



London Borough of Enfield  
Library Development Plan

----

Report  
on Consultation

Prepared for:

London Borough of Enfield Library and Museum Service

Prepared by:

Derek Mitchell

Alpha Research Ltd

01844 260248

[derekm@alpharesearch.co.uk](mailto:derekm@alpharesearch.co.uk)

[www.alpharesearch.co.uk](http://www.alpharesearch.co.uk)

February 2015

---

## Contents

Background and Objectives .....	- 3 -
Management Summary .....	- 4 -
Key Findings.....	- 7 -
Priorities for the future.....	- 8 -
Service priorities .....	- 8 -
A vision for Enfield’s libraries.....	- 11 -
Flagship Libraries .....	- 16 -
Community Libraries.....	- 19 -
Co-location.....	- 21 -
Volunteers.....	- 25 -
Self-service kiosks .....	- 27 -
Lobby service .....	- 27 -
Pick up lockers .....	- 28 -
Video/web chat.....	- 28 -
The Two Options.....	- 30 -
Home delivery and mobile library service .....	- 44 -
Views of different target groups.....	- 47 -
People from Black and Minority Ethnic Groups.....	- 47 -
People with no internet access at home.....	- 48 -
People with disability.....	- 49 -
Parents of schoolchildren .....	- 50 -
People seeking employment.....	- 51 -
Parents of preschool children .....	- 52 -
People aged 60 years or over.....	- 54 -
Adults aged 18-25 years old.....	- 56 -
Appendices .....	- 58 -
Group Discussions.....	- 59 -
Method, fieldwork and analysis.....	- 59 -
Example recruitment questionnaire .....	-61 -
Respondent Letter .....	- 63 -
Discussion Guide.....	- 64 -
Surveys.....	- 70 -
Method and sample profile .....	- 70 -
Analysis .....	- 73 -

## **Background and Objectives**

Enfield Council will need to make £80m in savings by 2018 across all services. Library services may be affected. In order to provide a modern and cost effective library service to meet the needs of the whole community, the Council has formulated a vision and proposals for the future, in the Library Development Plan.

A consultation has sought to gauge the opinion of borough residents regarding the Library Development Plan. Local residents and library users could respond to the consultation in a number of ways, by:

- Completing a paper questionnaire picked up from their library
- Completing the online questionnaire sited on the London Borough of Enfield website (hosted by Alpha Research)
- Being interviewed as they left a borough library
- Being interviewed in a local town centre as part of a representative sample of the general population of the borough
- Participating in a 1½ hour group discussion (stakeholders with specific needs only)

In total, between 1<sup>st</sup> November 2014 and 6<sup>th</sup> February 2015, 2084 residents completed the questionnaire either by themselves or with an interviewer, whilst 64 took part in eight group discussions. This paper reports on the full data set, following on from an interim report sent last month, which was based on the group discussions and on the first 1609 consultation responses.

Further details of the methods used and participants involved can be found in the appendices.

## Management Summary

- The library service was consistently rated as an important or very important Council service.
  - to counter any reductions in budget, residents would like to see more revenue generation in the first instance (e.g. refreshments, classes, room hire out of hours), but it was also evident that they are more open to the prospect of some library closures than they were in the 2011 Enfield libraries consultation
- The four roles for libraries outlined in the Library Development Plan ('A vision for Enfield's Libraries') are seen to be a close match with current priorities and are expected to be of continuing relevance.
  - consultation participants put particular emphasis on ample study space; addressing digital and social exclusion; the availability of expert staff; and offering high quality services for young children
- The proposed 'flagship' libraries are very much welcome, with the caveat that they are not part-funded by reduced budgets for other libraries, and that staff and resources are of sufficient calibre to provide all the services to the required quality.
- Initial reaction to the description of 'community' libraries was rather mixed. There was some relief if this means that all the libraries could remain open, but there were worries about reduced space due to co-location, less access to staff and less ongoing investment which might ultimately lead to closures.
  - amongst the group discussion participants, there was generally a preference for closing some of the libraries and retaining the remainder in their current form, rather than adopting the community library model for all but four of the libraries
- The *principle* of co-location was acceptable to most, as long as the right partner is found. However, major concerns were expressed that this could result in a reduction in physical stock for browsing, or desks at which to study, or space for classes such as Rhyme Time.
  - it was anticipated that the partner organisation and its customers might compromise or disrupt the experience of the library user

- Greater opportunities for volunteering were also cautiously welcomed and there was acceptance of a move towards greater use of volunteers. However, many urged against over-reliance on volunteers and were very reticent about the sole use of volunteers to run community libraries.
  - worries were expressed regarding the commitment, loyalty, knowledge and reliability of volunteers, compared to paid staff
  - it was thought that it would be prohibitively expensive to vet, recruit, train and manage a large pool of volunteers with expected high rates of attrition
  - it was suspected that many who might volunteer in traditional branch libraries now would not want to volunteer as a custodian of a much more digitised community library
- Self service kiosks, lobby services, pick up lockers and webchat facilities were all seen as useful *complementary* digital services, but not as an adequate substitute for the current library experience of being able to browse, read or study in a supportive and friendly environment.
  - webchat services would need to be managed carefully to ensure the privacy of users and not be disruptive to other library users
- Of the two options presented, Option 1 was generally preferred, with a higher rating on average given by all groups responding to the questionnaire, except users of Oakwood and Ponders End library, who would prefer that their libraries stay as they are (Option 2 only).
  - amongst the group discussion participants, 18-24 year olds; parents and people seeking employment were in favour of Option 1, whilst people with disabilities, people from BME groups and those without access to the internet at home, were in favour of Option 2
    - older (60+ years) residents were split over which option they preferred
  - seven-day opening (only available in Option 1, in the flagship libraries) was attractive to many
  - many, however, indicated that they were very uneasy with the shift to community libraries proposed in both options

- There was acceptance by a majority of the proposal for an extended home delivery service and discontinuation of the mobile library service.
  - however, those with children were against the mobile library service being dropped
  - others noted that those with less mobility who are currently served by the mobile library (such as council estate residents and schoolchildren) might lose some access to libraries
  - the use of volunteers was again a concern, for the same reasons as before, with the suggestion that a higher turnover of staff would be more acutely felt by vulnerable residents in their homes

## Key Findings

*Results for subgroups within the sample have been highlighted in the report where there was a clear degree of statistically significant difference (99%) between categories, as well as sufficient (25+) responses. In some instances, slightly less statistically significant differences have also been reported where it is of particular relevance. Findings referred to as 'significant' in the body of the report are statistically significant to at least the 95% level.*

