

Proposed Options for Phase 2 of public library consultation:

Options for Libraries	Savings	Services	Mitigation
<p>1. Close Libraries: close 5 buildings, reduce staffing; decommission services</p> <p>Overall Score:</p> <p>Staff Levels: - 10.99 FTE From 63.65 FTE to 52.66 (FTE) Savings: £360,476</p> <p>Buildings: close 5 buildings Savings: £72,483 (Rates & Utilities)</p> <p>With Open+ self service at Selsdon & Norbury, and in 3 additional libraries, only 31% reduction of overall opening hours.</p>	<p>£432,959k</p> <p>Staffing costs Building costs LESS decommission costs</p>	No services	Nearby hub libraries: Books & PCs plus additional Activities available within 1.5 miles
	Benefits	<p>No ongoing costs Council in control of solution Cost benefits to other Council departments including FM and Asset Management Asset available for sale/repurposing</p>	
	Dis benefits	<p>Decommissioning costs Equalities: disproportionate impact on some residents, especially older adults and young families No possibility of developments at future date</p>	
	Risk	<p>No income generation or development possible in future Council reputation suffers – public opinion No future use for building – remains empty in community</p>	
<p>2. Reduce Opening Hours: library openings reduced by additional days across the service (21% reduction)</p> <p>Overall Score:</p> <p>Staff Levels: -15.99 FTE From 63.65 to 47.66 FTE Savings: £506,980</p>	<p>£506,980k</p> <p>Staff costs (25% reduction)</p> <p>Building costs (approx. 5% reduction)</p>	<p>Staffed hours reduced by 47%. Impact initially mitigated with Open+ in Norbury & Selsdon, so overall opening hours only reduced by 37% across all Croydon Libraries. Commitment to 3 additional Open+ installations at Coulsdon, Purley & Thornton Heath (subject to design). Libraries suggested openings at each site (see chart)</p>	<p>Open days co-ordinated across Croydon; Self service available when unstaffed With Open+ self service in 3 additional libraries, only 21% reduction of overall opening hours.</p> <p>Partnership working on the unstaffed days allows additional activities and events in the building, possible access to library resources, an opportunity to generate income or to provide other services that benefit the community.</p>

	Benefits	Council have control of savings solution Could provide public access outside of core hours Future library service development possible	
	Dis benefits	Reduction in public access by 21% across all libraries Reduction in number of library staff available; some hours will be unstaffed	
	Risk	Customer dissatisfaction at reduced service Unexpected building or security costs in future Possible security issues	
<p>3. Community Managed: An operator and lease model with community partners with a much reduced library staff presence and increased community activities.</p> <p>Overall Score:</p> <p>Staff Levels: - 8.49 FTE (tbc) From 63.65 FTE to 55.16 (FTE) Savings: £287,224</p> <p>Buildings: 5 buildings – running costs covered Savings: £72,483</p>	£359,707	Service: Community operated building providing a community hub with responsibility for building running costs. The library service will continue to provide books and IT services, with 0.5 FTE staff presence. (agreement pending)	Mitigation: Self service facilities available
	Building costs Staffing costs Setup and management costs; staff provision 0.5 FTE per site	Library building with books and IT remains open at reduced cost to Council Service shaped by the community for the community Future service development possible	
	Benefits	Legal costs for procurement and agreements Time required for procurement Resource required for training (legislation, safeguarding, equalities, universal offers) Service retains IT, stock, some staff and management costs	
	Dis benefits	Council has less control of costs which reduces savings Community partner fails = no service in future Requires significant time for implementation and training Dependent on partner for reputation and quality of service Less flexibility of library service and activities	
	Risk	Council has less control of costs which reduces savings Community partner fails = no service in future Requires significant time for implementation and training Dependent on partner for reputation and quality of service Less flexibility of library service and activities	
4. Outsource: entire service run by a social enterprise that specialises in running library services on behalf of Councils	£500k Contract could make savings	Contract to ensure same minimum service levels	Contract management

Overall Score: Staff levels: TBC Buildings: TBC	through different ways of working		
	Benefits	Makes savings, and keeps ongoing costs within contract budget	
	Dis benefits	Less Council control Recent Libraries Transformation investment esp in buildings and IT potentially at risk Potentially leaving The Libraries Consortium No longer One Council; frontline library staff – eg would not be trained/ deployed within Council	
	Risk	Perception of outsourcing New provider cannot meet savings target and ongoing costs Lose over £2m recent investment in library service	
5. Hybrid on (2) Reduce Opening Hours (variation – less reduction) and (3) Community Managed (or other partner sharing building): 5 local libraries are staffed and open 2 days a week and the other 8 libraries reduce services by one day; Community or other partner share the building when unstaffed to provide services or income generating activity. Overall Score: Staff Levels: - 10.2 FTE From 63.65 FTE to 53.45 (FTE) Savings: 316,526 Building: approx. £36k	£352,526 Staff costs Building costs Potential for further income generation	Reduced library services with staffed hours, but building shared with either community or other partners to provide services or income generation. Opening hours reduced by 22% across all Croydon Libraries Staffed hours reduce by 39%	Self service facilities available when unstaffed so services can be offered Open+ in 3 additional libraries (see above)
	Benefits	Ensures all library buildings remain open Service shaped by the community for the community Future development of building and service possible Resilience should community partner fail	
	Dis benefits	Reduction in staffed services (22%) Impact on all Croydon residents Legal costs for procurement and agreements	

		Time required for training (legislation, safeguarding, equalities, universal offers)	
	Risk	Council has less control of community services Requires significant time for implementation and training Dependent on partner for reputation and quality of service Less flexibility of library service and activities Possible security issues	
<p>6. Hybrid of 2. Reduce Opening Hours and 3. Community Model: library openings reduced by additional days across the service (21% reduction) and community partner manages the library building</p> <p>Overall Score:</p> <p>Staff Levels: -15.99 FTE From 63.65 to 47.66 FTE Savings: £506,980 Could be offset by community contribution to building</p> <p>Building Cost Savings: up to £72,483</p>	£579,463k (approx)	Staffed hours reduced by 47%. Impact initially mitigated with Open+ in Norbury & Selsdon, so overall opening hours only reduced by 37% across all Croydon Libraries. Commitment to 3 additional Open+ installations at Coulsdon, Purley & Thornton Heath (subject to design). Libraries suggested openings at each site (see chart)	<p>Open days co-ordinated across Croydon; Self service available when unstaffed With Open+ self service in 3 additional libraries, only 21% reduction of overall opening hours.</p> <p>Community Partnership working might improve customer access on the unstaffed days and provide additional activities and events in the building, possible access to library resources, an opportunity to generate income or to provide other services that benefit the community.</p>
	Staff costs (25% reduction) but could be offset by community contribution		
	Building costs (variable up to 100% depending on community model)		
	Benefits	Council have control of savings solution Could provide public access outside of core hours (Open+ or community partner) Future library service development possible	
	Dis benefits	Legal costs for procurement and agreements Time required for procurement Resource required for training (legislation, safeguarding, equalities, universal offers) Service retains IT, stock, some staff and management costs Reduction in number of library staff available; some hours will be unstaffed	
	Risk	Unexpected building or security costs in future Possible security issues	

