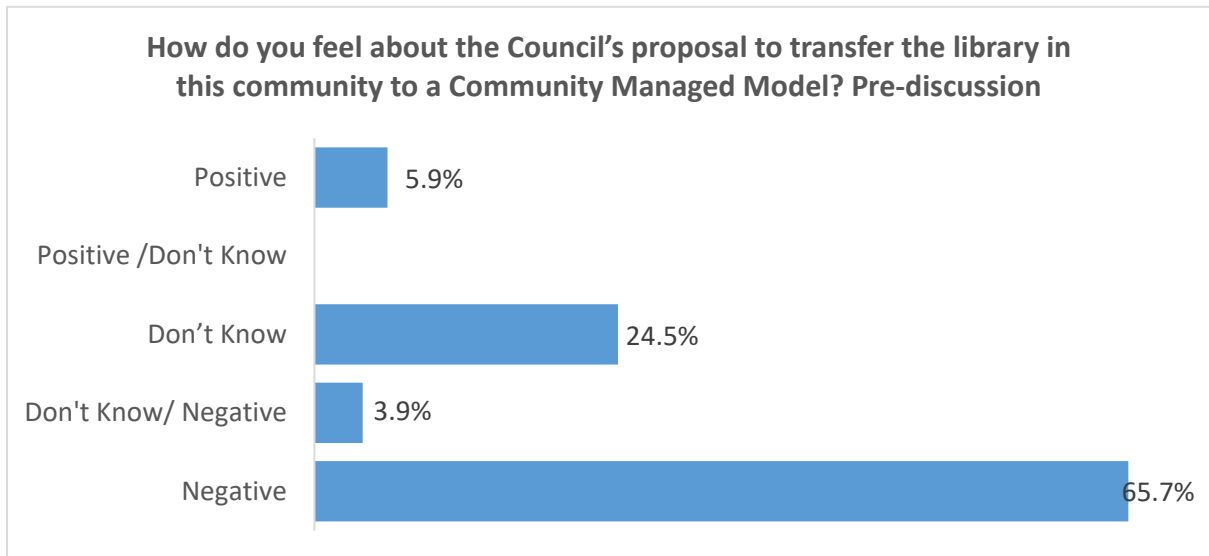


Figure 79

Question 2: What do you like and value about your local library and want to keep for the future?

Overall responses are in the table on the following page.

What do you like and value about your local library and want to keep for the future?

	Social, community, groups and events	Children's	Books and physical resources	IT/ technology	Professional /trained staff	Benefits of being part of the Derbyshire Libraries network	Accessibility	Neutral/ confidential /safe place and wellbeing	Additional information leaflets, displays etc	Education	Building	Other	Free	Other services accessed via libraries
Borrowash	18.5%	8.4%	12.6%	9.2%	13.5%	8.4%	3.4%	9.2%	3.4%	5.0%	0.8%	0.8%	2.5%	4.2%
Brimington		50.0%			50.0%									
Clowne	23.8%	14.3%	7.1%	21.4%	16.7%	7.1%		7.1%				2.4%		
Creswell	4.8%	9.5%	23.8%	4.8%	4.8%	19.0%	9.5%	4.8%		9.5%	4.8%		4.8%	
Duffield	27.8%	16.5%	12.4%	11.3%	8.2%	9.3%	2.1%	3.1%	4.1%	2.1%	2.1%	1.0%		
Etwall	15.9%	19.3%	22.7%	9.1%	13.6%	8.0%	3.4%	2.3%	2.3%			2.3%	1.1%	
Gamesley	7.4%	18.5%	7.4%	14.8%	14.8%	7.4%	3.7%	11.1%	3.7%		7.4%	3.7%		
Hadfield	6.4%	16.7%	6.4%	15.4%	11.5%	6.4%	14.1%	6.4%	3.8%	1.3%	6.4%	1.3%	2.6%	1.3%
Hayfield	15.8%	10.5%	5.3%	7.9%	7.9%	5.3%	7.9%	2.6%	5.3%	7.9%	10.5%	7.9%	5.3%	
Holmewood	20.8%	12.5%	16.7%	16.7%	12.5%	4.2%		4.2%	4.2%	4.2%		4.2%		
Killamarsh	16.7%	12.5%	16.7%	12.5%	4.2%	12.5%	4.2%		8.3%	8.3%	4.2%			
Melbourne	31.8%	13.6%	9.1%	13.6%	4.5%	4.5%		9.1%	4.5%		4.5%		4.5%	
Old Whittington	13.0%	13.0%	8.7%		17.4%	8.7%	4.3%	17.4%		8.7%		4.3%	4.3%	
Pinxton	25.0%		50.0%		25.0%									
Somercotes	26.7%	13.3%	13.3%	13.3%	13.3%				6.7%	6.7%	6.7%			
Tideswell	10.5%	7.9%	10.5%	10.5%	5.3%	18.4%	18.4%		10.5%		5.3%	2.6%		
Whaley Bridge	17.4%	15.2%	10.9%	17.4%	2.2%	6.5%	6.5%	8.7%	6.5%	4.3%	2.2%		2.2%	
Whitwell														
Wingerworth	17.7%	12.9%	12.9%	9.7%	17.7%	9.7%	9.7%		6.5%			1.6%	1.6%	
Woodville								50.0%			50.0%			
Total number of comments	134	106	97	89	87	65	44	41	32	22	22	14	13	6
% of comments	17.4%	13.7%	12.6%	11.5%	11.3%	8.4%	5.7%	5.3%	4.1%	2.8%	2.8%	1.8%	1.7%	0.8%

Total 772 comments. Blue, pink and yellow shading show the top 3 themes from each group.

Overall responses to the above question are in the table below. The responses fell into the following themes:

Social, community, groups and events (17.4%)

This theme came up at 17 Focus Groups. Participants made it clear that libraries are *'about more than borrowing books'* and that they help with *'social and community cohesion'*, making them a *'community hub'*. This was seen as an especially important resource in communities *'where many other [resources] are being lost'*, and in deprived communities. Participants said that their library *'meets the needs of all ages of the residents'* allowing intergenerational mixing and a social space. They value the library as a *'community space for activities'* such as author visits and group meetings.

Children's (13.7%)

This theme came up at 17 Focus Groups. Participants value *'story time and social skills and interaction for young children'* and other events which offer *'great shared activity for parents and children'*. They saw the libraries' role in *'encouraging literacy development'* and *'fostering love of reading in children – taking pressure off schools'*, and noted the work that is done with local schools. Many people mentioned the Summer Reading Challenge, and it was also highlighted that *'lots of kids use library to do homework: computers; quiet space'*. One participant valued the library as *'somewhere for teenagers to meet'*. Again, this was especially valued *'at a time when other sessions e.g. children's centres are closing'*.

Books and physical resources (12.6%)

This theme came up at 17 Focus Groups. Groups value the books, especially the *'wide range of books to choose from'* (as compared to buying books from Supermarkets etc) and *'current stock with new and updated books as they come out'*. Many also mentioned the provision of newspapers. A few people also mentioned DVDs, magazines, large print books, audio books, and local history.

IT/technology (11.5%)

This theme came up at 15 Focus Groups. At most groups, people said that they value the availability of free computers, printing, Wi-Fi, and photocopying. They highlighted the *'access to the internet for those without computer – plus guidance'* as many appreciated help with IT being available. At a few sessions, the general shift to online was discussed – *'Universal Credit etc has to be done online so access to computers is very important'*, again with the need for help to access these being on offer.

Professional/trained staff (11.3%)

This theme came up at 18 Focus Groups. According to participants *'we are blessed with wonderful staff'* who have *'expertise'* and are *'supportive and friendly– always ready to help'*. As above, staff members' IT skills are valued, as is the fact that they *'know their users and recommend'* books. People told us that they *'trust library staff'* and that they are *'locally connected'* *'signposting to the right place for that person'*.

Benefits of being part of the Derbyshire Libraries network (8.4%)

This theme came up at 15 Focus Groups. People like *'being able to use other libraries'*, and for some communities near Derby this includes City libraries. They also like having access to the library catalogue and online renewals, but the most widely mentioned service was the *'reservations system – can get books from other site libraries'* both for them individually and for book groups. Some people also mentioned Inter Library Loans. Some groups also use and value eLending such as eBooks, and *'the ability to research my family tree, free of charge with the DCC subscription to Ancestry.co.uk'*.

Accessibility (5.7%)

This theme came up at 8 Focus Groups. In some communities, libraries have a very good location for users, being central, on a bus route, near schools etc. We were told that people valued them being *'local – on doorstep'*. Some libraries have good disabled access which people value. Participants also appreciate the *'good mix of opening times to suit all'*, and the fact that these are consistent.

Neutral/confidential/safe place and wellbeing (5.3%)

This theme came up at 13 Focus Groups. Libraries are seen as *'welcoming'*, *'safe'*, *'neutral'* and *'non-judgemental'* places that can be a *'safe haven'* or *'refuge'* for some people. Many groups mentioned the fact that Derbyshire Libraries are part of the Safe Places scheme, and that we are *'safeguarding for the vulnerable'*. Libraries as confidential places, with professional staff is valued. Many people talked about the impact libraries have on wellbeing, as one person put it, they *'come out feeling happy'*. In fact, at one group they highlighted that libraries are *'keeping people well – if not for library will end up spending more on social services and mental health services and NHS'*.

Additional information leaflets, displays etc (4.1%)

This theme came up at 13 Focus Groups. They felt that *'the library is a place to find leaflets, timetables etc'*, and it is the *'information hub re village for residents and visitors'*. Many people specifically mentioned local information, and at a few groups we were told that enabling local groups to have displays or information in the library was really valuable too.

Education (2.8%)

This theme came up at 10 Focus Groups. Participants said that libraries were valuable for *'informal learning and research'*, and as a *'study space'*. At one group libraries were identified as a key *'alternative learning environment'*, for example for people with learning disabilities.

Building (2.8%)

This theme came up at 12 Focus Groups. People raised the fact that their library was a *'comfortable space'* or *'warm and cosy'*, or that they liked the building. Having a toilet in the library was mentioned at one group, and another mentioned the fact that their library was a *'flexible space [with] movable shelving'*.

Other (1.8%)

Other themes came up at 9 Focus Groups. For example one mentioned the value of the Home Library Service, and another valued the library in terms of the *'recycling/ green issue – i.e. not throw away society'*.

Free (1.7%)

This theme came up at 9 Focus Groups. The library being a free service was very important to people *'especially for low income readers'*. At one group, they commented that libraries offer *'value for council tax'*.

Other services accessed via libraries (0.8%)

This theme came up at 2 Focus Groups. This highlighted the library as a *'gateway' to lots of services* for example *'bus pass renewal'*, *'social care payments'*, and *'advice on benefits'*.

Attendees at the Focus Groups were passionate about the value of libraries. The proposals put forward aim to ensure that those things that people value, can continue to be provided and accessible.

Question 3: What are your concerns about the proposal to move this library to a CML model?

Overall responses are in the table on the following page.

What are your concerns about the proposal to move this library to a CML model?

	Inadequate community engagement /support	Finances and Funding	Volunteer skills needed/ training needs	Management/ responsibility	Disadvantaged communities/ communities	Building	More information required	Loss of professional / trained staff	Community support fails	Books/ materials	Safeguarding and Safe Places	Closure	Other	Reduced service quality	Access	Data	Benefits of being part of the Derbyshire Libraries network	IT/ technology	SMART libraries
Borrowash	10.3%	9.7%	9.0%	8.3%	11.7%	4.1%	4.8%	5.5%	2.8%	4.1%	3.4%	5.5%	4.1%	6.2%	2.1%	4.8%		1.4%	2.1%
Brimington	5.6%	11.1%	5.6%	16.6%	5.6%	11.1%			11.1%		11.1%	11.1%	11.1%						
Clowne	16.1%	16.1%	29.0%	9.7%		6.5%	3.2%	3.2%	3.2%		3.2%		3.2%	3.2%				3.2%	
Creswell	33.3%		11.1%	11.1%	11.1%		22.2%	11.1%											
Duffield	15.7%	15.7%	8.3%	11.1%	1.9%	7.4%	1.9%	7.4%	6.5%	3.7%	4.6%	0.9%		3.7%	2.8%	2.8%	3.7%	1.9%	
Etwell	17.6%	17.6%	18.8%	10.6%	1.2%	9.4%	7.1%		1.2%	2.4%	2.4%	7.1%		1.2%			3.5%		
Gamesley	16.7%	11.1%	5.6%	11.1%	16.7%	5.6%	5.6%	5.6%			11.1%	5.6%	5.6%						
Hadfield	5.7%	17.0%	3.8%	9.4%	9.4%	3.8%	5.7%	5.7%	7.5%	5.7%	9.4%			3.8%	5.7%			7.5%	
Hayfield	18.8%	21.9%	9.4%	9.4%	9.4%	3.1%		3.1%	3.1%			6.3%	15.6%						
Holmewood	8.8%	14.7%	11.8%	5.9%	5.9%	5.9%	2.9%	2.9%	11.8%	8.8%			5.9%	2.9%	2.9%	2.9%	2.9%		2.9%
Killamarsh	25.0%	20.8%	16.7%	4.2%	8.3%			8.3%					4.2%	4.2%		4.2%		4.2%	
Melbourne	25.0%		16.7%		16.7%				8.3%	8.3%		8.3%					8.3%		8.3%
Old Whittington	21.1%		10.5%	10.5%	10.5%		15.8%	5.3%			5.3%	5.3%				15.8%			
Pinxton	50.0%			25.0%									25.0%						
Somercotes	18.2%	9.1%	9.1%			18.2%				9.1%			18.2%	9.1%	9.1%				
Tideswell	15.7%	17.6%	7.8%	7.8%	9.8%	5.9%	11.8%	2.0%	7.8%		5.9%	2.0%			5.9%				
Whaley Bridge	21.1%	15.8%	13.2%	2.6%	13.2%	2.6%	7.9%			5.3%	2.6%		2.6%	2.6%	10.5%				
Whitwell			37.5%	12.5%			25.0%		12.5%							12.5%			
Wingerworth	6.7%	8.9%	15.6%	6.7%		13.3%	2.2%	8.9%	2.2%	15.6%		2.2%			2.2%	2.2%	6.7%	4.4%	2.2%
Woodville		28.6%		14.3%	7.1%	14.3%	14.3%	7.1%	7.1%	7.1%									
Total number of comments	107	105	87	67	51	47	40	33	32	30	27	24	22	21	19	17	12	12	6
% of comments	14.1%	13.8%	11.5%	8.8%	6.7%	6.2%	5.3%	4.3%	4.2%	4.0%	3.6%	3.2%	2.9%	2.8%	2.5%	2.3%	1.6%	1.6%	0.8%

Total 759 comments. Blue, pink and yellow shading show the top 3 themes from each group.