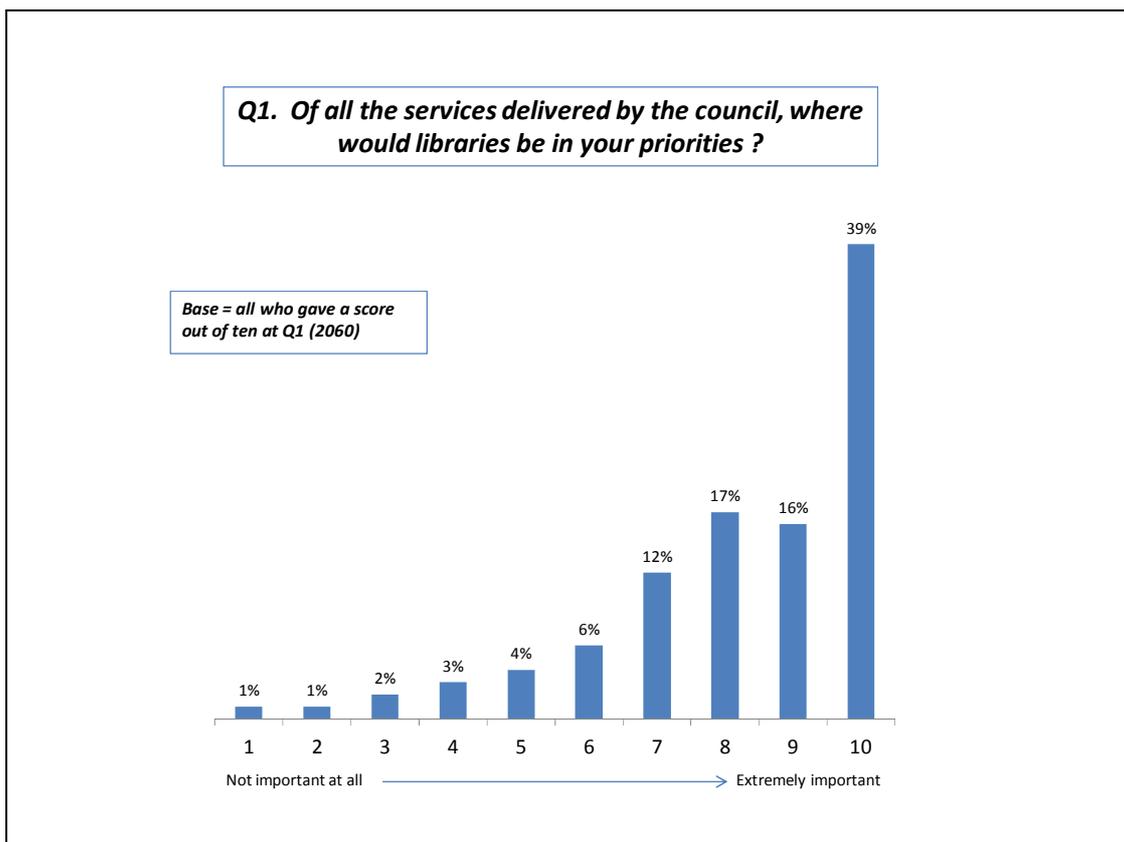
*When subgroup findings are discussed, the protocol used is to show the ratio alongside the percentage for the smaller sample sizes (less than 100), whilst percentage only is shown for samples larger than this.*

## Priorities for the future

### Service priorities

Respondents to the questionnaire were asked to rate out of ten how important library services are, in the context of all the services delivered by Enfield Council, where 1 meant *not important at all* and 10 meant *extremely important*.

Nearly four in ten (39%) gave the maximum mark (10/10) for the importance of libraries, and a further third (33%) rated them as either eight or nine out of ten in terms of importance.



The mean score was 8.24/10. This varied little depending on how the individual responded to the consultation, with the lowest, but still quite clear mandate, coming from the general population (7.89/10).

This pattern was consistent regardless of which library was most used by the respondent, with a mean 'importance' score ranging from 7.80 (those using Millfield House more than any other library) to 9.08 (those using Fore Street the most).

The most frequent users of the libraries (visiting at least weekly) were more likely to give a higher score (a mean of 8.78/10), but less frequent users were also most likely to regard libraries as an important priority (7.52).

Amongst the demographic groups, the only group that were significantly more likely to give a low importance rating (i.e. less than five out of ten) were 16-24 year olds, whose average score was 7.63 out of 10. Those living outside the borough or around Oakwood were the only other demographic groups where at least 1 in 10 gave a lower (less than five out of ten) importance score, although on average these groups were still rating libraries as important.

	Base	% giving a score of 1-4/ 10	% giving a score of 8-10/10	Mean score
Those aged 16-24 years	200	12%	57%	7.63
Residents in N14 (c.Oakwood)	165	10%	72%	7.96
Residents living outside of Enfield borough	83	10%	72%	8.12

**TABLE. Demographic groups where at least 10% gave a rating of less than five for the importance of libraries**

Residents around Edmonton Green (in N9 or N18) and Palmers Green (N13) were significantly more likely (83%) to rate libraries as highly (eight or more out of ten) important.

Amongst the group discussion participants, libraries were seen to be integral to the health of the local community, for example by facilitating study for children, increasing the skills of the local workforce, or providing community support or advice where needed.

They discussed how savings could be made if required. The most popular suggestion was to generate more income, in order to minimise any reduction of service. Ideas included greater provision of refreshments; more classes and group activities within and outside library hours (e.g. yoga, antenatal, computer classes); sponsorship by local businesses; or renting small spaces for entrepreneurs to use. One or two spontaneously suggested sharing facilities with other like-minded organisations – an idea put forward by the Council in the proposals presented to them later on.

It was hoped that these moves would attract more people to the library who would then progress to using the services. It was stressed that the provision of a welcoming environment with helpful and knowledgeable staff would need to underpin this.

Many felt that closures were an inevitable consequence of continuing budget reductions. There was a resigned acceptance of this amongst about half of those participating in the discussions.

*I would be against closures if we were in a different time. But unfortunately, we live in a time when we just can't afford to keep doing things the way we used to.*

*Parent of preschoolchild(ren)*

*I can't believe there's 17 - I can only think of four or five - why do we need more than any other London borough?*

*Parent of schoolchild(ren)*

When asked to specify, group discussion participants were most likely to suggest closing the smallest libraries, or the ones with lowest footfall, whilst maintaining a good geographic spread as much as possible.

*It is better to have a few bigger better ones than lots of small ones close together. Spreading money between 17 is tricky - have 10 at most, with the best computers and everything.*

*Unemployed person*

*Shut the little libraries...like the banks...this seems likely to happen*

*60+ year old*

However, some were keen that all the local libraries remain. For example, those who have mobility issues, or cannot afford public transport, were keen to retain as many as possible:

*I'm very against any closures. Libraries get people educated, get them literate, and have the facilities so that they can get work.*

*Unemployed person*

Reducing physical stock was also suggested, perhaps with books only in some of the libraries, and/or countered by greater availability of tablet computers for reading books, and more online access to information as needed. Rare and expensive titles were expected to still be stocked. CDs and DVDs were seen by some to be becoming obsolete and perhaps less of a priority.