Inadequate community engagement/support (14.1%)

This theme came up at 18 focus groups. Many participants were concerned about *'whether enough volunteers would come forward to run it'* in some cases highlighting the high number of volunteers they might need to cover the range of skills needed and as cover if other volunteers can't make it, in others about *'getting people to volunteer for "menial" jobs like cleaning'*. At some sessions specific concerns over a community was mentioned, such as it being a small population unlikely to provide enough volunteers; that it would be *'easier to get volunteers in more affluent areas'*; that other nearby libraries are also proposed for community management which will affect the number of volunteers available there; or that there are more likely to be factions and difficulties with *'volunteers getting along (especially in a small community)'*. In many of the groups, people mentioned how much other volunteering was already happening in the community, as one person voiced it: *'Volunteer fatigue – lots of other things locally rely on volunteers and we need more paid employment'*. There were also many concerns raised over retaining volunteers, who may *'become disillusioned'*, leading to a *'fast turnover of volunteers'*.

Council officers will engage with local communities to encourage a response, and to build capacity where needed alongside external support from the voluntary sector.

Finances and Funding (13.8%)

This theme came up at 15 focus groups. A few participants asked *'Would funding cuts in future close this system if part funded by council'*, and many were concerned about the tapered funding which would end after 4 years – *'having enough long term funding is a major concern[...] Need enough financial security to have a chance to make CML succeed'*. Many people explained their concerns about *'fundraising – all groups fighting for funds – only so much money available from people'*, some specifying that *'fundraising for day to day costs is harder than a new project'* and *'residents may be reluctant to support events raising money for a service they already pay for through council tax'*. Ongoing costs were a concern for many, such as *'ongoing costs of training'*. A couple of groups were also concerned about the *'reduced benefits of scale'* for a CML compared to the council.

The grant funding has been reviewed, and 5 years of tapered grants are now proposed. The council will also offer to retain some financial assistance for an initial period, so that a phased transfer can take place.

Volunteer skills needed/training needs (11.5%)

This theme came up at 18 focus groups. Lots of people at the groups raised concerns about the amount of skills volunteers will need, and the need for *'training volunteer[s] in all aspects'* including ongoing training and *'up-date' training with new developments in DCC library services'*. Different specific training needs were raised at the different groups, such as: *'cash handling'*; *'health and safety'*; *'fire; movement/handling; first aid; IT'*; and *'stock knowledge'*. Many groups also raised concerns about other skills volunteers at CMLs might need including writing a business plan, bid writing and income generation: *'Funding is a different ball game! Requires different expertise'* and *'income – would need to be very entrepreneurial, and have time'*. Some groups mentioned the importance of making sure that volunteers feel needed and appreciated, and that a regular meeting of volunteers might be necessary. In a few communities there was a concern about *'maintenance of discipline. Anti-social behaviour. Possibly they won't respect vols as much as staff'*. Due to the location of some of the libraries, personal safety of the volunteers was highlighted at a few groups. At one group, they felt that *'poorer communities are less likely to community manage libraries as they feel they don't have the skills'*.

Comprehensive training will be provided to CMLs, and a network of support will be established. A proposed new staffing structure for the library service, which would be the subject of a separate report to Cabinet, would ensure that the service retains paid staff to

support CMLs. CMLs would continue to get the benefits of skilled, professional support from council staff.

Management/responsibility (8.8%)

This theme came up at 18 focus groups. Most groups were concerned about the level of responsibility the volunteers would have in CMLs, including *'risk assessments and legal obligations'*; key holders and call-outs; *'statutory obligations'*; *'responsibility e.g. for bank accounts'*; *'having to have and update numerous policies'*; and *'responsibility for public liability insurance'*. Some wondered *'how do you choose the leaders?'* and highlighted the *'reluctance of volunteers to take on management'* and the *'difficulty of running by committee'*. Many were concerned about some volunteers having to manage other volunteers. *'Is the volunteer manager responsible for volunteer 'discipline' issues'* and managing infighting? *'Volunteer rota management – a big job!!!'* and some were concerned that this might lead to *'communication breakdown in group'*. One participant also commented on the *'reliability of CML to use money well - not waste it or lose it...'*.

Training and support will be provided from within the council and from the voluntary sector. Officers will develop a robust model, learning from other authorities, including looking at the package of support on offer.

Communities/Disadvantaged communities (6.7%)

This theme came up at 15 focus groups. The concerns raised by participants over negative impacts on their community were varied, due to the varying nature of the communities, but many were worried about losing the *'heart of community'*, and the *'social isolation of elderly and vulnerable groups'* among others. A few groups are concerned that *'if a particular group in the community [take on a CML] it may not be inclusive'* to all people in the community and *'that it splits the community not unites it'*. A few groups were also concerned on the economic impact on their community: *'Don't want another reason to stop people coming into [the village] – negative impact on business/economy'*; in the case of rented buildings, a couple of groups were concerned about the loss of income for the local landlord; and some highlighted that the *'library must not compete with other good community activities'* i.e. CMLs may take funding away from other existing groups, or offer competition to local businesses if they develop other offers. Some groups were concerned about being a *'deprived community – already losing lots of services = cumulative effect'*, and some felt that *'it would disadvantage more rural communities with less transport compared to urban libraries'*. This was especially a cause for concern because *'residents in [this village] would be receiving less from the County but paying the same rates.'* which was seen as very unfair by many groups, who felt there should be an *'equality of users'*. In a few of the communities, it was mentioned that their populations are growing and therefore there will actually be *'more people who need services'* in future.

A full EIA has been undertaken alongside this paper. Research elsewhere shows that CMLs often have the time, resources and level of community engagement to deliver a wide ranging offer. CMLs may offer an even greater level of community engagement, as part of taking community ownership for their library.

Building (6.2%)

This theme came up at 14 focus groups. Many groups were concerned about *'building repairs'* and *'long term maintenance of the building'* wondering *'some buildings already need improvement will this be done before handing over[?]'*, *'is money being put aside[?]'* or would the CML be responsible. Many groups were concerned that their library *'building is not feasible for other activities/café etc.'* or *'limited by its size'* which they felt would limit opportunities for income generation and sustainability. This led some groups to question *'can the building be extended[?]'* or modified. In a rented library building, a group asked for more information on the relationship with the landlord and *'terms and conditions of lease'*. One

participant at a council owned building wanted assurances that if a CML is established we wouldn't sell the building at a later date.

Leases would assign responsibility for the day to day running of the premise to CMLs. The council will retain responsibility for insuring the premise and maintenance to the external elements of the building and elements of a structural nature. The council will retain responsibility for property related statutory compliance, but will be aided by the CMLs. DCC Property will undertake annual landlord visits to support and offer advice to CMLs in running these community buildings.

More information required (5.3%)

This theme came up at 14 focus groups. Overall there was *'concern that the group is fully informed before taking on the library'*. Some specific information about the proposed development and running of CMLs in Derbyshire was requested by different groups as they said that potential volunteers need more information such as *'will there be a probation period for group? For volunteers?' or 'how will cash handling payments be administered[?]'*. A few participants would like to see *'how has it worked for others with volunteers'*, *'example of CM library that has survived loss of funding'* from other authorities with CMLs. One comment highlighted the need for *'clarity about decision making processes'* going forward.

If the proposals are approved by Cabinet, detailed information will be made available. This will include an overall information document about CMLs, setting out responsibilities, requirements and support. There will be a draft SLA, and also information packs on each of the 20 libraries. Officers from Libraries, Procurement, Finance, and Property will also be offering opportunity for face to face questions and support at each of the 20 libraries at formal open days.

Loss of professional/trained staff (4.3%)

This theme came up at 13 focus groups. Participants at many groups said that they *'would have concerns about running a library without professional staff'* and worried about the *'loss of knowledge and expertise'*. In some cases, specific skills were mentioned, such as: *'Loss of ability to deal with vulnerable support'*; *'Universal Credit roll-out in September – there will be no trained staff to assist applications'*; and *'I worry that the displays will suffer. E.g. qualified staff have experience as to what catches someone's eye'*. At some sessions, *'job cuts! Insecurity for workers'* was an issue, or people generally *'don't agree with volunteers replacing staff'*.

A proposed new staffing structure for the library service, which would be the subject of a separate report to Cabinet, would ensure that the service retains paid staff to support CMLs. CMLs would continue to get the benefits of skilled, professional support from council staff

Community support fails (4.2%)

This theme came up at 13 focus groups. At many groups, people raised concerns about volunteers not being reliable and *'not turning up for their allotted time slots'*. Some groups highlighted that many volunteers would be older people and so CMLs may not be sustainable in the long term, and some commented on the *'availability of volunteers in the future (people retiring later)'* as a potential problem. A few groups wondered *'what safeguards would there be if the managing group didn't meet community or council expectations?' or 'fail to meet SLA?'*. Many wondered *'What happens if it doesn't work?'*.

Support networks, including library staff, will help to identify and address problems. Derbyshire Libraries staff have a proven track record of working with, and supporting, a wide range of volunteers. Officers will develop a robust model using learning from other authorities.

Books/materials (4.0%)

This theme came up at 10 focus groups. Some groups emphasised the need for *'new books not just circulating'*, some the *'quality/range of books'*, and one the *'access to collections of books for book groups i.e. availability of enough copies'*. Many participants want to know *'who would be responsible for choice of stock'* and other tasks such as *'cataloguing/classification'*. One comment concerned the *'cost of request'* if fewer books were in stock and more had to be requested in.

Derbyshire Libraries will continue to provide new and circulating stock to CMLs. The details of this offer will be included in the information made available to CMLs.

Safeguarding and Safe Places (3.6%)

This theme came up at 10 focus groups. Some groups were concerned about the libraries' status as Safe Places, some about *'safeguarding (vulnerable adults and unaccompanied children'*, and some about *'protection of the fact that the library is a neutral space'*. One participant worries about *'maintaining trust, especially if volunteers are from outside of [the village]'*. At a few sessions, concerns were mentioned about people who may have *'alternative motives for taking on community libraries'*. One group asked about *'PREVENT training'* for volunteers, and lots asked about *'DBS checks'* for volunteers.

Libraries will remain as Safe Places. Guidance and safeguarding training, in relation to both children and vulnerable adults, will be provided to volunteers in CMLs.

Closure (3.2%)

This theme came up at 10 Focus Groups. Many of the groups worried that their library would close *'if the community finds itself unable to find volunteers'* or the CML fails especially after the 4 years of proposed funding. Some felt that this was tactical e.g. *'Options outlined said "closure" not an option. Isn't this closure by stealth, once funding stopped?''*, and felt that they are *'being set up to fail by DCC'*.

The support networks and SLA detailed above are part of an offer aimed at creating sustainable robust CMLs. No libraries would close under these proposals.

Other (2.9%)

Other themes came up at 10 focus groups. Some were political, some general e.g. *'don't like change'*. A couple of participants worried about CMLs *'being forgotten'* by the council. One group mentioned an example of facing obstacles when trying to help at a library event as volunteers recently.

Reduced service quality (2.8%)

This theme came up at 9 focus groups. People felt that CMLs might not maintain *'the open and welcoming ethos'* or the *'quality of provision'* and wondered *'how to maintain standards and objectives'*. It was said that use could go down e.g. *'if people visit a CML and ask questions which aren't answered by volunteers they will stop going = use/community place going downhill'*, and that this may lead to a *'spiral downwards'*.

Comprehensive training will be provided, and CMLs will be part of the wider network of libraries in Derbyshire, with access to all the services provided.

Access (2.5%)

This theme came up at 8 focus groups. Many participants were concerned that there would be *'reduced opening hours'*, or that CMLs would not be *'available during evening/daytime reducing access for people'*. In a few communities, problems were identified with the current library such as *'location – out of town – no signage'*, and *'no disabled access'*, which would impact on the accessibility of a potential CML.

CMLs, as part of their SLA will set opening hours in agreement with the council, which must meet a minimum level and include at least one evening and at least 3 hours on a Saturday.

Data (2.3%)

This theme came up at 7 focus groups. These groups were concerned about '*data protection*' and '*GDPR*' in volunteer run libraries, and volunteers having access to confidential information because '*public don't want vols to see it and vols put in a difficult position from seeing it. Especially within the community – knowing about your neighbours*'. One group also raised the issue of '*copyright*' for volunteers.

A separate Privacy Impact Assessment will be undertaken. Volunteers will comply with GDPR and will not have access to any more user data than is necessary. Volunteers' data will be handled by the council in line with GDPR.

Benefits of being part of the Derbyshire Libraries network (1.6%)

This theme came up at 5 focus groups. They felt that there could be issues with '*public expectation*' and '*lack of continuity*' if some libraries were CMLs and some council run. They felt that CMLs '*need to stay part of LMS/catalogue so we can order books in*', and one thought that for donations they need to stay '*part of County network? – processing to enable this*'. As has been mentioned previously, in a community close to Derby, it was stated that it '*requires strong connectivity to Derby City*'.

CMLs will remain part of the Derbyshire Libraries network and their users will continue to be able to access resources from all 45 libraries.

IT/technology (1.6%)

This theme came up at 6 focus groups. Some people were concerned about any '*loss of free IT*', or that the '*IT facility is not fit for use or maintained for people*'. Some groups wondered '*who looks after the computers and photocopier?*' and what support there would be for '*maintenance of IT systems*'.

Detailed information on the ICT provision for CMLs will be included in the information materials provided.

Smart libraries (0.8%)

This theme came up at 4 focus groups. One participant wondered why Smart libraries hadn't been mentioned at the focus group. None of the people who mentioned Smart Libraries were in favour of them, for example '*not a Smart library. No way I am going into a locked building which may/may not be occupied by who knows who*'.

Issues raised in relation to Smart Libraries are discussed in Appendix B.

Question 4: How could the things you value be achieved in a CML in this community? How could we overcome your concerns? What support would be needed?

Participants were asked questions to look for ways we might move forward with CMLs if the proposals go ahead. Overall responses are in the table on the following page.

**How could the things you value be achieved in a CML model library in this community?
How could we overcome your concerns? What support would be needed?**

	Support needed	Preference for Community Supported Libraries	Possible partnerships/ co-location	Ways to achieve Community libraries	Other possible delivery models	More information required	Suggested ways to increase library use	Other	Training and advice needed	Income generation ideas	Change/ move building
Borrowash	22.9%	11.4%	5.7%	8.6%	28.6%			5.7%	4.3%	10.0%	2.9%
Brimington		50.0%		50.0%							
Clowne	18.8%	25.0%		12.5%		6.3%	18.8%			18.8%	
Creswell	10.0%	10.0%	40.0%		20.0%					10.0%	10.0%
Duffield	14.3%	10.7%	19.6%	3.6%	7.1%	23.2%		3.6%	10.7%		7.1%
Etwall	20.0%	17.8%	15.6%	4.4%	6.7%	17.8%		4.4%	4.4%	4.4%	4.4%
Gamesley	5.0%	20.0%	30.0%		15.0%	5.0%	20.0%			5.0%	
Hadfield	38.9%	11.1%	5.6%	11.1%	11.1%	5.6%		5.6%	5.6%	5.6%	
Hayfield	20.0%	10.0%	5.0%	30.0%	10.0%			20.0%			5.0%
Holmewood	30.0%	10.0%	20.0%	15.0%	5.0%	5.0%	5.0%	5.0%	5.0%		
Killamarsh		42.9%	14.3%		14.3%		14.3%			14.3%	
Melbourne	5.3%	5.3%	10.5%	15.8%		5.3%	26.3%	10.5%	5.3%	10.5%	5.3%
Old Whittington		23.1%	30.8%	7.7%			15.4%	15.4%			7.7%
Pinxton			15.4%		15.4%		69.2%				
Somercotes	33.3%	33.3%							33.3%		
Tideswell	38.5%	3.8%	19.2%	15.4%	3.8%	3.8%	3.8%	7.7%		3.8%	
Whaley Bridge	13.3%	26.7%	3.3%	13.3%	10.0%		10.0%	6.7%	10.0%		6.7%
Whitwell											
Wingerworth	43.8%	9.4%	3.1%	25.0%		9.4%		3.1%	6.3%		
Woodville	28.6%		28.6%	28.6%				14.3%			
Total number of comments	87	58	56	46	44	30	29	25	20	19	14
% of comments	20.3%	13.6%	13.1%	10.7%	10.3%	7.0%	6.8%	5.8%	4.7%	4.4%	3.3%

Total 428 comments. Blue, pink and yellow shading show the top 3 themes from each group.