However, a clear note of caution was struck, with some advocating investment in *more* books as well as high specification computers:

*Don't forget the library is for those who can't afford or use computers or books*

*Parent of schoolchild(ren)*

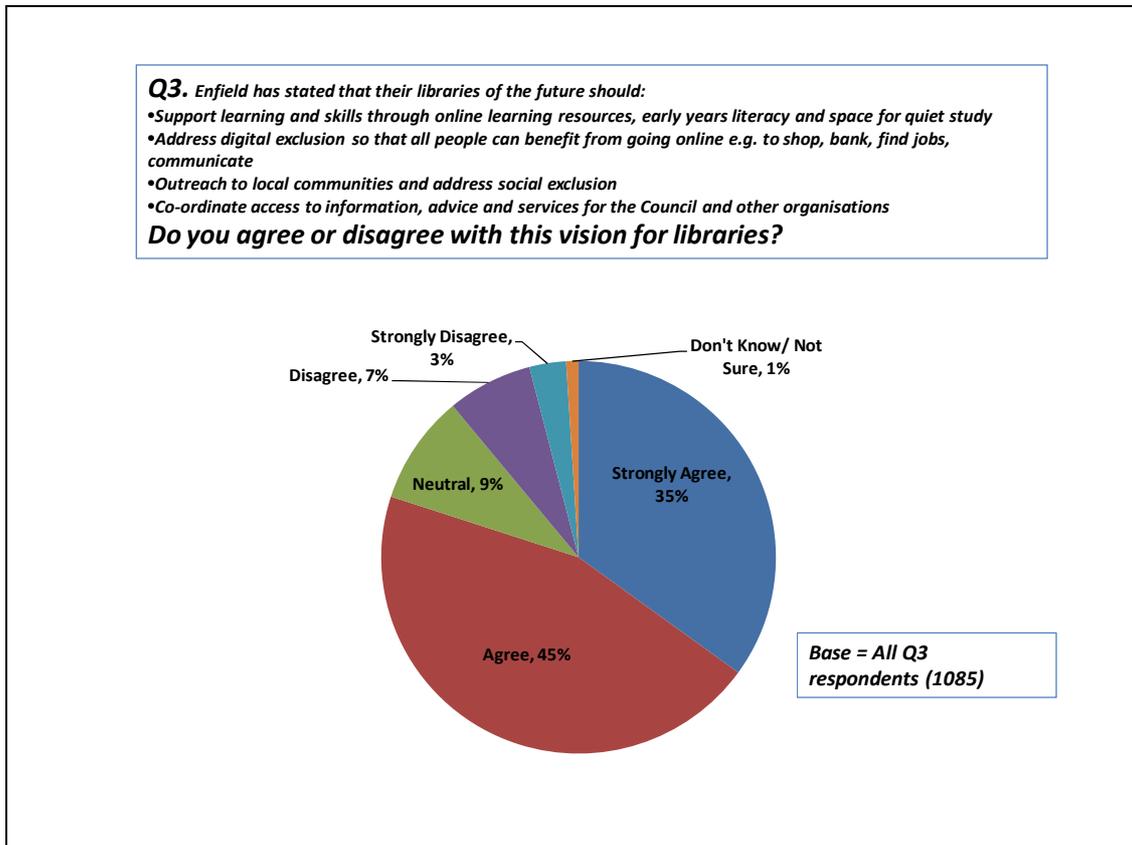
## **A vision for Enfield's libraries**

Enfield council has identified four main aims for its library service for the future:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school

- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

Those who completed the questionnaire by themselves were asked to read through the vision for libraries and state whether they agreed or disagreed with it. [This question was not asked of those being interviewed.]



A clear majority were in agreement with these aims (80%), with about 1 in 9 in disagreement or not sure (11%). Those who mentioned that they used the mobile library (N.B. a small sample of 26 people) were generally in favour but significantly more likely than users of other libraries to state that they were *not* happy with this vision (27%, 7/26). No other demographic groups were significantly more likely to disagree with this vision.

These objectives were also largely noncontentious for the participants in the group discussions, being perceived as a close match with current priorities and expected to be of continuing relevance.

With regard to first of the four aims, the importance of 'space for quiet study' was stressed, particularly by students and by parents of students and school children. A library was identified as the only place for many students to go outside of school hours where they could work effectively, either quietly by themselves or in partnership with others. However, it was noted that quiet and space were sometimes at a premium, especially at the larger libraries such as Enfield Town and Edmonton Green.

*You can't really not work [in libraries], as you can't use your phone and can't get so distracted like you can at home*  
*Under 25 year old*

*It also means they work together and interact which is very important for their development too*  
*Parent of schoolchild(ren)*

Support for early years' literacy, for example through Rhyme Time, was keenly voiced. Such classes were often oversubscribed and more would be welcome. It was hoped that the format could be extended to include music or arts and crafts opportunities for young children, or help them with their transition to school.

The second aim – to address digital exclusion – was also seen to be a core library offering for the foreseeable future. The increasing requirement to complete applications and administration

online has heightened the importance of computer literacy, especially as some government forms or applications (e.g. travel passes) can no longer be done any other way.

It was recognised that some people may have had little exposure to computers to date and would need support to learn the basics. Libraries were seen as a logical source for advice and support. Assistance to use social media and communication tools was also welcomed, facilitated by cutting edge technology and learning tools.

*Who else can you ask for help if you're not computer literate, if you haven't got kids?*

*Adult aged 60+ years*

Providing more opportunities for community involvement with the aim of reducing social exclusion (the third aim) was also welcomed. There were calls for more classes, events, activities and support groups to address this, perhaps making much greater use of the library facilities outside of their current opening hours.

*How about a gaming competition? Bring in your own console...it would bring in young people and you could charge £5 entry for everyone.*

*18-24 year old*

More chances to volunteer was cautiously welcomed by some too, as a way to boost experience and bolster a CV. However, others cautioned against overreliance on volunteers.

*Volunteering is really good if you're out of work, out of college and can't find work, to get some experience*

*Person seeking employment*

Acting as an advice and information access point (the fourth aim) was seen to be an appropriate extension of libraries' function, albeit perhaps less fundamental than the other three aims. Libraries were seen to be uniquely positioned to provide nonpartisan advice in a supportive, unintimidating environment.

## *LB Enfield Library Development Plan*

---

*One stop shops have shut, good to have that back in libraries - very useful to have access to the council.*

*Adult aged 60+ years*

The need to be able to access trained staff was vociferously argued, for example to help visually impaired people complete online forms.

However, participants were a little unclear what the parameters of this support would be. They queried what sort of 'other organisations' or information would be accessible via, or sited with, a library, and whether this could be to the detriment of more core library services. It was suggested that some non-profit organisations which act to improve a person's work, financial or personal life would be suitable, such as Citizens Advice, but others such as JobCentres could have a negative impact on the ambience of the library.

*It could get a bit confusing - wouldn't know where to go for what then.....the Council has customer services, what's the point of a library doing this - leave all this it at the Civic Centre*

*Parent of pre-school child(ren)*

*Be careful not to lose the spirit of the library. Libraries are trying to be all singing and dancing, maybe spreading themselves thin, better to keep to a few things that they do well. Don't want people coming and discussing their council tax loudly in the library. It gets a bit blurred here.*

*Parent of schoolchild(ren)*

## ***Flagship Libraries***

The Library Development Plan proposes that Enfield Town, Edmonton Green, Palmers Green and Ordnance Road libraries will become 'flagship libraries'. These are described by Enfield Council as offering the full range of services, as follows:

- A comprehensive range of standard library resources and activities alongside digital hubs that will offer a far greater number of self-service kiosks and PCs and greater capacity wifi
- Homework clubs and quiet zones for online and traditional learning activities
- Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
- Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
- Training areas to support those requiring more intensive support around personal budgeting or digital access
- Business innovation advice to support the self-employed and new starters with access to business online resources
- Community space
- Children's library services linked to children's centres to ensure support for families and early years learning
- Significant investment has already been made in Enfield Town, Palmers Green and Ordnance Road libraries.
- Edmonton Green Library will see significant investment and be expanded to two floors with a full community access services and a large digital access suite on the ground floor and quieter space for learning upstairs.
- Each is ideally located for transport links and the four reflect the four key areas of the borough

Group discussion participants only were given the opportunity to comment on these proposals for four flagship libraries. They were generally positive about the greater range of services on offer and liked the transparency that all four would offer the same, full list of services:

*What I like about this is everything in the description is saying 'come to me'. Rather than just borrow a book, these things give you lots of other good reasons to come to the library*

*Person from an ethnic group other than White British*

*The appeal of libraries is less now because of the internet and Kindles etc, but it is important to sustain them as a venue for study space and for other/ new things other than books etc. Don't waste money on trying to keep the others open in the old, traditional form, as this is less and less needed.*

*16-24 year old*

The four sites were recognised as providing a good geographical spread across the main population areas in the borough, as well as accessible by major bus routes.

It was noted that there would need to be sufficient resource allocated to provide sufficient, qualified staff and the requisite technology, materials and support. It would also be key to publicise fully what is on offer, for example in local papers; with council tax notifications; in children's centres; schools; via community groups; as well as directly to existing and lapsed users.

Help with personal budgeting and provision as a council access point were specifically identified as positive initiatives, although 'business innovation advice' was seen by some as more the role of the local JobCentre. However, the libraries were expected to provide a more informal and supportive environment for such services.

Webchat facilities would need to be managed discretely, to respect the privacy of users and to not compromise the experience of other library users.

If the flagships are accessible for nearly all users, then there might be some acceptance of a reduced service at the other libraries.

*People would swallow 'you're going to lose your local library' much better if they are told that they are going to get one of these 'super libraries' not that much further away.*

*Parent of preschool child(ren)*

However, this was a minority view. More expressed a concern that there was too much emphasis on new and innovative services at the expense of the core library offering of lending services, space to study, and computer access. The most significant worry was that the development and maintenance of flagship library services would reduce funds available for smaller libraries and effectively marginalise them, ultimately making it more palatable to close them in the future.

*It looks like the thin end of the wedge - if you provide everything in the main hubs, have all these extra services that previously were not provided in libraries. Experience suggests that if they are chucking cash at this then they will be taking it away from the other libraries. My fear is that old people will not be able to access or walk to a nearby library any more, get books out, or young mums with kids. They are trying to change what a library is here, not necessarily for the good. If it becomes a job centre, would old people and young mums with kids want to go there any more if that happens?*

*60+ year old*

## ***Community Libraries***

Enfield Council proposes that most or all of the other libraries would become 'community libraries', where the library buildings are shared with other organisations 'which have a clear business case and a purpose and ethos that is sympathetic to the core library vision and the Council's aims of fairness for all, growth and sustainability and strong communities.'

In the consultation document, the Council described these 'community libraries' as offering:

- An increase in community space for voluntary and community groups
- Address digital exclusion in communities through public access wifi and video/web chat
- Kiosks for ordering, returning, renewing and downloading library materials plus other council online services and payments
- Possibly increased opening hours due to the co-located partner service being able to staff it longer or a lobby service with secure access via a library card
- Pick up lockers for ordered items
- They would be supported by the host service and/or volunteers
- Access to other services through shared facilities

The first reaction in the group discussions to this description of community libraries was rather mixed. There was some relief that most or all of the borough libraries would stay open in some form and access to other services and perhaps longer hours carried some appeal. However, a more common perception was that it represented a first step towards closure, and/or the service might suffer through quite a radical change to a predominantly digital offering, a reduction in available space through co-location, less ongoing investment and less access to paid, trained staff.

*I don't want to see the level of service reduced....they are a very important focus of the community - keep them going  
Person without internet access at home*

## LB Enfield Library Development Plan

---

*It just wouldn't be a library then would it?*

*Person seeking employment*

*In what way is this a 'community' library, if there's just computers and virtually no staff?*

*Person without internet access at home*

*It's closure by stealth. 'We'll run it down, so people stop using it and then they will not be bothered when it shuts'*

*Person from ethnic group other than White British (BME ethnic groups)*

*Better to close some of the smaller ones so that you don't have to reduce the others quite so much*

*Parent of schoolchild(ren)*

A few respondents accepted that they might need to travel to flagship libraries more often if the other libraries did not have so much available:

*There'd be somewhere you can go, which might be a couple of miles away, that has everything you could want, but if you just want to pop in on the spur of the moment and see what's on offer or order something for later without having to travel far, then the community libraries plug that gap.*

*Person without internet access at home*

However, a greater number said that they would not travel further to a flagship library if the library they currently use no longer provides what they use it for. Older and disabled residents, and those who are not entitled to free travel on public transport, were most likely to say this.

It was recommended that the idea could be trialed at one or two libraries before being rolled out to all. It would need to be accompanied by transparent and far-reaching publicity. It may be that the community library model would need to be flexible to account for particular local needs too:

*Have localised, tailored services for each area, so that certain needs of certain areas are met e.g. more computers in poorer areas, no click and collect services there either.*

*18-24 year old*

In all groups there were some participants who would prefer a few library closures if it could mean that the remaining libraries continued to operate as they do now.