Support needed (20.3%)

This theme came up at 15 focus groups, and includes a wide range of things people think CMLs would need support with. Financially, many groups want *'commitment beyond 4 year period'*, some suggested *'no tapering of grant'* i.e. that it stays at the full level indefinitely, and a few groups mentioned the need for a *'longer lease on building to pull in funding'* or a *'5 year plan for funding!'* to enable groups to build sustainability into their business plan and apply for match funding. Insurance costs and provision were mentioned often e.g. *'DCC role – negotiate insurance etc across all libraries'* or that the council should cover *'public liability'*. Some also said that *'help with grants'* would be required. Many of the groups said that a CML would need building maintenance provided for example suggesting that *'CML provide volunteers and DCC look after building'*. A *'safe and secure computer network'* with *'IT back-up/ support if computers go wrong'* was also identified at some groups. The importance of CMLs getting *'new stock not just circulating stock'* for free was a big issue for a lot of groups, with some also mentioning the *'continuation of van service for book requests'*. Groups wanted support with purchasing stock including *'access to discounts from library suppliers'*. Some participants felt that CMLs would *'need help to recruit volunteers'*, and one suggested they would *'need job/vol role descriptions, a list of opportunities is needed. Factor skills gained into the description. Link with Job Centre. Need to know what is a viable pool'*. Some people felt that support could come from other volunteers, for example *'volunteers from an existing CML to come and help us when we are starting'* and a *'support forum for groups'*. Most groups felt that CMLs would *'need a back-up service → don't want to be set up to fail'*. Some felt that this should be via *'one point of contact for volunteers'*, and others preferred a *'support team including specialised people shared by CMLs'*. One person felt that professional support could go hand in hand very positively with *'ongoing assessment and inspiration and keeping group on their toes'*.

Information on the support available to CMLs is outlined above.

Preference for Community Supported Libraries (13.6%)

This theme came up at 17 focus groups. Many participants felt that there should be a *'mix of paid staff and volunteers'* and that *'volunteers should be there to enrich and support not run.'* Some clarified that they would prefer to keep staff *'even if only open a very few hours'*. Some expressed a wish to keep a paid member of staff in the library to manage volunteers *'as they are more respected and likely to get support.'* because *'people in the community might not be good at organising/sorting things out – but may be ok if they are being led/told what to do.'* Some people felt that a member of staff could be *'on site perhaps 1 day per week in each CML? ("Cluster arrangement") plus remote access for advice.'* Some also thought that staff support might be needed *'to start with – could taper off if going well.'* Quite a few groups raised the issue of fairness across the County, feeling that *'volunteers in all libraries share paid staff out. All or nothing.'* or *'should have a community supported model across all libraries to maintain professional input in all libraries'*.

A community supported model would be unlikely to make all of the savings identified. Staff support will continue to be available for CMLs

Possible partnerships/co-location (13.1%)

This theme came up at 16 focus groups, with many suggestions specific to their communities being put forwards as potential partners. Some of these incorporated the idea of relocating to another building (and possibly selling the current library) to share with partners, or inviting partners in to share the current building. It was felt that *'volunteers in shared buildings doing more than one thing rather than 2 or more separate demands on their time'* might be of benefit. Potential partners mentioned included Parish Councils, schools, local businesses, local charities, and other council services.

Collaboration and building local partnerships would be beneficial to community groups hoping to manage a library.

Ways to achieve Community libraries (10.7%)

This theme came up at 14 focus groups. It includes a range of considerations that might enable a CML to work well that aren't included in the other themes. In terms of getting volunteers involved, some groups suggested that we *'need to raise awareness more – people not aware of what is happening'*, and that we should be trying to increase interest over a wider geographical area to get enough people involved. A few groups felt that potential volunteers do exist and that *'volunteers can be reliable'*. A couple of comments suggest that a CML is *'too much to ask one chairman to do therefore a committee'* would be preferable, and some people feel that it would be better for *'an existing organisation that is strong and stable enough to take this on'*. Some groups felt that it would be *'really important to have a good SLA'* and some said it would work better if it was *'free from red tape'*. Overall, *'it will need time and effort to make it work'*.

CMLs work well in other parts of the country, and support would be given to help groups become sustainable.

Other possible delivery models (10.3%)

This theme came up at 12 focus groups. Some people said that *'unavoidable budget cuts should be made in a more equitable way (e.g. reduced hours for all), or 'reducing bigger libraries' opening hours so smaller libraries can stay open.'* One group suggested *'complementary hours in local libraries'* so different libraries in the area are open on different days. Many people thought that informal volunteers or Friends groups could help fundraise for council run libraries. A few participants thought we should *'close some libraries instead'*, and some that we should *'have mobile libraries instead'* of some branches. A few people suggested that a *'subscription open library is better than free closed one'*. There was one suggestion of outsourcing libraries, one of a wider East Midlands consortia, one of moving forward with Smart Libraries, and a couple relating to working with a business *'with the business integral to the new vision'*. There was a feel in some sessions that the *'same 'solution' won't work in all communities – need a more localised/mixed approach tailored to localities.'*

Officers have undertaken extensive research, through desktop analysis of national and international library developments, working closely with other authorities (including site visits), utilising the extensive guidance provided by the Libraries Taskforce and monitoring guidance from the DCMS to develop specific proposals for Derbyshire.

More information required (7.0%)

This theme came up at 9 focus groups. A variety of information about the proposed development and running of CMLs in Derbyshire was requested by different groups, for example *'if the community group run their own activities, do they retain any money they receive?'*; and whether *'volunteers need to be referenced? DBS? Checked'*. The need for advice from other CMLs or from looking at the international picture was raised a few times, and one group thought that *'an easy to understand document that sums up the feedback and what communities need to make CMLs work'* would be useful. A couple of groups felt that more *'community consultation and engagement work'* was needed first, and one suggested that we should be *'defining aim and future direction of the service so we know which way we are headed and what would be expected of volunteers.'*

If the proposals are approved by Cabinet, detailed information will be made available. This will include an overall information document about CMLs, setting out responsibilities, requirements and support. There will be a draft SLA, and also information packs on each of the 20 libraries. Officers from Libraries, Procurement, Finance, and Property will also be

offering opportunity for face to face questions and support at each of the 20 libraries at formal open days.

Suggested ways to increase library use (6.8%)

This theme came up at 9 focus groups. There was a wide range of suggestions for ways in which libraries could increase their use.

This highlights the skills within communities to develop the CML offer.

Other (5.8%)

Other themes came up at 12 focus groups. Some of these were political. Some people said that they were against the proposal for CMLs in Derbyshire, e.g. '*would protest against it!*'. One comment suggested that the cost of supporting CMLs would not save money.

Training and advice needed (4.7%)

This theme came up at 9 focus groups. They felt that '*training – initial, ongoing, and long-term i.e. after 4 years*' should be '*provided by council*'. One comment was that training should be '*local*' i.e. not expecting volunteers to travel. Suggestions for different types of training required were given by the participants.

Comprehensive training will be provided to CMLs, and a support network will be put in place.

Income generation ideas (4.4%)

This theme came up at 9 focus groups. Most considered income from cafés, hiring out space and similar, and some suggested '*reducing running costs*'. Some groups suggested income from '*Section 106 funding from developers*', or from e.g. '*mental health team, Public Health, Dementia Services etc?? – if we can highlight to them how valuable we are?*'. Some groups did point out that '*community groups can apply for more funding*' than councils can.

This highlights the skills within communities to develop the CML offer.

Change/move building (3.3%)

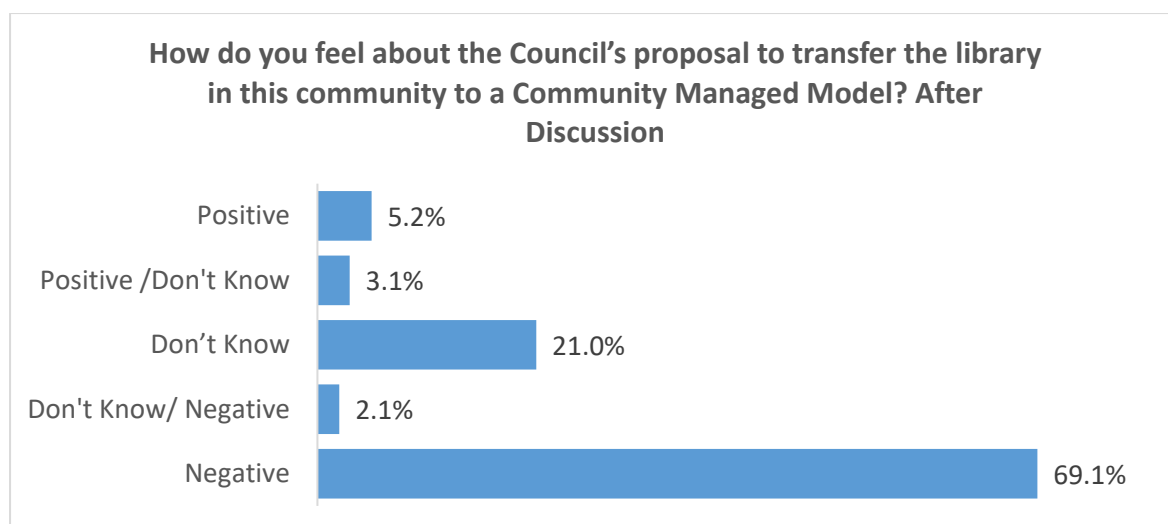
This theme came up at 8 focus groups. Some thought that we need to '*bring building up to spec*', and at one a need to '*create disabled access*' was identified. Participants at some groups thought that '*knocking down and starting again*', or '*extend the building to enable better/larger space*' was a way forward, while others thought that moving to a different building, or creating a library within new developments would be best.

Subject to available resource proposals from the local community to move or relocate a library building would be considered.

Question 5: How do you feel about the Council's proposal to transfer the library in this community to a Community Managed Model?

At the end of the sessions we asked participants this question again. Responses are in figure 90.

Figure 90



Mobiles Focus Group Feedback

There were 4 attendees at a focus group session held on 11 July 2018 at County Hall Matlock, to consult voluntary/community organisations about the possibilities of creating an alternative delivery model for the Mobile Library service. Participants were asked a series of questions, the general themes that emerged can be found below:

Question 1: Thinking about the concept of community or 'satellite' libraries are there any concerns with this option? Any ways to move forward with it?

Theme	% of comments
Ways to achieve this	71.4%
Possible partners	14.3%
Support needed	14.3%

Question 2: Thinking about the concept of CM mobile libraries are there any concerns with this option? Any ways to move forward with it?

Theme	% of comments
Ways to achieve this	25%
Possible partners	18.8%
IT	18.8%
Positives	12.5%
Other	12.5%
Funding	6.3%
Won't work	6.3%

Question 3: Any alternative suggestions or new methods of delivery in partnership with community organisations? Any other comments?

Theme	% of comments
Other	33.3%
Possible partners	25%
Things valued about mobiles	20.8%
Other options	16.7%
IT	4.2%

Learning Disability Partnership Board

On 19 July 2018 officers visited the County Learning Disability Partnership Board. Key proposals were outlined in an accessible way, with an opportunity to ask questions. Participants were then asked a series of questions and the responses are below:

Question 1: Do you use a library?

Yes	No	Don't know
66.7%	29.2%	4.2%

Question 2: What do you use the library for? What do you like about the library?

Social, community, groups and events (20.7%)

This group felt that the library was “a place to bring the community together” where you can “meet friends” and take place in activities.

Books and physical resources (19.0%)

The group like to use the library for many resources including “audiobooks”; “DVDs”, “newspapers”, and “large print”. They like the fact that it’s a “place to look at lots of books”.




Professional/trained staff (13.8%)

The group liked the fact that there are “staff to help me” and “staff with time to spend talking to visitors”, and highlighted that staff “help me if I’m feeling uneasy” and provide “information and signposting”.

Other comments

Theme	% of comments
Education	8.6%
Other	6.9%
Neutral/confidential/ safe place and wellbeing	5.2%
Additional information leaflets, displays etc	5.2%
Children's	5.2%
Building	5.2%
Benefits of being part of the Derbyshire Libraries network	5.2%
IT/technology	3.4%
Accessibility	1.7%

Question 3: What do you think about 20 of our libraries becoming CMLs?

		
64.3%	35.7%	0%

Question 4: What do you think about 20 of our libraries becoming CMLs? Tell us more:

Getting/keeping enough volunteers (15.2%)

The group were concerned that there would not be enough people to volunteer in the CMLs.

Safeguarding and Safe Places (12.1%)

“Safeguarding” and “volunteers being DBS checked and vetted” were big concerns. One person also worried “about violent abuse”.




Management/responsibility (9.1%)

The group felt that CMLs were a “big ask” bringing lots of “responsibility” to volunteers.




Other comments

Theme	% of comments
Concerns	
What if this doesn't work?/after 4 years?/closure in long term?	6.1%
IT	6.1%
Volunteer skills needed/training needs	6.1%
Building	3.0%
Finances and funding	3.0%
Access	3.0%
Other	3.0%
Ways forward?	
Preference for Community Supported Libraries/some staffing	9.1%
Need for more info	6.1%
Support needed	6.1%
Ways to achieve community libraries	6.1%
Other possible delivery models	3.0%
Training and advice needed	3.0%

Question 5: What do you think about libraries being open fewer hours?

		
21.4%	7.1%	71.4%

Question 6: What do you think about us spending less money on new books?

		
53.8%	30.8%	15.4%

Youth Council Consultation Feedback 12/05/18

Officers attended a meeting of the Youth Council on 12 May at County Hall Matlock, to consult the 40 young people in attendance. Participants were asked a series of questions, and themes emerging from the discussions are summarised below:

Question 1: How could libraries improve?

Revision guides
Charity to raise money for libraries
Online libraries – order online and collect

Opening hours – look at timetable
Smart libraries - age limit of 16? Safety and security re books
Survey of what books are important
Can schools fund libraries or public use school libraries – work more with schools
Keep safe stickers – registered safe places – what happens if libraries close
Investing in Smart libraries to save – query cost
Tested so make sure works [Smart Libraries]
Checks on people using libraries
<ul style="list-style-type: none"> • Access • Open to all • Free
[key things important to maintain about libraries]
Volunteers [no issue with this]
Invest in online libraries – download books
Marketing [could be improved]
Save money on buying books – use donations
Duffield – seems busy – how not making enough
Library app so can access services from anywhere
Need to look at where libraries are located – need to make them more usable
More resources from smaller → larger [circulation]
Buses – libraries on buses
Donations separately
Rent laptops/borrow?