*Close a few and keep the rest as is, at least they know it would work, this proposal is all ifs butts and maybes.*

*60+ year old*

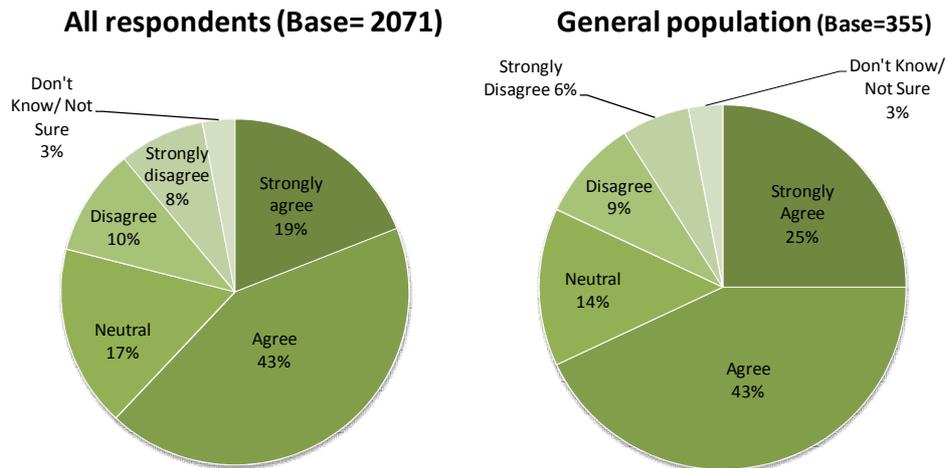
Opinion was sought in greater detail on some of the key elements of the 'community library' idea, namely co-location; the greater reliance on volunteers; the use of kiosks; a lobby and pick-up lockers.

### **Co-location**

Those who completed the questionnaire were asked directly what they thought of libraries co-locating with a suitable partner. More than three in five in the survey (62%) agreed with this in principle, although the group discussion participants were, upon reflection, much less sure that it would be a good idea, as they perceived that the amount of physical stock and study space available would be compromised.

There was a small but significant difference between the representative sample of the Enfield general population interviewed on street and the other participants in the consultation. The general population was significantly more likely to agree with the idea of co-location (68%) than those who either self-completed the questionnaire or were interviewed upon leaving a borough library (61%).

**Q2. Where possible the Council will seek to share current library buildings with other community services or voluntary groups, with an aim of providing a welcoming and secure community environment.**



Those who preferred Option 2 (where Oakwood and Ponders End are retained in their current form) were significantly more likely to **disagree** with co-location (23%) than those who preferred Option 1 (13%).

Respondents who mainly used Bowes Road (33%, 9/27) or Enfield Highway (27%, 23/84) were also significantly more likely than users of other libraries to disagree with co-location, albeit with a majority still in agreement.

The only significant *demographic* difference here was that those living outside the borough were significantly less in support of co-location (54%, 45/83) than borough residents (65%).

In the group discussions, the idea of a library working alongside a similar organisation was supported in principle, and it was expected that the partners and libraries might have a symbiotic relationship, through increasing awareness and usage of each other's services.

However, many inferred that there would be a significant reduction in physical library space as a result. Those who were studying, or were parents of those who were, were particularly concerned. Space was seen as at a premium in the borough at the moment, especially in the larger four 'flagship' libraries, and co-location was perceived to have potential to exacerbate the situation. It could also not be envisaged how the smallest libraries could combine their facility with another organisation.

*Study space - if there's none I wouldn't bother going  
18-24 year old*

Accompanying this, it was expected that there would be much less facility to keep or browse books or other items, or to sit and read newspapers or journals, both popular activities that many held in high regard. It was suggested that the space could be maximised if the partner organisation operated at different times to the library, or by dedicating one or two libraries to study space, or if schools and colleges could remain open outside their normal hours to offer some areas for study.

*I'd like to see the area for children, who are just learning about books and everything, maintained  
Person with disability*

It was stressed that the partner would not only need to be one whose principles and aims were similar to a library's, but also would not disrupt or compromise the experience of libraries for the library user. For example, training centres, Citizens Advice bureaux, post offices, cafés, council services, health centres and careers advice were all acceptable partners, but JobCentres were consistently mentioned as inappropriate.

To be successful, it was observed that the community libraries would need to look inviting and modern, and be accompanied by a dedicated publicity drive.

## Volunteers

It is proposed that the community libraries would be staffed by volunteers, supported by Enfield Library service. It is possible that there would be no paid staff working on-site.

The questionnaire did not include any direct questions about volunteers. A few group discussion participants welcomed greater opportunities for volunteering, but most were very concerned about a move away from paid staff and what they saw as an overreliance on a volunteer workforce. The increased use of volunteers was acceptable, but respondents were very keen that there remain some paid staff to take overall responsibility for each library, even if this is a roving 'area manager' with two or three libraries to manage.

*It's good to increase [volunteering] opportunities, as long as they have enough training to be able to run these facilities*  
*18-24 year old*

*It would not be a 'library' anymore because you expect professional, knowledgeable staff'*  
*Person from BME group*

*It's harder to manage & very expensive to select, vet and train up loads and loads of volunteers on an ongoing basis – it's a false economy*  
*Person from BME group*

*I'd like to see fully trained people doing the rounds, keeping the rest's knowledge and training up to date.*  
*Person with disability*

*They're taking advantage of people..it's disgusting...you need one person who is prepared to run a team, look after everyone, take responsibility for the building, and they should be paid*  
*Parent of preschoolchild(ren)*

There was a concern that volunteers would not be able to match trained, paid staff in terms of their expert knowledge, commitment, reliability and loyalty. It was suggested that many volunteers would only want to work for a few hours per week, or for just a few weeks or months

## *LB Enfield Library Development Plan*

---

before moving on, so a very large pool of volunteers would be required, resulting in a costly rolling recruitment and training programme.

*If you [as a volunteer] don't feel like going in, then you won't.*

*Person with disability*

*My experience is that volunteers start off well but then it tails off quickly as they lose interest, particularly if you ask them to do more and more*

*Parent of school child(ren)*

*But what if you have a specialist query - want to talk to someone face to face rather than pick up a phone?*

*18-24 year old*

*If it's all volunteers then when a computer breaks they are more likely to think 'it's not my problem' and not inform head office or try to fix it*

*Person from BME group*

It was understood that training would be provided, but it was suggested that this should perhaps be in the form of apprenticeships, leading to some paid work upon completion of a training programme.

*It would be ok as a training exercise where you get a paid job at the end of it. Imagine if someone is looking for an actual paid job – this is just giving with one hand and taking away with the other*

*Person seeking employment*

It was also thought unlikely that many of those who would be keen to volunteer to help people browse or study in the existing libraries would be so keen to spend their time supervising self-service kiosks or lockers in community libraries.

*Who's going to want to volunteer when there's no books there, it's like the most boring thing ever...You'd be more like a security guard than a librarian.*

*Parent of preschoolchild(ren)*

### **Self-service kiosks**

The proposals for community libraries include 'kiosks for ordering, returning, renewing and downloading library materials plus other council online services and payments.' The questionnaire did not ask specifically about such kiosks, but there was some consideration given to these in the group discussions.

The idea was greeted positively as a convenient way to quickly access library services, although most regarded it as a useful addition rather than a suitable replacement for browsing of physical stock.

*It would not be a day out for the kids then... kids need to see books, to appreciate what they are and enjoy them*  
*Parent of schoolchild(ren)*

*It takes away from the 'community' part if there's no people involved*  
*Person with no internet access at home*

Young people were not convinced that it would encourage them to use the smaller libraries.

*I wouldn't use old fashioned looking libraries even if they have kiosks etc - they just do not appeal.*  
*18-24 year old*

There was also a concern that there would be significant set up and maintenance costs for self-service kiosks.

### **Lobby service**

Group discussion participants were also happy to see the inclusion of an out of hours lobby service for collecting items using a library card. They were keen if it meant that a 'click and collect' type service could operate, whereby books or other items could be ordered at home or in the self-service kiosk and then picked up from a lobby outside of hours.

However, the lack of human contact was seen to depersonalize the service and be at odds with being a part of local community life:

*Everything here is about the community, embracing the community and helping everyone out but this is the exact opposite - you don't even see anyone let alone get any assistance*

*Person from BME group*

*Remember that libraries should be a resource not just of information but also a resource of support and advice as well*

*Person without internet access at home*

There was also a concern that the lobby space could be abused (for example by rough sleepers or drug users) if all that's needed for access is a free library card.

### **Pick up lockers**

It was thought that these would be expensive to set up and maintain, but might lead to 'smarter' stock control if stock is ordered in only as needed.

There were, however, some security concerns with pick up lockers if they were minimally supervised.

Few people could see themselves using library lockers, especially those who currently rarely use the lending services. However, students thought it could be useful to pick up a text book out of hours for an essay that they need to write.

### **Video/web chat**

Further clarity was desired over what this might entail. For example, would it be limited to calls to other council departments, or community organisations, or would the user be able to contact anyone via the webchat facility?

## *LB Enfield Library Development Plan*

---

*I'm not sure what this means – [webchat] with librarians, with friends, with council officials? Even if limited to officials,  
it would be abused  
Parent of schoolchild(ren)*

This was seen as a useful service that would need to be carefully managed. It would be helpful to be able to speak over video to council staff for example, and some would prefer this to using the telephone.

However, the privacy of the user would need to be respected, especially if personal or financial issues were to be discussed. Similarly, the experience of other library users would need to not be compromised by conversations occurring in the library.

Like much of the technological innovation being considered, this was seen as inferior to in-person contact and access to physical stock.

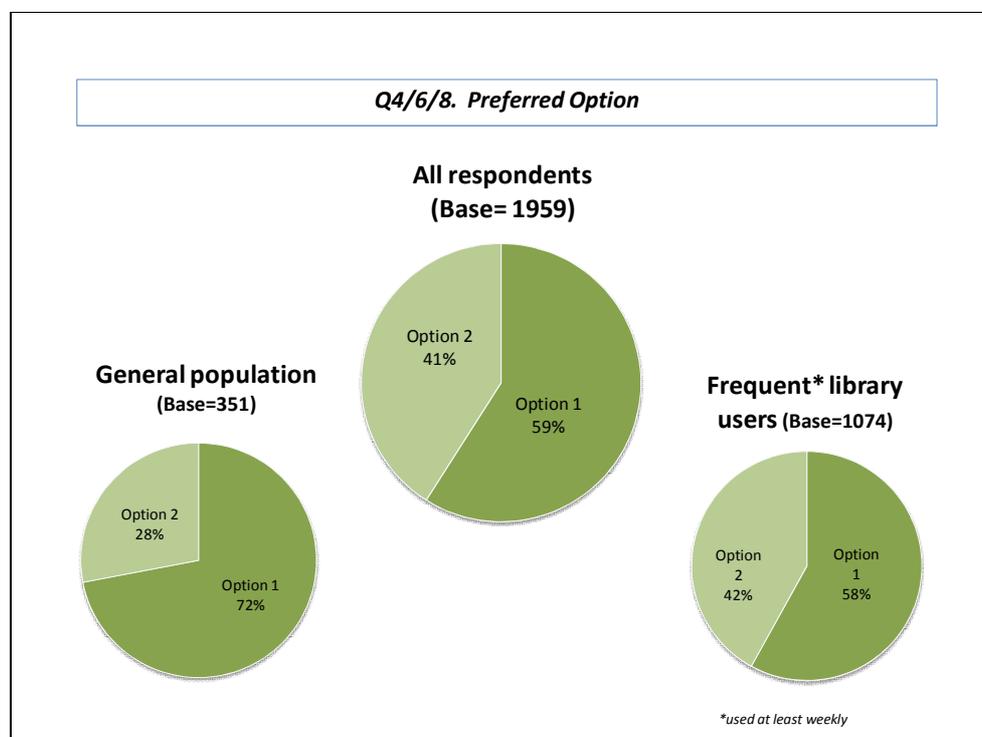
*By all means diversify, share the spaces, have kiosks, but don't lose what is special about libraries. Books, information,  
children having fun while learning  
Parent of schoolchild(ren)*

## The Two Options

### Preferred Option

In this consultation, Enfield Library service presented two options for a mix of flagship and community libraries. Both proposed four libraries (Edmonton Green, Enfield Town, Ordnance Road and Palmers Green) as flagship libraries.

In the first alternative (**Option 1**), these four flagship libraries would be open seven days a week and the other 13 libraries would all work to the 'community library' model described above. In **Option 2**, the four flagship libraries would be open six days per week (with the precise hours consistent across all four libraries); 11 of the remaining 13 libraries would operate as 'community libraries' and the other two (Oakwood and Ponders End) would remain as branch libraries in their current form, but to operate this would require more volunteers than Option 1.



The majority of respondents indicated their preferred option by giving one option a higher score than the other. Those who gave the same score for Option 1 and Option 2 were asked to choose which of the two options they favoured. By combining this data, a preference was established for nearly all (94%) of the respondents.

The chart above indicates that Option 1 was slightly preferable. This was true of not only the sample as a whole, but also the general population sample and amongst the most frequent users of libraries.

There was, however, a slight tendency for those who self-completed the questionnaire online to prefer Option 2 (55%, compared to 45% for Option 1). This was the opposite result from those who self-completed the survey on paper (55% of whom preferred Option 1). Taking all those who self-completed the questionnaire together, no preference was in evidence (50% preferred Option 1, 50% preferred Option 2).