Question 2: Which of these services provided by Derbyshire Libraries is most important?

Study	18
Info/homework	14
Computers/printers	13
Books – access to ones don't have/series	9
eBooks/eMags	7
Learning to read	6
Space	6
Sales	6
School visits	4
Rhyme Times	4
Events	3
Meet friends	3
Need friendly staff	0

Question 3: Looking at the proposals, what do you think are fair/unfair?

Fair	Unfair
<ul style="list-style-type: none"> • Flexible opening hours. Do surveys in library to see when and how long users would most like it to be open • Taking CDs off as new technology replaced this • Laptops to rent • <i>[illegible]</i> safer places • Opening hours – evening/afternoon important as after work/school. Weekends – used most often during this time if working/in school • Community managed service are good because you don't have to pay staff • Prioritising the parts people think is important • To only have books for an amount of time • You are able to renew the books • Opening hours – after school so students have time to go and also on Saturdays • Open later after school • Choosing open hours would be great for everyone – there are key times people need them. You could increase opening hours around exam time 	<ul style="list-style-type: none"> • Prioritising the needs of people who don't even use the libraries • Prioritising higher income for DCC • Opening hours too short. Open in evening make easily accessible to school children • Community libraries in areas of low use – could initiate a spiral of poor attendance that results in them being shut down • Library opening hours cut to not be open after school and if it becomes an e-library, school kids still can't go
Positive	Negative
<ul style="list-style-type: none"> • Opening hours – evening most popular time to study so... Weekdays: 9-12 and 3-7. Saturday 11-6. Sunday closed. Gives more study time and cuts hours • Community libraries • Community management • Having audio books for people who are blind • Having places to study and revise • Open 24 hours • Opening Hours – have 1 hour breaks to close and change shifts e.g. 9-12 (break) 1-4 (break) 5-8 • Smart libraries • Prioritising due to budget cuts is a good idea because it is important that the library services is done as well as possible, so the less popular destinations can be reduced (as 	<ul style="list-style-type: none"> • Could be a loss of community spirit • Advertisement • There need to be more books to sale. More staffing in the library. Use the mobile apps across the UK • Smart libraries – how is this going to be developed? Is it really feasible? • Make sure frontline staff are approachable and friendly • Will community library workers be trained? • The Smart libraries are too much of a gamble and it going to cost more money to train, <i>[illegible]</i> and restore damage than it will receive • Open hours – unmanned libraries after four pm • There need less money on books let more customers to buy more books • Community library may not work

<p>long as residents still have easy access to libraries)</p> <ul style="list-style-type: none"> • Community run libraries - involves everyone and volunteering looks good on CVs for young people • Voluntary work – people happy to help • eBook/eMags • Community management • Community libraries are a great idea. Saves money but keeps libraries open • Opening hours – more time in evenings from Mon-Fri. more day time on weekend • Positive – younger volunteers. Saves money • Easier to access and simpler to use • To have private lessons before schools and after schools to read books, online, or speaking to adults about a specific thing • Opening hours: good for people that can't go at the current opening times; benefits more people • Independent study space with revision guides seems like a feasible idea • Community libraries – saves money • More eBooks and alternative services • 8 til 8 • Open after school • CMLs • Having unpaid people to work at the libraries is good • Prioritising is a good idea because it means the more successful libraries get more funding because they are used more • Awareness and marketing needs to be increased • Opening hours should be outside school hours • CMLs are a good idea to save money • Smart libraries • If there was more awareness about it, eBook libraries would be a very good idea • More advertising for local libraries and services 	<ul style="list-style-type: none"> • Smart libraries – a big gamble that may not be a good decision
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<ul style="list-style-type: none"> • Open later in the day, Sundays and Saturdays, more available • More ways of making some profit e.g. selling things • Weekend openings • I think CMLs are a great idea • Smart Libraries • Community Libraries: best option to keep them running and active; the impact on jobs/employment? How many would lose jobs?; volunteering for young people? 	
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Letter/email/online feedback

This section summarises the letters and emails received relating to the consultation.

Emails and letters received via Town and Parish Councils

There were twelve emails received during the consultation period from Town and Parish Councils. These respondents echo some of the key concerns already identified in the consultation, for example on professional/trained staff, reduction in opening hours, volunteer concerns, opposed to cuts/objection to proposal, running costs/funding and concerns over a reduction in service

Concerns and key themes are collated below:

Theme	Number of responses
Opposed to cuts	2
Opposed to Smart Libraries	2
Would result in library closures	2
Mobile library service is a lifeline	2
What are plans if the community management proposal was not implemented	2
Opposed to reduction in opening hours	1
Reduction in opening hours	1
Withdrawal of DVD service	1
Unable to find volunteers	1
Would result in reduction of service	1
Consider card access when closed	1
Query re drop ins and focus groups	1
Query re usage figures	1

Emails and letters received via Councillors/MPs

Twenty two emails were received during the consultation period from Councillors/MPs. The key themes from comments received are summarised below;

Theme	Number of responses
Funding	3
Professional trained staff	3
Volunteer concerns	3
Reduction in materials fund	2

No alternative options/biased consultation	2
Long term viability/sustainability	2
Objection to proposal	1
Political	1
Reduction in service	1
Strategy information	1
Opposed to cuts	1
Poorly advertised	1
Small libraries integrated part of a larger service	1
Library usage	1
Disadvantaged communities	1
Data	1
Political	1
Funding	1
Concerns over closure	1
Community resource	1
Statutory duty	1
Keep under LA control	1
Publicity	1

e-petition

In April 2018 an e-petition called “Save Our Libraries” was created. The petition called upon DCC to keep all libraries within the managed service, with direct funding and trained librarians. It ran concurrently with the consultation and ended with 3040 signatures.

Letters and emails from members of public

Sixteen letters and emails were received during the consultation period from members of the public. The key themes from comments received are summarised below;

Theme	Number of responses
Reduction in opening hours	3
Professional/trained staff	3
Running costs	3
Objection to proposal	2
Opposed to cuts	2
Reduction in service	2
Volunteer concerns	2
All libraries under same model	2
Publicity/ drop in sessions and focus groups	2
Coffee machine	2
Sustainability	1
Political	1
Concerns over funding	1
Services for everyone	1
Make space work better	1
Resources Mobile Library Service	1
Reasons to collect demographic information	1
‘About you section’	1
Tiering	1
Object to methodology	1
Home Library Service	1

Question and Answer session at Chesterfield Library

A Question and Answer (Q&A) session was held with Cllr Barry Lewis and the Director of Community Services. Questions were taken in advance and via Twitter as well as from audience members.

Key themes from the Q&A session

- Concerns about CMLs and the recruitment and training of volunteers
- Data Protection (GDPR)
- Smart Libraries

Telephone conversations

- To address cuts to the books budget
- Raise money for library service
- To attract people to use the service
- Change in culture

Social Media

- Problems filling in the questionnaire online (1)

Letter from Derbyshire UNISON

Feedback was provided from Derbyshire UNISON expressing its opposition to the proposals and making a number of alternative suggestions. These included pausing the public consultation process, looking at alternative means of identifying the required £1.6 million savings and carrying out more research.

Pausing the consultation would have only put additional pressure on the Council and the service to deliver the savings. Throughout the original report, and in the current report being presented to Cabinet, officers have demonstrated how they have undertaken extensive research through desktop analysis of national and international library developments, working closely with other authorities (including site visits), utilising the extensive guidance provided by the Libraries Taskforce and monitoring guidance from the DCMS.

Facebook advertising feedback

A Facebook advertising campaign to promote the consultation and encourage residents of Derbyshire to have their say was undertaken. Comments received via link clicks were a good reflection of the amount of interest the Library Strategy proposals garnered or how people felt about the consultation.

There were 9 advertisements in total with some targeted at specific areas. The campaign reached 296,256 people and generated 515 comments, 232 shares and 716 post reactions.

The top performing advertisement concerned Smart libraries, reaching 131,840 people. There were 372 comments, 70 sad reactions, 93 angry reactions, and 87 likes. Overall, comments tended to be from people voicing their concerns around the safety of the library and those visiting, the quality of the libraries' services and the effect a Smart library would have upon employment. Many people seemed sceptical about the new technology, and concerned about safety; however some comments promoted the benefits of a Smart library having previously used one in other locations, particularly if they added extra hours

alongside staffed opening times. These comments are very similar to those from the questionnaire. There were 83 shares of this post and 1,765 link clicks.

The second best performing advert related to the mobile libraries proposal, reaching 119,904 people. There were 131 comments, 153 likes, 24 angry reactions, and 6 sad reactions. People commented with concerns over the frequency of visits from mobile libraries to their area, and over the loss of jobs; however there were many that said they would be prepared to be involved. There were also many political comments. There were 40 shares of this post and 1,174 link clicks.

Some posts were targeted at areas of the County with fewer people signed up to focus groups, such as a post targeted at Pinxton and surrounding areas. There was a high level of engagement considering it had a lower reach of 15,044. There were 17 comments and 17 likes. This post was shared 10 times and there were 346 link clicks.

Libraries for Derbyshire website - Google Analytics feedback

A Libraries for Derbyshire website was created to host all information relating to the Library Strategy consultation. Information about the number of times people accessed the site along with the page they viewed and the amount of time they stayed on the page was collated. The 'Have Your Say' consultation page generated the highest views at 10,302, almost double the Libraries for Derbyshire landing page at 5,351 and the highest number of people who entered the site through a specified page or set of pages. The 'Public Library Strategy' page had the highest average time spent on it, at 7.43 minutes.

Grant Funding for Community Managed Libraries

Library	2016/17 Costs	Includes Rounding to Nearest £100				
		Year 1 110%	Year 2 80%	Year 3 60%	Year 4 40%	Year 5 30%
Borrowash	£10,274	£11,400	£8,300	£6,200	£4,200	£3,100
Brimington	£20,200	£22,300	£16,200	£12,200	£8,100	£6,100
Clowne	£11,500	£12,700	£9,200	£6,900	£4,600	£3,500
Creswell	£10,184	£11,300	£8,200	£6,200	£4,100	£3,100
Duffield	£8,525	£9,400	£6,900	£5,200	£3,500	£2,600
Etwall	£8,450	£9,300	£6,800	£5,100	£3,400	£2,600
Gamesley	£12,278	£13,600	£9,900	£7,400	£5,000	£3,700
Hadfield	£8,739	£9,700	£7,000	£5,300	£3,500	£2,700
Hayfield	£8,936	£9,900	£7,200	£5,400	£3,600	£2,700
Holmewood	£7,519	£8,300	£6,100	£4,600	£3,100	£2,300
Killamarsh	£8,847	£9,800	£7,100	£5,400	£3,600	£2,700
Melbourne	£9,597	£10,600	£7,700	£5,800	£3,900	£2,900
Old Whittington	£3,103	£3,500	£2,500	£1,900	£1,300	£1,000
Pinxton	£4,276	£4,800	£3,500	£2,600	£1,800	£1,300
Somercotes	£2,127	£2,400	£1,800	£1,300	£900	£700
Tideswell	£3,847	£4,300	£3,100	£2,400	£1,600	£1,200
Whaley Bridge	£11,660	£12,900	£9,400	£7,000	£4,700	£3,500
Whitwell	£4,997	£5,500	£4,000	£3,000	£2,000	£1,500
Wingerworth	£3,270	£3,600	£2,700	£2,000	£1,400	£1,000
Woodville	£6,380	£7,100	£5,200	£3,900	£2,600	£2,000
TOTALS	£164,708	£182,400	£132,800	£99,800	£66,900	£50,200
		Total Funding Cost £532,100				

Derbyshire Libraries Tiers

Library	Proposed tier	Current total weekly opening hours	Proposed opening hours	Change per week
Chesterfield	1	57	51	6
Swadlincote	2	52.5	46	6.5
Ilkeston	2	51	46	5
Alfreton	2	51	46	5
Long Eaton	2	53	46	7
Buxton	2	53	46	7
Ripley	2	51	46	5
Dronfield	2	53	46	7
Glossop	2	53	46	7
Ashbourne	2	48	46	2
Belper	2	51	46	5
Heanor	2	51	46	5
Matlock	2	51	46	5
Bolsover	2	49	46	3
Bakewell	2	48	46	2
Shirebrook	3	43	30	13
Staveley	3	46	30	16
Sandiacre	3	38	30	8
Newbold	3	41	30	11
South Normanton	3	36	30	6
Clay Cross	3	38.5	30	8.5
Wirksworth	3	27	27	0
New Mills	3	36	30	6
Eckington	3	28	28	0
Chapel en le Frith	3	33	30	3
Borrowash	4	32	18	14
Etwall	4	16	16	0
Clowne	4	25.5	18	7.5
Duffield	4	22.5	18	4.5
Creswell	4	20.5	18	2.5
Brimington	4	26.5	18	8.5
Whaley Bridge	4	23.5	18	5.5
Killamarsh	4	26.5	18	8.5
Melbourne	4	15.5	15.5	0
Hadfield	4	17.5	17.5	0
Holmewood	4	17.5	17.5	0
Gamesley	4	18.5	18	0.5

Whitwell	4	17.5	17.5	0
Wingerworth	4	16.5	16.5	0
Pinxton	4	13.5	13.5	0
Hayfield	4	14.5	14.5	0
Tideswell	4	11.5	11.5	0
Old Whittington	4	17	17	0
Somercotes	4	22.5	18	4.5
Woodville	4	9	9	0

Appendix 5**Current and Proposed Library Opening Hours**

Chesterfield	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-19:00	9:00-19:00	9:00-19:00	9:00-19:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:00-17:00	9:00-17:00	9:00-19:00	9:00-19:00	9:00-17:00	9:00-16:00

Swadlincote	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:30	9:00-19:00	9:00-17:30	9:00-19:00	9:00-17:30	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-17:00	9:30-16:00

Ilkeston	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Alfreton	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-17:00	9:00-17:00	9:00-19:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-16:00

Long Eaton	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-17:00	9:00-19:00	9:00-19:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-16:00

Buxton	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Ripley	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:00-17:00	9:30-17:00	9:30-19:00	9:30-17:00	9:30-16:00

Dronfield	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-19:00	9:00-19:00	9:00-17:00	9:00-17:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Glossop	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Ashbourne	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-17:00	9:00-19:00	9:00-13:00
Proposed opening hours	9:30-17:00	9:30-19:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-14:00

Belper	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Heanor	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-17:00	9:30-16:00

Matlock	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-19:00	9:00-17:00	9:00-17:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-19:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-16:00

Bolsover	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-17:00	9:00-17:00	9:00-17:00	9:00-19:00	9:00-16:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-16:00

Bakewell	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-17:00	9:00-17:00	9:00-19:00	9:00-17:00	9:00-19:00	9:00-13:00
Proposed opening hours	9:30-17:00	9:30-17:00	9:30-17:00	9:30-17:00	9:30-19:00	9:30-16:00

Shirebrook	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-17:00	9.30-17:00	9.30-17:00	9.30-17:00	9.30-19:00	9.30-13:00
Proposed opening hours	9.30-12:00	9.30-17:00		9.30-19:00	9.30-17:00	9.30-12:30