Users of Oakwood, Ponders End and Millfield House libraries were also more likely to favour Option 2, whilst users of four other libraries were clearly split in their preference:

	Prefer Option 1	Prefer Option 2
Oakwood	26%	74%
Ponders End	31%	71%
Millfield House	38% (5/13)	62% (8/13)
Bowes Road	48% (13/27)	52% (14/27)
Enfield Highway	49% (40/82)	51% (42/82)
Ridge Avenue	49%	51%
Southgate	50%	50%

**TABLE. Libraries where users\* preferred Option 2 to Option 1, or showed no clear preference** [\*Use this library most often]

Oakwood and Ponders End users clearly would prefer that their library remains in its current form, as proposed in Option 2 only. Indeed, N14 residents (the Oakwood area) taken as a whole (i.e. including non-users and infrequent users of Oakwood library) were in favour of Option 2 (57%).

Otherwise, there were no other groups that were significantly more likely to favour Option 2.

There was a positive correlation between ratings of Option 1 and ratings of Option 2 i.e. those who supported one option often supported the other option as well, and those who did not support one option often did not rate the other highly either.

- those who gave Option 1 a high score (more than 7/10) were much more likely to also give Option 2 a high score (47%) than a low score (17%)
- those who gave Option 1 a low score were much more likely to give Option 2 a low score (53%) than a high score (24%)

The appeal of the two options was measured and is shown in the charts below. Respondents rated between a score of 1 (*very much against this proposal*) and 10 (*very much in favour of this proposal*).

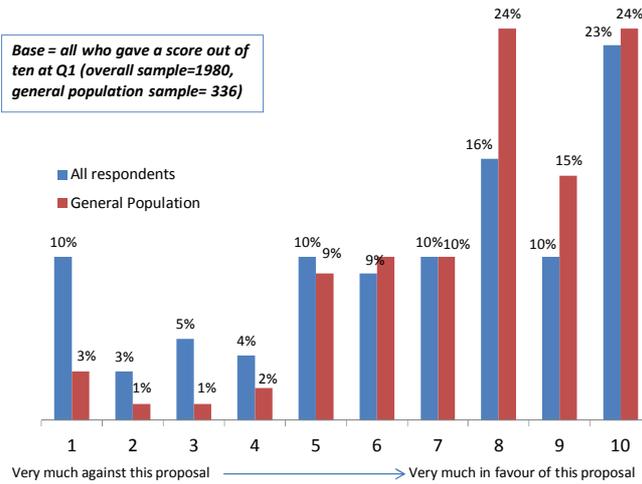
Again, the charts indicate that Option 1 was slightly more favoured than Option 2. Option 1 was more likely than Option 2 to elicit a high rating (8 or more out of 10) and a score around the mid-point (5-7 out of ten) was more likely for Option 2 than Option 1.

The mean score out of ten (for all respondents) for **Option 1 was 6.69** and for **Option 2 was 6.18**. Amongst the general population, the distinction was greater, with means of 7.65 and 6.47 respectively.

LB Enfield Library Development Plan

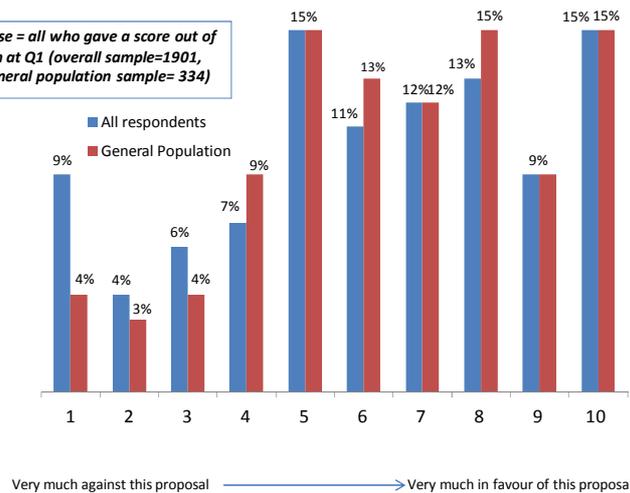
**Q4. We'd like to know how you feel about this [OPTION 1] proposal for Enfield libraries. Please could you give a score between 1 and 10, where 1 means that you are very much against this proposal and 10 means that you are very much in favour of this proposal.**

**Base = all who gave a score out of ten at Q1 (overall sample=1980, general population sample= 336)**



**Q6. We'd like to know how you feel about this [OPTION 2] proposal for Enfield libraries. Please could you give a score between 1 and 10, where 1 means that you are very much against this proposal and 10 means that you are very much in favour of this proposal.**

**Base = all who gave a score out of ten at Q1 (overall sample=1901, general population sample= 334)**



Looking specifically at **Option 1**, it was evident that the general population were more positive than other respondents. Three in five of the general population sample (60%) gave Option 1 an appeal rating of eight or more out of ten, compared to 44% of the other participants in the consultation.

There were a number of subgroup differences of opinion of Option 1, summarised in the table below.

<b>Groups significantly more in favour on average of Option 1</b>	<b>Groups significantly less in favour on average of Option 1</b>
General Population	Library users
Flagship library users	Mobile library, Ridge Avenue, Winchmore Hill, Southgate Circus and Bowes Road users
Users of computers in libraries	Users of DVDs/CDs; newspapers; events and activities
Borough residents	Out of borough residents
Residents living east of the A10 or in Palmers Green	Oakwood and Cockfosters residents
Black/Black British ethnic group	White/ White British ethnic group
25-44 year olds	

- Those who mainly used one of the proposed flagship libraries were significantly more likely than users of other libraries to be very much in favour of Option 1, with a mean score of 7.24 out of ten (63% of Edmonton Green, 52% of Enfield Town, 57% (51/90) of Ordnance Road and 50% of Palmers Green users gave a rating of 8 or more out of 10 for Option 1). This may be because Option 1 proposes seven-day opening of the flagship libraries, as opposed to Option 2 which proposes six-day opening.