Staveley	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-19:00	9.30-17:00	9.30-17:00	9.30-17:00	9.30-17:00	9.30-16:00
Proposed opening hours	9.30-19:00	9.30-12:00		9.30-17:00	9.30-17:00	9.30-12:30

Sandiacre	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-17:00	9.30-17:00	9.30-14:00	9.30-17:00	9.30-17:00	9.30-13:00
Proposed opening hours	9.30-17:00	9.30-18:00		9.30-17:00	9.30-13:00	9.30-12:30

Newbold	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-13:00 14:-17:00	9.30-13:00 14:-19:00	9.30-13:00 14:-17:00	9.30-13:00 14:-17:00	9.30-13:00 14:-17:00	9.30-16:00
Proposed opening hours	9.30-17:00	9.30-19:00		9.30-17:00	9.30-12:00	9.30-12:30

S Normanton	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-13:00	9:00-18:00	9:00-13:00	9:00-17:00	9:00-17:00	9.30-12:30
Proposed opening hours	9.30-13:00	9.30-18:00		9.30-17:00	9.30-17:00	9.30-12:30

Clay Cross	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-19:00	9.30-17:00	9.30-12:30	9.30-17:00	9.30-17:00	9.30-13:00
Proposed opening hours	9.30-19:00	9.30-17:00		9.30-17:00	9.30-12:00	9.30-12:30

Wirksworth	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours		9:00-13:00 14:00-19:00		9:00-13:00 14:00-17:00	9:00-13:00 14:00-17:00	9:00-13:00
Proposed opening hours		9.00-13:00 14:00-19:00		9.00-13:00 14:00-17:00	9.00-13:00 14:00-17:00	9.30-13:00

New Mills	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9:00-13:00 14:00-17:00	9:00-13:00 14:00-19:00		9:00-13:00 14:00-19:00	9:00-13:00 14:00-17:00	9:00-13:00
Proposed opening hours	9.30-17:00	9.30-12:00		9.30-19:00	9.30-17:00	9.30-12:30

Eckington	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	10:00-12:30 13:30-17:30	13:30-17:30		10:00-12:30 13:30-17:30	10:00-12:30 13:30-19:00	9.30-12:30
Proposed opening hours	9.30-17:30			9.30-17:00	9.30-19:00	9.30-12:30

Chapel	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Current opening hours	9.30-13:00 14:-17:30	9.30-13:00 14:-17:30		9.30-13:00 14:-19:00	9.30-13:00 14:-17:30	9.30-13:00
Proposed opening hours	9.30-12:00	9.30-17:00		9.30-19:00	9.30-17:00	9.30-12:30

Appendix 6

Grant Funding for Community Managed Mobile Libraries

Mobile	2016/17 Costs	Includes Rounding to Nearest £100				
		Year 1 110%	Year 2 80%	Year 3 60%	Year 4 40%	Year 5 30%
1	£12,384	£13,700	£10,000	£7,500	£5,000	£3,800
2	£12,384	£13,700	£10,000	£7,500	£5,000	£3,800
3	£12,384	£13,700	£10,000	£7,500	£5,000	£3,800
4	£12,384	£13,700	£10,000	£7,500	£5,000	£3,800
TOTALS	£49,537	£54,800	£40,000	£30,000	£20,000	£15,200
		Total Funding Cost £160,000				

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Appendix 7

Derbyshire County Council

Equality Impact Analysis



Department	Commissioning, Communities and Policy
Service Area	Libraries and Heritage
Changes or proposals	Proposal to implement the Libraries for Derbyshire Strategy
Chair of Analysis Team	Catherine Mills
Date of Analysis	October 2018
Version	5

1 Prioritising what is being analysed

a Description of current service arrangements

The Derbyshire public library service is currently delivered through 45 static libraries and 2 mobile libraries, which are managed and maintained by Derbyshire County Council (DCC). In 2016/17 there were 2.2 million visits to static libraries across Derbyshire, generating 2.6 million issues and 14,482 visits to the 2 mobiles generating 64,375 issues.

In 2016/17 there were 143,255 registered library service users, with 113,895 active users who have used the library service within the last year.

The public libraries offer free Wi-Fi and public access PCs, which were used by 169,197 people in 2016/17.

For library users who are unable to access the library service, there is a Home Library Service serving around 2,000 people, which is managed by staff and delivered by staff and volunteers.

There is a free 24 hour digital library service providing access to eBooks, eAudio, eMagazines, online library catalogue and online information resources. In 2016/17 there were approximately 500,000 online transactions for these services.

The acquisition of new books and resources is funded through the Library Service Materials Fund.

b Details of proposals or changes

- To deliver the library service through 25 libraries under direct Council control and 20 Community Managed Libraries (CMLs).
- To use tiering to allocate future resources and services. It is proposed to have four tiers of provision:
 - Tier 1 – Chesterfield Library, central library for Derbyshire, with proposed opening hours of up to 51 hours per week.
 - Tier 2 – 14 libraries. These libraries contribute a minimum of 2% of total public library use, with proposed opening hours of up to 46 hours per week, over 6 days with 1 late evening.
 - Tier 3 – 10 libraries. These libraries contribute between 1 and 1.9% of total public library use, with proposed opening hours of up to 30 hours. The libraries will be open between 4 and 6 days per week, and for at least 3 hours on a Saturday.
 - Tier 4 – 20 libraries. These libraries contribute less than 1% of total public library use. These 20 libraries have been identified for community management based on current levels of use and evidence of need. Proposed opening hours of up to 18 hours per week, or to maintain current opening hours if less than 18.
- To reduce the overall amount of time that libraries are open to the public and to introduce new timetables for each library.
- To reduce the amount of new materials and library resources which are purchased for the library service.
- To seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library service.

- To consider the future implementation of smart library technology in the 25 retained libraries. This technology allows users to enter locked library buildings using their library card and PIN, to borrow books and log onto the internet without staff being present.
- That the library service stops providing a DVD rental service.

c Rationale for proposed changes

The implementation of the Libraries for Derbyshire strategy will save approximately £1.6 million from the Library Services budget, which is in line with Derbyshire's County Council's Five Year Financial Plan, as agreed by Cabinet on 20 July 2017. Savings on this scale, on top of those already made in previous years, cannot be achieved without transformational changes to the current service delivery model.

Greater involvement of local communities will minimise the need to reduce the service and prevent library closures.

DCC's ambition is for greater collaboration between local communities and public services, to work together to create resilient and thriving communities. It is envisaged that the proposed service redesign will ensure that the Council fulfils its statutory duty, whilst realising efficiencies and allow community libraries to evolve to meet local needs.

2 The team carrying out the analysis

<i>Name</i>	<i>Area of expertise/role</i>
Catherine Mills	Library Service Development Manager
Julie Powell	Library Service Delivery Manager
Michelle Parker	Project Manager: performance and data analysis /consultation
Carla Nitti	Project Officer
Kirstie Matkin	Access and Inclusion Manager (Equality and diversity group member)

3 Existing information and consultation based feedback

Sources of data and reason for using

Source	Reason for using
Library Consultation Questionnaire Results	To consider the thoughts, concerns and alternative suggestions of the users and non-users on the library strategy proposals
Drop In sessions in Libraries & Q&A session for the public	To consider the thoughts, concerns and alternative suggestions of the users and non-users on the library strategy proposals
Focus Groups in the 20 communities proposed for CMLs and the mobile library users	To understand the ideas, concerns and alternative suggestions of the users and non-users living in the communities proposed for community managed model
Feedback from meetings with: Youth Council BME Forum Deaf Charter Learning Disability Partnership	To consider the thoughts, concerns and alternative suggestions of specific users and non-users on the library strategy proposals
Letters/emails and other correspondence	To consider the thoughts, concerns and alternative suggestions of the users and non-users on the library strategy proposals
Facebook campaign	To consider the thoughts, concerns and alternative suggestions of the users and non-users on the library strategy proposals
Library Management System Data	To analyse library data over the past five years including stock availability, stock issues and renewals, self-service use, customer profiles and customer use
Visitor Counter Performance Data	To analyse the visitor numbers in libraries over the past five years to ascertain trends of use

Netloan statistics	To analyse computer usage data in Derbyshire libraries over the past four years to ascertain trends of use
Online database and eServices (eBooks/eAudio/eMagazines)	To analyse usage of the digital library services to ascertain trends of use since the start of each service
CIPFA	Comparative and benchmarking data to measure services and resources against other similar authorities
Census 2011 and ONS Mid-Year population statistics	To provide an insight on the population demographics and needs of Derbyshire
Derbyshire Customer Segmentation Model	Provides an analysis of library customers data to show which customer segments, or sub-clusters, are the most likely to use particular library services
GIS Mapping data	Geographic data of Derbyshire to show locations of the public library buildings and mobile library stops
Index of Multiple Deprivation Data	To identify deprivation levels within draft library catchment areas
Get Digital Heat Map	To understand the likelihood of digital exclusion across Derbyshire
Good Things Foundation Research	To understand the impact of digital exclusion on individuals
Literacy Trust	To understand the levels of adult and children's literacy
Department of Education	To understand the school/pupil characteristics for Derbyshire
Library Staff/officer knowledge	To use local knowledge about how Derbyshire libraries are used and information gained from visits and meetings with library colleagues in other authorities who have implemented CMLs

4 Known impact on different protected characteristic groups and any mitigation

Statutory

<p>Protected Group</p> <p>Age including children and families, older people</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>The proposed changes to the library service, will have a greater impact on older users 65+ as they constitute 27% of active library members and on under 18s, as they constitute 33% of active library members. This includes families who use the children's areas in libraries to access specific resources suitable for children and young people.</p> <p>Community Managed Libraries</p> <p>The transfer of the 20 libraries to community management will ensure that users of all ages will be able to continue to access books, free Wi-Fi and computers within their local community. There will be an impact on users who require additional help with IT services, or younger users, who attend Story times and children's activities, if volunteers do not have the confidence or knowledge to help them.</p> <p>The community libraries will provide new volunteering opportunities for older people and younger people looking to gain work experience. There is evidence to suggest that volunteering benefits people by helping to alleviate social isolation and loneliness.</p> <p>Information from other authorities who have implemented CMLs, shows that older people are more likely to volunteer, and manage these libraries, and that there is a high level of commitment. However, there are concerns about the long term implications of the increase in the retirement age and the impact this may have for the recruitment of future volunteers.</p> <p>As no libraries are closing, there is no change to users travel times to libraries, however, there will be an impact if the volunteers choose to move the location of the library.</p> <p>Tiering</p> <p>There will be an impact on existing users of all ages across the service if tiering is introduced. The greatest impact will be on older and younger users who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services.</p>
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	<p>Reduction to opening hours There will be an impact on existing users of all ages, if opening hours in libraries reduce as this will limit the time available for users to access the library and its resources.</p> <p>Reduction to the Materials Fund There will be an impact on existing users of all ages if there is a reduction in the Materials Fund with less resources available for people to borrow and use. The library service will prioritise funding for specific areas of stock for older people and children.</p> <p>Volunteer Managed Mobiles The mobile library service is heavily used by older people, so any changes to the mobile library service will have a greater impact on them.</p> <p>Smart Libraries There will be an impact with the introduction of smart libraries on under 16s, as they will not be able to use an unstaffed library without an adult. There will also be an impact on older users who are not confident in using technology, or require staff assistance.</p> <p>Stopping the DVD service There will be an impact on all existing DVD users of all ages, if the library service stops this service.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>The lowest number of questionnaire respondents came from the under 16 and 16-24 age groups, the highest numbers of responses came from the 65-84 year old range, (around 44%). Efforts were made to promote the consultation to children and young people, through professionals' networks and by consulting the Youth Council. However, under 16s are under-represented in the results, accounting for only 1% of respondents, where library service data indicates that children and young people (aged 18 and under), represent 33% of active library users. Nonetheless, many adults responding to the consultation did represent the needs of children and young people in their comments.</p>

	<p>Patterns of identified use of Derbyshire Libraries (highest percentage figure used)</p> <p>47% of respondents aged 45-64, 4% of 16-24s and 3% under 16 visit the library almost every day. 45% of 65-84s visits at least once a week and 22% of 25-44s visit less frequently, but within the last 6 months.</p> <p>For the mobile library 67% of 65-84s and 8% of over 85s use the service every 4 weeks, which correlates to the 4 weekly timetables. 38% of 45-64s, 27% of 25-44s and 3% of under 16s use the service less frequently, but within the last 6 months and 5% of 16-24s had used the service between 6-12 months ago.</p> <p>For under 16s the most important library service is hiring a library room. The following services were all jointly important: borrowing books, using a computer, using free Wi-Fi, attending a children's event or activity, attending an adult or social group activity, using the library for reference or research purposes and other services.</p> <p>For 16-24s the three most important library services are: using free Wi-Fi, attending an adult or social group activity and hiring a library room.</p> <p>For 25-44s the three most important library services are: attending a children's event or activity, other services and joint using a computer and free Wi-Fi.</p> <p>For 45-64s the three most important library services are: using a computer, using the online library service and using the free Wi-Fi.</p> <p>For 65-84s the three most important library services are: reading newspapers, using the mobile library service and picking up other information.</p> <p>For over 85s the three most important library service are: using the home library service, using the mobile library service and reading newspapers. In terms of patterns of use:</p> <ul style="list-style-type: none"> • 45% of 65-84 year olds had borrowed a book in the last week. • 54% of 65-84 year olds had never borrowed a book. • 48% of 45-64 year olds had borrowed a DVD longer than a year ago • 44% of 45-64 year olds had borrowed a talking book longer than a year ago • 43% of 65-84 year olds had never used a computer or Wi-Fi in the library.
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- 44% of 65-84 year olds had read a magazine or newspaper in the library in the last week.
- 54% of 65-84 year olds don't know when they last used the library for reference and research.
- 46% of 45-64 year olds don't know when they last used the online library service.
- 44% of 25-44 year olds have used the home library service in the last year.

Community Managed Libraries

When considering the proposal to transfer 20 libraries to community management, the results across all age ranges show that more people disagreed with proposals than agreed, with the exception of the 85 years or older age group, who had more people agreeing with the proposal than disagreeing.

The main areas of concern highlighted in the consultation were the safeguarding of children and vulnerable adults. However, some respondents reported that as an older person, they would be happy to volunteer to work in the library and there were respondents from the Youth Council, who saw CMLs as a volunteering opportunity for young people.

Tiering

The only age range which had a higher number of people agreeing with the proposal to use tiering to allocate future resources and services, was the age group 65-84 year olds. The rest of the age ranges showed that more people disagreed with the proposal than agreed.

Comments in the consultation stated that services for children, such as Story times and children's books, should be available in all libraries and that the library was an important social space for older people.

Reduction to weekly opening hours

Across all age groups there was a higher number of people disagreeing with the proposal to reduce the weekly opening times, than agreeing with it. A greater proportion of people under 25 use a computer or Wi-Fi regularly, so the reduction to weekly opening hours will have a greater impact on younger people by limiting their ability to use these services.

Comments from both the questionnaire and the Youth Council, stated that the opening hours need to accommodate the needs of students and school children, particularly after school and in the

	<p>evenings, to provide study space and to support homework requirements and educational needs. It was also commented that the reduction may adversely impact the elderly who are regular users of the library service. The analysis also showed that people are concerned that by reducing the opening hours, children will have less time to use libraries and therefore less opportunity to develop a love of reading and to enhance their literacy skills.</p> <p>Comments from Ashbourne stated that the reduction of the library's late night opening from two nights to one was discriminatory towards young people; on Tuesday evening the library hosts the Young Writers group and on Fridays the library is used by a group of young people to play role playing games. By losing one of the late night opening the young people of Ashbourne would lose one of these groups.</p> <p>Comments from Sandiacre highlighted that the proposed closure on Monday afternoon would disproportionately affect older people and younger people, as this is when the library hosts the colouring class for the elderly and a local school's class visit.</p> <p>Reduction to the materials fund</p> <p>Across all age groups there were a higher number of people disagreeing with the proposal to reduce the amount of new materials and library resources. In terms of use of resources, a higher proportion of over 65s use of audio books so any reduction in the budget for these will have a greater impact on older people. Older adults aged 65-85 have also identified that reading newspapers in the library is one of their most important services, so any cuts to this area will disproportionately affect them</p> <p>Comments from the general questionnaire and the Youth Council include concerns about reducing children's books and the impact on education, literacy and homework. Spending on eResources was also raised in the context that not all older readers used new technology. However, the Youth Council wanted more investment in online resources.</p> <p>Volunteer managed mobiles</p> <p>All age groups had a higher number of respondents agreeing with the proposals to seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library Service.</p> <p>Through the questionnaire, comments were made regarding the possible impact the changes to the Mobile Library Service would have on the elderly and those confined to their own home.</p>
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	<p>Smart Libraries</p> <p>More respondents in the 16-24 age group agreed with the proposal to consider the implementation of smart libraries in the 25 retained libraries. All other age groups had a higher number of respondents disagreeing with the proposal.</p> <p>Concerns were raised at the Youth Council about young people under 16 being able to access smart libraries. Comments from the questionnaire show that some respondents had concerns about child safeguarding issues, safety and intimidation of the elderly. It was also commented that some older people may not be comfortable going into a library on their own, or using the technology required.</p> <p>Stopping the DVD service</p> <p>All ages from 25 years and older had a higher number of respondents agreeing with the proposal to stopping the DVD loan service. Conversely there was a higher number of respondents aged 24 or younger disagreeing with the proposal.</p> <p>Comments from the questionnaire highlighted the benefit of the DVD service to younger people and to older people, especially if they are unable to use new technologies to access films.</p>
	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries & Mobile Library Service</p> <p>To help communities manage the transition, the library service will create a package of support to assist with the implementation of CMLs which will include:</p> <ul style="list-style-type: none"> • Grant funding support for 5 years • Funding of £50,000 identified to pay for independent support for CMLs • Seeking the assistance of Locality to help support CMLs • Enhanced financial support over the first two years, with the Council taking more ownership of financial processes on behalf of CMLs • A managed transition ensuring staff support over the first two years • Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages • Ensuring any new staffing structure includes support for CMLs

	<p>CMLs and Community Managed Mobiles will be asked to agree a Service Level Agreements (SLA), to ensure current service provision levels and library policies are adhered to and maintained, including legal obligations such as adhering to Derbyshire Libraries' Safeguarding Children policy. All volunteers will be trained in safeguarding, to ensure libraries remain safe places for under 18s and other vulnerable people.</p> <p>Training and support will be offered to volunteers and organisations so that activities for young children and older adults, and IT support can continue. CMLs will ensure that the library services remain open, which will provide older adults and children the social space to engage in, and study space for children to use for homework and research purposes.</p> <p>The library service will continue to offer Home Library Service to those who cannot access a physical library.</p> <p>Reduction to weekly opening hours</p> <p>The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The service will maintain a variety of opening times including daytimes, (which were identified as important for older people), evenings and Saturdays (which were identified as important for working people and families). Ashbourne library will retain two late nights to enable the youth groups to continue to meet and Sandiacre will remain open on Monday afternoons.</p> <p>The library service will continue to offer a 24/7 digital service, where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.</p> <p>Reduction to the materials fund</p> <p>The library service will take into account comments from the consultation and data from the Library Management System (LMS), when deciding how to implement the reduction in the Materials Fund. The library service will continue to provide newspapers in libraries, which was identified as a priority for over 65s and ensure new educational books and resources are available for young people to use and access.</p> <p>Smart Libraries</p> <p>On the introduction of smart libraries a separate Privacy Impact Assessment (PIA) and Equality Impact Analysis (EIA) will be produced, based upon the technology available at that time. Health and</p>
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	<p>Safety, Legal and Risk Management colleagues will all be consulted to advise and help plan the implementation. The Smart Library concept would also be trialled before any implementation.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries, which currently stock DVDs and will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
<p>Protected Group</p> <p>Disabled people including mobility, sensory, learning, mental health, HIV, and also include carers and relatives</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>The Library Service currently offers work experience to adults and young people with learning disabilities, as well as dedicated activities such as bag books sessions and visits to the library for example Bag Book sessions at Chesterfield and Old Whittington Libraries. There will be an adverse impact for this group, if the reduction of staff in County Council run libraries and the introduction of CMLs, mean that staff and volunteers are unable to support the work experience students.</p> <p>Community Managed Libraries The transfer of the 20 libraries to community management, will ensure that users of all disabilities will be able to continue to access books, free Wi-Fi and computers within their local community. There will be an impact on users who require additional help with IT services, or attend activities, if volunteers do not have the confidence or knowledge to help them.</p> <p>As no libraries are closing there is no change for users with regards to travel times to libraries. All 45 libraries are as accessible as possible, subject to the limitations of the building. However, If CMLs move to other premises, or don't maintain the building, or make changes to the layout (e.g. shelves too close together), this will have an impact on people who have mobility issues.</p> <p>Hearing Loops are currently available in all 45 libraries for people who are hearing impaired, if CMLs do not have them, or maintain them, it will affect this group.</p>

	<p>All libraries are designated Safe Places for people with Learning Disabilities; if CMLs do not sign up to the scheme there will be a greater impact on vulnerable adults, as there will be a reduction of safe places available across Derbyshire.</p> <p>Tiering There will be an impact on existing users of all abilities across the service if tiering is introduced. The greatest impact will be on disabled users, who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services.</p> <p>The reduction of staff will impact upon the libraries ability to support vulnerable people and people with mental health issues, with activities such wellbeing and wellbeing days and signposting people to other partners and organisations, such as CAB to help with homelessness, debt advice etc.</p> <p>Reduction to opening hours There will be an impact on existing users of all abilities, if opening hours in libraries reduce, as this will limit the time available for users to access the library and its resources.</p> <p>Reduction to the Materials Fund There will be an impact on existing users of all abilities if there is a reduction in the Materials Fund.</p> <p>The library service provide books in large print, audio and other formats such as braille, which are used by visually impaired and print denied people. Audio in particular, has shown much less of a decline in use than other types of stock, showing the continued demand for it among library users. Reductions to these areas of stock will disproportionately affect this user group.</p> <p>Volunteer Managed Mobiles There will be an impact on all existing users of all abilities, if there are any changes to the mobile library service.</p> <p>Smart Libraries There will be an impact on disabled library users, who are not able to use technology or require staff assistance in order to use the library. There will also be an adverse impact on the safe places scheme, as libraries will only be able to be designated as being safe during staffed times and not for all of the opening times.</p>
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	<p>Stopping the DVD service There will be an impact on all existing DVD users of all disabilities, if the library service stops this service.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>Data from the consultation analysis shows that 14% of respondents consider themselves disabled. 62% identified as having a disability affecting mobility, 21% have a disability affecting hearing, 16% have a disability affecting vision, 9% have a learning disability and 28% have identified as other. Some respondents identified with more than one disability.</p> <p>Patterns of identified use of Derbyshire Libraries 29% of respondents who considered themselves disabled, visit the library at least once a week, 27% visit about once a month and 7% have never used the library. For the mobile library 75% of respondents have never used the mobile library service and the highest percentage of users, at 13% had last visited the service more than 12 months ago.</p> <p>The three library services considered to be the most important are: borrowing books, using the library for reference or research purposes and using the computer. In terms of patterns of use among respondents who consider themselves disabled:</p> <ul style="list-style-type: none"> • 31% of respondents had borrowed a book in the last week. • 10% of respondents had never borrowed a book. • 55% had never borrowed a DVD • 70% of respondents had never borrowed a talking book. • 40% of respondents had never used a computer or Wi-Fi in the library. • 40% of respondents had never read a magazine or newspaper in the library. • 24% of respondents had used the library for reference and research in the last year. • 48% of respondents had never used the online library service. • 82% of respondents had never used the home library service <p>Just over a third of the attendees at the Learning Disability Partnership board, used the library service. The top three themes of library use from the board are: social, community, groups and events, books and physical resources; and professional, trained staff.</p>

Community Managed Libraries

The majority of respondents disagreed with the proposal to deliver the service through 20 CMLs.

The majority of participants at the Learning Disability Partnership Board were unhappy with the idea of CMLs, the remaining participants were undecided. The main concerns from the board were: recruiting and keeping enough volunteers, safeguarding and Safe Places, and the management and responsibilities of CMLs. Some attendees explained that the library is somewhere to go to help them to calm down if they are upset, and highlighted the role of library staff in this. Some were very worried about community libraries with no paid staff, and overall the group would rather reduce opening hours than transfer libraries to community management. Their main preference was for community supported libraries/some staffing.

Tiering

The majority of respondents disagreed with the proposal to use tiering to allocate future resources and services.

Reduction to weekly opening hours

The majority of respondents disagreed with the proposal to reduce the overall time that libraries are open to the public. A comment from the questionnaire stated that there would be an impact of the reduction to opening hours at Shirebrook Library, by people with learning difficulties who use the library for social groups.

71.4% of the attendees from the Learning Disability Partnership Board, were happy about libraries being open fewer hours, 7.1% were undecided and 21.4% were unhappy.

Concerns identified by respondents to the questionnaire included the impact for adults with learning disabilities, who use libraries for meeting with social groups, and on socially isolated or lonely people who use libraries for social interaction, which helps their wellbeing and mental health.

Reduction to the materials fund

The majority of respondents disagreed with the proposal to reduce the amount of new materials and library resources. In terms of use a higher proportion of people with a disability borrow audio books or read the newspapers in libraries so any cuts to these areas will disproportionately affect them.

	<p>53.8% of the attendees from the Learning Disability Partnership Board, were unhappy about libraries spending less money on new books, 30.8% were undecided and 15.4% were happy.</p> <p>Respondents to the questionnaire raised concerns about reductions to large print and audiobook buying, which are considered essential services for the blind and visually impaired people.</p> <p>Volunteer managed mobiles</p> <p>The majority of respondents agreed with the proposal to seek greater community involvement from voluntary/community organisations, in the provision of the Mobile Library Service. In terms of use a very slightly higher proportion of disabled respondents use the service regularly and so will be disproportionately affected by the changes.</p> <p>Some respondents commented that the mobile library was a lifeline in providing access to the library service for disabled people.</p> <p>Smart Libraries</p> <p>The majority of respondents disagreed with the proposal to consider the implementation of smart libraries, in the 25 retained libraries. The responses from people who consider themselves to be disabled, show little variation from those who don't consider themselves to be disabled.</p> <p>Some respondents were concerned that due to safeguarding and access issues, this would disproportionately affect disabled and vulnerable people. Some also felt that smart libraries could not continue to be designated Safe Places, and others said that this proposal would reduce the wellbeing benefits of libraries. Comments were also received about the lack of staff to deal with someone who became ill or injured and needed medical attention, which could be a particular concern for disabled people.</p> <p>Stopping the DVD service</p> <p>The majority of respondents agreed with the proposal to stop providing a DVD loan service. Some respondents highlighted the benefits of the DVD service to disabled and print denied customers, including people with learning disabilities.</p>
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	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how, will they assist?</p> <p>Community Managed Libraries and Mobile Library Services</p> <p>To support communities with this transition the library service will create a package of support to assist with the implementation of CMLs, which will include:</p> <ul style="list-style-type: none"> • Grant funding support for five years • Funding of £50,000 identified to pay for independent support for CMLs • Seeking the assistance of Locality to help support CMLs • Enhanced financial support over the first two years, with the Council taking more ownership of financial processes on behalf of CMLs • A managed transition ensuring staff support over the first two years • Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages • Ensuring any new staffing structure includes support for CMLs <p>CMLs and Community Managed Mobiles will be asked to agree a SLA to ensure current service provision levels and library policies are adhered to and maintained, including legal obligations such as adhering to DCC's Safeguarding Policy and Equality and Diversity Strategy. All volunteers will be trained in safeguarding, to ensure libraries remain safe places for disabled and vulnerable people and CMLs will be encouraged to continue with the Safe Places scheme.</p> <p>Training and support will be offered to volunteers and organisations, so that social interaction opportunities, such as events and activities, can continue in the CMLs. Visits to other Library Authorities, who have implemented CMLs, have shown that these libraries are still used as safe spaces by vulnerable adults and adults with learning disabilities and by the organisations who support these groups of adults.</p> <p>Any changes to the location of the library, will need to be in consultation with the library service and DCC Property Services to ensure the proposed site is appropriate and accessible. The hearing loops in CMLs will be included in Derbyshire Libraries routine testing procedures.</p>
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	<p>Whilst it cannot be guaranteed to continue, the library service will work with Adult Care and the Disability Employment Service, to provide work experience opportunities for adults and young people with learning disabilities in DCC managed libraries.</p> <p>Library staff in the 25 DCC managed libraries will continue to support the Safe Places scheme and where possible, will continue to offer dedicated activities and visits for adults with learning disabilities. The library service will continue to offer Home Library Service to those who cannot access a physical library.</p> <p>Reduction to weekly opening hours The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The service will maintain a variety of opening times including daytimes, evenings and Saturdays.</p> <p>The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.</p> <p>Reduction to the materials fund The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund. The library service will continue to provide new large print, audio books and other resources such as braille.</p> <p>Smart Libraries On the introduction of Smart libraries, a separate PIA and EIA will be produced, based upon the technology available at that time. Health and Safety, Legal and Risk Management colleagues will all be consulted, to advise and help plan the implementation. The Smart Library concept would also be trialled before any implementation.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries, which currently stock DVDs and will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
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<p>Protected Group</p> <p>Gender (Sex) including men and women, boys and girls</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>The library service does not collect user data on gender. In the 2017 Mid-Year Population Estimates by the Office of National Statistics, 49% of Derbyshire's population is male compared to 51% female.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>65% of the questionnaire respondents were female, 35% respondents were male.</p> <p>Patterns of identified use of Derbyshire Libraries</p> <p>5% of male respondents and 4% of female respondents visit the library at least once a week, 25% male and 30% female respondents visit about once a month and 11% male and 5% female respondents have never used the library. For the mobile library 83% of male and 77% of female respondents have never used the mobile library service and the highest percentage of users, at 10% for male and 14% female, had last visited the service more than 12 months ago.</p> <p>For both male and female respondents, the three library services considered to be the most important are; borrowing books, using the library for reference or research purposes and using a computer. In terms of patterns of use:</p> <ul style="list-style-type: none"> • 40% of female respondents had borrowed a book in the last week compared to 27% of males. • 14% male respondents had never borrowed a book compared to 5% of females. • 59% of male and 48% of female respondents had never borrowed a DVD. • 79% of male and 66% of female respondents had never borrowed a talking book • 48% male and 43% female respondents had never used a computer or Wi-Fi in the library. • 47% of female and 45% of male respondents had never read a magazine or newspaper in the library. • 26% of male and female respondents had used the library in the last year for reference and research.

- 57% male and 40% female respondents had never used the online library service. 20% female and 12% male respondents had used the service in the last week.
- 91% of male and 87% of female respondents had never used the home library service.

Community Managed Libraries

The majority of male and female respondents disagreed with the proposal to deliver the service through 20 CMLs, though more females agreed with the proposals compared to males.

Tiering

More male respondents agreed with the proposal to use tiering to allocate future resources and services, whereas more female respondents disagreed with the proposal.

Reduction to weekly opening hours

The majority of both male and female respondents disagreed with the proposal to reduce the overall time that libraries are open to the public.

Reduction to the materials fund

The majority of both male and female respondents disagreed with the proposal to reduce the amount of new materials and library resources.

Volunteer managed mobiles

The majority of both male and female respondents agreed with the proposal to seek greater community involvement from voluntary/community organisations, in the provision of the Mobile Library Service.

Smart Libraries

The majority of male and female respondents disagreed with the proposal to consider the implementation of Smart libraries in the 25 retained libraries. However, the proportion of females disagreeing was much higher than the proportion of males who disagreed.

In the general comments some respondents commented that women and mothers may feel vulnerable using an unstaffed library.

c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?

Community Managed Libraries & Mobile Library Service

To support communities with this transition the library service will create a package of support to assist with the implementation of CMLs which will include:

- Grant funding support for 5 years
- Funding of £50,000 identified to pay for independent support for CMLs
- Seeking the assistance of Locality to help support CMLs
- Enhanced financial support over the first two years with the Council taking more ownership of financial processes on behalf of CMLs
- A managed transition ensuring staff support over the first two years
- Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages
- Ensuring any new staffing structure includes support for CMLs

CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained.

Training and support will be offered to volunteers and organisations, so that activities and events and IT support can continue.

Reduction to weekly opening hours

The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The service will maintain a variety of opening times including daytimes, evenings and Saturdays.

The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.

Reduction to the materials fund

The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund.

	<p>Smart Libraries On the introduction of Smart libraries a separate PIA and EIA will be produced, based upon the technology available at that time. Health and Safety, Legal and Risk Management colleagues will all be consulted, to advise and help plan the implementation. The Smart Library concept would also be trialled before any implementation.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries, which currently stock DVDs, which will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
<p>Protected Group</p> <p>Gender reassignment – including impact, if any, on transgender people</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>Community Managed Libraries There will be an impact upon people who require a safe space to access support and information, which may be difficult to do at home, as they may feel they are unable to do this in a CML</p>
	<p>b From existing customer and other feedback including consultation feedback– who is likely to be adversely affected, how and to what degree? Will anyone gain or benefit?</p> <p>No disproportionate impact.</p>

	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels, and library policies are adhered to and maintained, including the Equality and Diversity strategy.</p>
<p>Protected Group</p> <p>Race – including all racial groups, including impact, if any, on Gypsies and Travellers</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>At 4%, Derbyshire has a low proportion of people who identify with a minority ethnic group. The percentage of active library users who have identified themselves as BME is 2%.</p> <p>Tiering There will be an impact on existing users across the service if tiering is introduced. The greatest impact will be on users who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services. The reduction in staff will have an impact upon the library service's ability to community cohesion events in areas such as Shirebrook and Chesterfield, where there are large populations of different communities e.g. Polish and Chinese.</p> <p>Reduction to opening hours There will be an impact on existing users if opening hours in libraries reduce, as this will limit the time available for users to access the library and its resources.</p> <p>Reduction to the materials fund There will be a disproportionate impact to this group if there is a reduction to the Materials Fund. The library service provides resources in dual languages and community languages, which are used by different communities, including the Syrian Refugee families.</p> <p>Volunteer Managed Mobiles The changes to the mobile library service will disproportionately impact upon the two travellers' sites in Derbyshire.</p>

	<p>Smart Libraries There will be a disproportionate impact on library users who are not able to use technology, possibly if English is not their first language, or require staff assistance in order to use the library.</p> <p>Stopping the DVD service There will be an impact on all existing DVD users, including users who borrow foreign language films, if the library service stops this service.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>4% of the questionnaire respondents stated that their ethnic group was not White British.</p> <p>Patterns of identified use of Derbyshire Libraries 9% of respondents visit the library at least once a week, 36% of respondents visit the library about once a month and 2% have never used the library. For the mobile library 74% of respondents have never used the mobile library service and the highest percentage of users, at 12% had last visited the service more than 12 months ago.</p> <p>The three library services considered to be the most important are; borrowing books, using the library for reference or research purposes and using a computer. In terms of patterns of use:</p> <ul style="list-style-type: none"> • 42% of respondents had borrowed a book in the last week. • 3% of respondents had never borrowed a book. • 38% of respondents had never borrowed a DVD. • 57% of respondents had never borrowed a talking book. • 34% of respondents had used a computer or Wi-Fi in the library in the last week • 32% of respondents had never read a magazine or newspaper in the library • 28% of respondents had used the library in the last week for reference and research. • 36% of respondents had never used the online library service. • 88% of respondents had never used the home library service.

	<p>Community Managed Libraries The majority of respondents disagreed with the proposal to deliver the service through 20 CMLs</p> <p>Tiering The majority of respondents disagreed with the proposal to use tiering to allocate future resources and services.</p> <p>Reduction to weekly opening hours The majority of respondents disagreed with the proposal to reduce the overall time that libraries are open to the public. In terms of use, a higher proportion of people who stated their ethnicity as not White British attended both adult and children's events and used the computers or Wi-Fi. The reduction of opening hours will have disproportionate impact on this group as it limits the time for them to access these services.</p> <p>Reduction to the materials fund The majority of respondents disagreed with the proposal to reduce the amount of new materials and library resources. In terms of use a higher proportion of people in this group read newspapers in the library, so any reduction to the newspaper budget will have a disproportionate impact.</p> <p>Volunteer managed mobiles The majority of respondents agreed with the proposal to seek greater community involvement from voluntary/community organisations in the provision of the Mobile Library Service.</p> <p>Smart Libraries The majority of respondents disagreed with the proposal to consider the implementation of Smart libraries in the 25 retained libraries.</p> <p>Stopping the DVD service The majority of respondents agreed with the proposal to stop providing a DVD loan service.</p>
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	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries & Mobile Library Service</p> <p>To support communities with this transition the library service will create a package of support to assist with the implementation of CMLs which will include:</p> <ul style="list-style-type: none"> • Grant funding support for five years • Funding of £50,000 identified to pay for independent support for CMLs • Seeking the assistance of Locality to help support CMLs • Enhanced financial support over the first two years, with the Council taking more ownership of financial processes on behalf of CMLs • A managed transition ensuring staff support over the first two years • Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages • Ensuring any new staffing structure includes support for CMLs <p>CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained including the Equality and Diversity Strategy.</p> <p>Training and support will be offered to volunteers and organisations, so that activities and events and IT support can continue.</p> <p>Reduction to weekly opening hours</p> <p>The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The service will maintain a variety of opening times including daytimes, evenings and Saturdays.</p> <p>The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.</p>
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	<p>Reduction to the materials fund The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund. The Library Service will continue to buy and rent resources in community languages, including Arabic to support the Syrian Families, as well as continuing to buy newspapers.</p> <p>Smart Libraries On the introduction of Smart libraries a separate PIA and EIA will be produced, based upon the technology available at that time. Health and Safety, Legal and Risk Management colleagues will all be consulted to advise and help plan the implementation. The Smart Library concept would also be trialled before any implementation.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries which currently stock DVDs, which will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
<p>Protected Group</p> <p>Religion and belief including non-belief, including religious minority communities, Humanists</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>Community Managed Libraries There will be an impact upon people who require a safe space to access support and information which may be difficult to do at home as they may feel they are unable to do this in a CML.</p> <p>Tiering The reduction in staff will have an impact upon the library service's ability to organise promotions and events to promote understanding of communities such as World Holocaust Day.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how and to what degree? Will anyone gain or benefit?</p> <p>No disproportionate impact.</p>

	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained, including the Equality and Diversity strategy.</p> <p>Tiering Whilst it cannot be guaranteed to continue, the library service will work with organisations and partners to provide promotions and events to promote understanding of communities.</p>
<p>Protected Group</p> <p>Sexual orientation – including the impact, if any, on any lesbian, gay and bisexual people</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>Tiering The reduction in staff will have an impact upon the library service's ability to organise promotions and events to lesbian, gay, bisexual, transgender and questioning (LGBTQ) communities such as The Green Carnation Book Prize, which celebrates LGBTQ literature.</p> <p>Reduction to the Materials Fund There will be an impact to this group if there is a reduction to the Materials Fund. The library service ensures that LGBTQ authors and book awards are bought across the service.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>No disproportionate impact.</p>

	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained, including the Equality and Diversity strategy.</p> <p>Tiering Whilst it cannot be guaranteed to continue, the library service will work with LGBTQ organisations and partners to provide promotions and events in libraries.</p> <p>Reduction to the materials fund The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund. The library service will continue to buy resources from LGBTQ authors.</p>
<p>Protected Group</p> <p>Pregnancy and maternity – including new mothers/ parents</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>Community Managed Libraries The transfer of the 20 libraries to community management will ensure that users of all ages will be able to continue to access books, free Wi-Fi and computers, within their local community. There will be an impact on families with under 5s, younger users who attend Story times and children's activities, if volunteers do not have the confidence or knowledge to provide them.</p> <p>As no libraries are closing there is no change to users travel times to libraries. All 45 libraries are as accessible as possible, subject to the limitations of the building. However, If CMLs move to other premises, or don't maintain the building, or make changes to the layout (e.g. shelves too close together for pram/pushchair access), this will have an impact on families with young children.</p>

	<p>Tiering There will be an impact on existing users with young families across the service if tiering is introduced. The greatest impact will be on families who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services.</p> <p>Reduction to opening hours The reduction to opening hours will have a greater impact on new mothers and parents as it may limit access to activities specifically for under 5s and their families. Activities for babies, toddlers and their carers can help mitigate isolation felt by many new parents and have an impact on children's early language development.</p> <p>Reduction to the Materials Fund The proposed reduction to the Materials fund will have an impact on new mothers and parents as it will reduce the available resources in parents' collections, health and well-being information specifically for under 5s and their families.</p> <p>Stopping the DVD service There will be an impact on families who borrow DVDs if the library service stops this.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>Community Managed Libraries There were concerns that libraries are places which encourage engagement and social interaction for young children. The libraries also offer free Story time sessions, which are important for children's development.</p> <p>Respondents were also concerned about having to travel to libraries in order to access services such as Story times and children's services, which can be difficult for parents with young families.</p> <p>Smart Libraries There were concerns that mothers with young families may feel vulnerable using a Smart Library.</p>

	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>Community Managed Libraries & Mobile Library Service</p> <p>To support communities with this transition the library service will create a package of support to assist with the implementation of CMLs which will include:</p> <ul style="list-style-type: none"> • Grant funding support for to five years • Funding of £50,000 identified to pay for independent support for CMLs • Seeking the assistance of Locality to help support CMLs • Enhanced financial support over the first two years, with the Council taking more ownership of financial processes on behalf of CMLs • A managed transition ensuring staff support over the first two years • Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages • Ensuring any new staffing structure includes support for CMLs <p>CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained.</p> <p>Training and support will be offered to volunteers and organisations so that activities and events, such as Story times can continue.</p> <p>Any changes to the location of the library will need to be in consultation with the library service and DCC Property Services to ensure the proposed site is appropriate and accessible.</p> <p>Reduction to weekly opening hours</p> <p>The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The library service will maintain a variety of opening times including daytimes, evenings and Saturdays.</p> <p>The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.</p>
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	<p>Reduction to the materials fund The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund. The library service will continue to buy resources suitable for parents, parents to be and under 5s.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries, which currently stock DVDs, which will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
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<p>Protected Group</p> <p>Marriage and civil partnership – also include impacts on lone parents and unmarried couples</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>No disproportionate impact.</p>
	<p>b From existing customer and other feedback including consultation feedback– who is likely to be adversely affected, how and to what degree? Will anyone gain or benefit?</p> <p>No disproportionate impact.</p>
	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?</p> <p>No adverse impact identified.</p>

Non statutory

<p>Poorer and disadvantaged communities and groups, including people who experience financial exclusion</p>	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>Community Managed Libraries Using the Index of Multiple Deprivation, 7 out of the 20 libraries proposed for community management have Lower-layer Super Output Areas (LSOAs) in their catchment areas that fall within the most deprived 20% nationally.</p> <p>There will be an impact if the local community does not have the capacity to manage the library due to the community having multiple commitments (i.e. managing other local services and resources), or if there is a lack of interest or take up.</p> <p>The transfer of the 20 libraries to community management will ensure that users of all ages will be able to continue to access books, free Wi-Fi and computers, within their local community. There will be an impact on users who require additional help with IT services, or users who attend free events and activities, if volunteers do not have the confidence or knowledge to help them.</p> <p>As no libraries are closing there is no change to users travel times to libraries, however, there will be an impact if the volunteers choose to move the location of the library.</p> <p>Tiering There will be an impact on existing users of all ages across the service if tiering is introduced. The greatest impact will be users who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services.</p> <p>Reduction to opening hours There will be an impact on existing users if opening hours in libraries reduce. The reduction of opening hours will have an adverse impact by limiting communities' access to free IT, Wi-Fi and assisted digital help for services such as Universal Credit and job seeking.</p>
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	<p>Reduction to the Materials Fund There will be an impact on existing users if there is a reduction in the Materials Fund as there will be fewer new resources available to support individual study for courses and self-improvement.</p> <p>Volunteer Managed Mobiles There will be an impact on existing users if there are changes to the mobile library service.</p> <p>Stopping the DVD service There will be an impact on existing DVD users of all ages if the library service stops this.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>Community Managed Libraries Comments from the general questionnaire include concerns about the necessity of libraries in deprived areas, and the lack of people willing and able to commit the time to volunteer in the library, in these communities.</p> <p>Tiering Some respondents were concerned that many of the Tier 4 libraries were in areas of deprivation.</p> <p>Reduction to weekly opening hours Respondents highlighted the need for library opening hours, to take into account people requiring access to computers for job seeking and Universal Credit applications.</p> <p>Reduction to the materials fund Respondents were concerned about providing new materials for people on low incomes, who could not afford to buy the books themselves.</p> <p>Stopping the DVD service Comments from the questionnaires show that many respondents highlighted the benefit of the DVD service for people on low incomes.</p>

c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist?

Community Managed Libraries & Mobile Library Service

To support communities with this transition, the library service will create a package of support to assist with the implementation of CMLs which will include:

- Grant funding support for five years
- Funding of £50,000 identified to pay for independent support for CMLs
- Seeking the assistance of Locality to help support CMLs
- Enhanced financial support over the first two years with the Council taking more ownership of financial processes on behalf of CMLs
- A managed transition ensuring staff support over the first two years
- Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages
- Ensuring any new staffing structure includes support for CMLs

CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained.

Training and support will be offered to volunteers and organisations so that activities and events and IT support can continue.

Reduction to weekly opening hours

The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The library service will maintain a variety of opening times including daytimes, evenings and Saturdays.

The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.

Reduction to the materials fund

The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund.

	<p>Stopping the DVD service</p> <p>Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries which currently stock DVDs, which will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
Rural communities	<p>a From existing data and information – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit from the proposals?</p> <p>73% of the population of Derbyshire live in output areas classed as urban. When considering the percentage of Derbyshire respondents from different districts of the County, there are some differences to the overall population statistics. Respondents from Amber Valley, Bolsover and South Derbyshire are slightly under-represented in the questionnaire returns, with 3%, 2% and 4% less than County figures respectively. Derbyshire Dales and High Peak are over-represented, with 5% and 4% more than County figures respectively. The other districts offer a fairly accurate representation.</p> <p>Community Managed Libraries</p> <p>There will be an impact if the local community does not have the capacity to manage the library due to the community having multiple commitments (i.e. managing other local services and resources) or if there is a lack of interest or take up.</p> <p>The transfer of the 20 libraries to community management will ensure that users of all ages will be able to continue to access books, free Wi-Fi and computers within their local community. There will be an impact on users who require additional help with IT services, or users who attend free events and activities, if volunteers do not have the confidence or knowledge to help them.</p> <p>As no libraries are closing there is no change to users travel times to libraries, however, there will be an impact if the volunteers choose to move the location of the library.</p> <p>Tiering</p> <p>There will be an impact on existing users of all ages across the service if tiering is introduced. The greatest impact will be users who visit tier 3 and 4 libraries, due to the reduction of opening hours and the reduced access to additional services.</p>

	<p>Reduction to opening hours Rural areas may be adversely affected by a reduction in library opening hours, which would reduce the access of free ICT and Wi-Fi in villages and areas where broadband coverage is poor.</p> <p>Reduction to the Materials Fund There will be an impact on all existing users if there is a reduction in the Materials Fund.</p> <p>Volunteer Managed Mobiles The mobile library service is heavily used by people living in rural areas so any changes to the mobile library service will have a greater impact on them.</p> <p>Stopping the DVD service There will be an impact on all existing DVD users, if the library service stops this.</p>
	<p>b From existing customer and other feedback including consultation feedback – who is likely to be adversely affected, how, and to what degree? Will anyone gain or benefit?</p> <p>Community Managed Libraries Concerns in the consultation were raised about the necessity of libraries in geographically isolated communities and the loss of other services in rural communities, such as Post Offices and banks. In the focus groups, communities in places such as Tideswell, Duffield and Melbourne raised that the volunteers and community organisations do not have the capacity to take on any more services and that the same volunteers were involved in multiple charities, due to the difficulty of finding new volunteers.</p> <p>Tiering There was a general consensus that library services should not depend on location and that the tiering did not reflect the value of the service in small, rural locations. Concerns were also raised about the accessibility of services, if they were not available in their local library.</p> <p>Volunteer managed mobiles The majority of the respondents commented that the mobile library service was a lifeline for rural and remote areas of Derbyshire. There were concerns that this would lead to the demise of the service and would therefore be at the risk of closure and would leave rural areas without library provision.</p>

	<p>c Are there any ways of avoiding or reducing likely possible adverse impact, what are those actions, and how will they assist</p> <p>Community Managed Libraries & Mobile Library Service</p> <p>To support communities with this transition, the library service will create a package of support to assist with the implementation of CMLs which will include:</p> <ul style="list-style-type: none"> • Grant funding support for five years • Funding of £50,000 identified to pay for independent support for CMLs • Seeking the assistance of Locality to help support CMLs • Enhanced financial support over the first two years with the Council taking more ownership of financial processes on behalf of CMLs • A managed transition ensuring staff support over the first two years • Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages • Ensuring any new staffing structure includes support for CMLs <p>CMLs and Community Managed Mobiles will be asked to agree a SLA, to ensure current service provision levels and library policies are adhered to and maintained.</p> <p>Training and support will be offered to volunteers and organisations so that activities, events and IT support can continue.</p> <p>The library service will continue to offer Home Library Service to those who cannot access a physical library.</p> <p>Reduction to weekly opening hours</p> <p>The library service will take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs. The service will maintain a variety of opening times including daytimes, evenings and Saturdays.</p> <p>The library service will continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.</p>
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	<p>Reduction to the materials fund The library service will take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund.</p> <p>Smart Libraries On the introduction of Smart libraries, a separate PIA and EIA will be produced, based upon the technology available at that time. Health and Safety, Legal and Risk Management colleagues will all be consulted to advise and help plan the implementation. The Smart Library concept would also be trialled before any implementation.</p> <p>Stopping the DVD service Smaller collections of children's DVDs and popular films will be retained in the tier one and two libraries, which currently stock DVDs and will be available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge. These static collections will be available until 31 March 2021.</p>
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5 Are there any *other* groups of people who may experience an adverse impact because of the proposals?

None identified.

6 Impact on employees of Derbyshire County Council or prospective employees

There will be a reduction in the number of employees in libraries. The staff implications of the library strategy will be outlined in future Cabinet papers, which will include a separate EIA.

The Library Service workforce is predominately female with 88%, compared to 12% male. It is also a predominately older workforce with 65% of staff aged 50 or over and only 7% aged between 18 to 29. Many of the posts are part time and any changes to the structure will impact on people's livelihoods.

All staff at risk will be supported. The changes to staffing will be subject to formal consultation with the assistance of the Trade Unions.

7 Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling these gaps.

Gaps in data Only 1% of respondents were under 16, where library service data indicates that children and young people, (under 18) represent 33% of active library users.	Action to deal with this (if any) The service will monitor feedback from people under 18 and take necessary action where appropriate.
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8 Main Conclusions and Recommendations

Conclusions

1. Respondents from Amber Valley, Bolsover and South Derbyshire under-represented compared to the Derbyshire population in those areas.
2. 7 out of the 20 libraries proposed for community management have LSOAs in their catchment areas that fall within the most deprived 20% nationally.
3. It is acknowledged that there will be an impact on the 20 communities proposed for CMLs.
4. There will be an impact on all existing users with the reduction to the opening hours and Materials Fund. However, there will be a greater impact on older and younger people, as they constitute a higher proportion of active library members.
5. There will be a disproportionate impact on older people aged 65+ and non-white British people if the Library Service stops providing newspapers.
6. There will be an impact on all users if tiering is introduced, especially those who visit tier 3 and 4 libraries, due to the reduction of opening hours and reduced access to additional services. There will be an impact on families with under 5s with less time to access social activities and resources.

7. There will be an impact on families with under 5s and disabled users if CMLs move to alternative premises, which are not accessible, the building is not maintained, or necessary changes to the layout of the library are not made.
8. Hearing impaired users may be adversely affected if hearing loops are not maintained in the CMLs or DCC libraries.
9. Vulnerable adults and adults with learning disabilities will be adversely affected if CMLs do not sign up to the Safe Places scheme.
10. Reductions to the number of large print, audio books and alternative formats such as braille and dual language books, will disproportionately affect older users, users who are disabled and users who read books in community languages.
11. The reduction of paid staff will adversely affect adults with learning disabilities, who rely on staff to help calm them down when upset.
12. There will be a greater impact on younger, print denied people, adults with learning disabilities and users who speak community languages if the DVD service ceases.
13. The reduction of the Materials Funds will adversely affect women and people who are not White British, as these groups borrow more books.
14. There will be a greater impact on under 16s, elderly people, adults with learning disabilities, people who speak community languages and mothers with young families if Smart libraries are introduced in the future.
15. There will be an adverse impact for adults and young people with learning disabilities seeking work experience and who attend dedicated activities and visits, if libraries are unable to support them.
16. Under 25s and people who are not White British will be disproportionately affected by the reduction of opening hours as it will limit their availability to use the computers or Wi-Fi.
17. People who are not White British will be disproportionately affected by the reduction of opening hours as it will limit their availability to attend adult and children's events in the libraries.
18. There will be an adverse impact upon rural communities, disabled and older people and the two travellers' sites if there are changes to the Mobile Library Services.

19. There is a concern that in areas of deprivation there is a possibility that some communities may not currently have the resilience, skills, expertise or confidence to manage and take on the current library and would need additional support in order to manage this.
20. Rural areas and areas of deprivation will be adversely affected by a reduction in library opening hours, which will reduce the access to free ICT, Wi-Fi and digital help for services such as Universal Credit.

Recommendations (if any)

1. To ensure that a further EIA is completed for each specific location as part of the procurement process in order to understand the impact of the CMLs in each community.
2. That the library create a package of support to assist volunteers and organisation with the transition to CMLs. This support should include:
 - Grant funding support for five years
 - Funding of £50,000 identified to pay for independent support for CMLs
 - Seeking the assistance of Locality to help support CMLs
 - Enhanced financial support over the first two years with the Council taking more ownership of financial processes on behalf of CMLs
 - A managed transition ensuring staff support over the first two years
 - Assistance with the recruitment and training of volunteers e.g. through the development of e learning packages
 - Ensuring any new staffing structure includes support for CMLs.
 - To train the CMLs on safeguarding policies and the Equality and Diversity Strategy.
 - To encourage CMLs to sign up to the Safe Places scheme.
 - To provide guidance in relation to building and accessibility.
 - To ensure routine maintenance checks on services such as Hearing Loops continue in all libraries, including CMLs.
 - To train CMLs in running events and activities such as Story time and IT help.
3. To continue to offer of the Home Library Service to those who cannot access a physical library.
4. To take into account the comments from the consultation, as far as possible, to ensure opening hours meet community's needs and to maintain a variety of opening times including daytimes, evenings and Saturdays.

5. To continue to offer a 24/7 digital service where users can renew, request and search the library catalogue, search online resources and borrow eBooks, eAudio and eMagazines.
6. To take into account comments from the consultation and data from the LMS, when deciding how to implement the reduction in the Materials Fund and to prioritise areas of the fund which support people in the characteristic groups.
7. To provide newspapers in libraries and to ensure that new educational books and resources are available for young people to use and access, and new large print, audio and alternative formats such as braille and dual language materials are purchased.
8. To ensure that staff continue to provide a safe place for vulnerable adults in the 25 DCC managed libraries.
9. To work with Adult Care and the Disability Employment Service, to try and continue library work experience opportunities for adults and young people with learning disabilities.
10. To work with more partners and organisations to try and continue events and activities for different characteristic groups for example LGBTQ community.
11. On the introduction of Smart libraries, the library service needs to complete a separate PIA and EIA based upon the technology available at that time, and to consult with Health and Safety, Legal and Risk Management colleagues to advise and help plan the implementation. To conduct a pilot/trial of the Smart Library concept before any implementation.
12. To retain a smaller collection of children's favourites, popular films and foreign language DVDs in the tier one and two libraries, which currently stock DVDs and are available to borrow free of charge. Requests for DVDs from other libraries will also be free of charge until 31 March 2021.

9 Action planning in response to the completed analysis

Objective	Planned action	Who	When	How will this be monitored?
What you want to achieve	What you intend to do	Responsible person or department	Timing of action	Monitoring and review arrangements
Reduce the impact of changes in stock levels and provision	<p>To review buying patterns and procedures to ensure minimal impact on popular and high issuing areas of stock.</p> <p>To review procurement of resources to ensure value for money.</p> <p>Monitor feedback from customers and staff</p> <p>Monitor library issues and visits</p> <p>To undertake a promotional campaign of all the 24 hour digital library services</p>	Stock Services Manager	2019/20	<p>To be reviewed at annual materials fund allocation meeting</p> <p>To be monitored through the monthly stock management reports</p> <p>To be reviewed as part of libraries individual stock audits.</p>
Minimise the impact of the DVD closure.	To maintain a free static DVD collection of children's materials, popular films and foreign language films in tier 1 and 2 libraries until 31 March 2021.			

Minimise Impact of reduction of opening hours in libraries	<p>To ensure that there is a variety of opening times, including daytime, evening and Saturday opening and to take into account the comments from the consultation to ensure new hours meet local needs.</p> <p>To promote and advertise new opening hours</p> <p>Monitor feedback from customers and staff</p> <p>Monitor library issues and visits</p> <p>To undertake a promotional campaign of all the 24 hour digital library services</p>	Library Service Delivery/Development Managers	2019/20	To be reviewed by Library Management Team and the Library Service Improvement group.
Successful CMLs and mobile library services	<p>To provide a full analysis of consultation results with report to Cabinet</p> <p>To create clear and comprehensive guidance for communities interested in running their local library</p>	<p>Director of Community Services/Library Service Delivery/Development Managers/Project Manager</p> <p>Library Service Delivery/Development Managers/Project Officer</p>	<p>2018</p> <p>2019</p>	<p>Cabinet report</p> <p>Continually reviewed to meet needs of each community</p> <p>Monitored by Service Director and Project Board</p>

	To provide independent support for communities and CMLS, including seeking assistance from Locality.	Library Service Delivery/Development Managers/Project Officer	2019	
	To run a clear and accountable commissioning process for communities. To be reviewed and amended as necessary.	Library Service Delivery/Development Managers Procurement/Property/ Finance Manager/Project Officer	2019/20/21	Expression of Interest forms and Business Case applications
	To complete an EIA for each location	Project Officer	2019/20/21	
	To ensure that the SLAs for CMLs and Community Managed Mobiles, includes details of the relevant DCC policies and Library Services	Library Service Delivery/Development Managers/ Project Officer Legal/Procurement/Finance Manager/Property/ Finance/Project Officer	2019/20/21	Annually reviewed with each community group Monitored and reviewed by Project Board
	To ensure grants and financial support is in place for CMLs to access.	Project Officer/ Property/Finance	2019/20/21	
	To ensure that relevant and appropriate support and training is given to the CMLs and the community managed mobiles.	Library Service Delivery/Development Managers/Project Officer	2019/20/21	

	To ensure the new staff structure includes support for CMLs.	Director of Community Services	2019	
Future Implementation of Smart Libraries	To complete a PIA and EIA based upon the technology available at that time.	Library Service Development Manager/Service Relationship Manager	TBC	
	To consult with Health and Safety, Legal and Risk Management colleagues to complete appropriate risk assessments and guidance.	Library Service Delivery/Development Managers	TBC	

10 Monitoring and review arrangements

Please outline what steps will be taken to monitor and review the implementation of proposals if they are agreed here:

The processes for transferring libraries to community management will be regularly reviewed and amended where necessary. The Commissioning, Communities and Policy Departmental Management Team will receive regular updates on the progress of the proposals agreed by Cabinet.

Community interest will be monitored; in areas of low take up library staff and partners will work within these communities to build capacity. If unsuccessful, officers will need to identify alternative methods of delivering library services in those communities (any proposed changes would be the subject of a further report to Cabinet and additional public consultation).

Post implementation

CMLs and Mobiles will have regular SLA review meetings.

Customer surveys and feedback will be used to assess use and impact across the library service.

The impact of changes in stock levels and provision will be reviewed annually at the Materials Fund Allocation meetings and monthly through stock management reports and library audits.

The impact of changes to opening times will be reviewed quarterly at the Library Service Improvement Group meeting.