- Those who mentioned that they had used the mobile library in the last six months were significantly less likely to give a high rating (of eight or more) for Option 1 (12%, 3/25, 4.73).
- Those who mainly used Ridge Avenue (36%, mean score of 5.38), Winchmore Hill (32%, 5.95), Southgate Circus (33%, 6.17) or Bowes Road (38%, 10/27, 5.83) were significantly more likely, than those mainly using another library, to be against (a rating of 1 to 4 out of ten) the Option 1 proposal.
- Users of Oakwood (22%, 6.34) and Ponders End (23%, 6.39) – the two libraries that would not be changed to community libraries under the Option 2 proposal - were *not* significantly more likely than average to give a low score (less than five) out of ten for Option 1. However, residents of the Oakwood area (N14 and N21 postcodes) were significantly *less* likely than those living in different postcode areas to give a higher score of eight or more (35%, 5.95).
  - EN4 (Cockfosters) residents were also significantly less likely than residents in other areas to give a high mark (21%, 5/24, 5.86).
- In contrast, residents of four postcodes were significantly more likely to give a high score, namely:
  - N9 (Lower Edmonton) residents (62% gave a score of eight or more out of ten, 7.62)
  - N18 (Upper Edmonton) residents (60%, 7.42)
  - N13 (Palmer's Green) residents (56%, 7.28)
  - EN3 (North East of the borough) residents (53%, 7.04)
- Overall, Enfield borough residents were significantly more likely to give a high rating for Option 1 (49%, mean score 6.85) than those living outside the borough (37%, 31/83, 6.26)

- Those who had used computers at Enfield libraries in the last six months were more likely than average to give Option 1 a high rating (50%, 6.86). However, respondents who have recently used the library to borrow CDs or DVDs, read newspapers or magazines, or attend either adult or children’s activities, were all significantly more likely than average to give a low rating for Option 1 (26-29%).
- Views seemed to also differ a little by ethnic group, with those in the Black/ Black British group significantly more likely to give a high rating (8+) for Option 1 (63% gave a score of eight or more out of ten, with a mean of 7.59) and those in the White British ethnic group more likely to give a low rating (23% gave a score of less than five out of ten, with a mean of 6.30). However, this trend was also in evidence for Option 2 (see below).
- Those aged 25 to 44 years were significantly more likely than average to give a high rating for Option 1 (51%, 6.87).

Looking specifically at **Option 2**, the general population were again slightly more positive than the rest of the sample, but this difference was not as pronounced as it was for Option 1. Like the rest of the sample, the general population did not support Option 2 as much as Option 1.

There were fewer subgroups who differed significantly from average. For instance, living in the borough or how the library is used did not make a significant difference in views of Option 2.

<b>Groups significantly more in favour on average of Option 2</b>	<b>Groups significantly less in favour on average of Option 2</b>
General Population	Library users
Oakwood and Ponders End users	Enfield Town, Ridge Avenue, Winchmore Hill users
Upper Edmonton residents	Winchmore Hill residents
Black/Black British ethnic group	White/ White British ethnic group

- The one key difference between Option 2 and Option 1 is that the former was preferred significantly more by the users of the two libraries that would remain the same under the Option 2 proposal only (Oakwood and Ponders End), whilst the latter was preferred significantly more by the users of the libraries that would have seven day opening only under the Option 1 proposal i.e. the flagship libraries.
  - 58% of Oakwood users (mean score of 7.70) and 64% of Ponders End users (7.79) gave a score of 8 or more for Option 2
- Those resident in N18 (Upper Edmonton area) were more positive on average too (46%, 6.74), as they were with regard to Option 1.
- Those living in N21 (Winchmore Hill), or mainly using either Enfield Town, Ridge Avenue or Winchmore Hill libraries were all significantly more likely on average to give a **lower** rating (N.B. both Ridge Avenue and Winchmore Hill users were also more likely to give Option 1 a low rating):
  - Ridge Avenue (34% gave a score of less than five out of ten, with a mean of 5.23)
  - Winchmore Hill (34%, 5.24)
  - Enfield Town (31%, 5.67)
- Again, those from the Black/ Black British ethnic group were significantly more likely than average to rate Option 2 highly (41% gave a rating of eight or more out of ten, with a mean of 6.79) White British ethnic group were slightly less positive (30% giving a score of eight or more and 27% giving a score of less than five, mean score 5.86) than average.

The group discussion participants were more split in their views over their preferred option, summarised below.

<b><i>Prefer Option 1</i></b>	<b><i>Prefer Option 2</i></b>	<b><i>No majority opinion</i></b>
18-24 year olds	People with disabilities	60+ year olds
Parents of pre-schoolchild(ren)	People from BME groups	
Parents of schoolchild(ren)	People without internet access at home	
People seeking employment		

## Comments

The consultation participants answering the questionnaire were given the option to comment on the score that they gave. The main focus for comments, especially from those giving either a low approval rating to Option 1 or Option 2 (*but also frequently mentioned by those giving higher ratings*), indicated concerns with the proposed 'community libraries'. A small minority of comments indicated support for the idea, but most voiced unease.

Many of the comments made on the questionnaire indicated concerns regarding the community libraries, especially with regard to either co-location, or an overreliance on volunteers digital services. These mirror the thoughts of the group discussion participants (see previous chapters), but can be summarised as follows, in approximate order of prevalence (most prominent first):

- **Concerns about using volunteers instead of paid or experienced staff.** This was stated in the background information but not in the introduction to the question, yet was picked up by a lot of respondents.

*You will not be able to recruit enough volunteers to create effective community libraries and they will not be able to offer the same service that people are used to. They will not be trained properly and will be difficult to manage.*

*Questionnaire respondent 1545*

- **Anxiety about disruption and the loss of a peaceful space as a result of co-location.** This was particularly evident amongst those who preferred Option 2.

*People use libraries as a quiet area, peaceful! I understand your vision. My parents and the elder generation don't. You are streamlining your services, i.e. JobCentres, school study areas, to reduce costs on wage payment. Your elderly folk will suffer. Vulnerable, frail elderly often go to libraries to seek a refuge from loneliness. I think going digital will exclude those people, the people that have fought to keep you open. Libraries gave me peace and quiet as a child and adult now they will be a hive of activity?*

*Questionnaire Respondent 174*

- **Expectation of reduced levels or quality of customer service.**

*The way the consultation is worded is very misleading giving the impression that the service will improve when in actual facts it will definitely suffer. You are not clear at all in explaining what you mean by 'another service or a voluntary sector organisation that shared the same principles'. Who are these organisations? You need to be much more specific and explain exactly how this is going to work!!*

*Questionnaire Respondent 198*

- **A move away from core library values of self-motivated learning within a peaceful environment, conducive to study.**

*I would rather libraries remained as separate institutions which allowed people to access them in their own neighbourhoods, free from distractions. Libraries are beautiful, essential things to be treasured and OPEN! But the main thing is they need to be OPEN and ACCESSIBLE TO ALL, so do what you have to do without cutting STAFF, HOURS, SPACES.*

*Questionnaire Respondent 1830*

- **Concern about the loss of space for books and other physical stock, and opportunities for browsing, as a result of co-location.** Again, this was an unprompted inference from the information given in the consultation document, as it was not explicitly stated.

*It sounds like the Community libraries will be scaled back from their existing function, and if so I would be very much against that. I would want the Community libraries to continue to have the level of books they have currently, combined with the current opening hours and staffing levels.*

*Questionnaire Respondent 1575*

*Again I am confused about the set up of these community libraries which, according to the proposal, my local libraries would become. I don't know whether there would be books to borrow and read - how would you allocate spaces etc?*

*The proposals are, in fact, very vague. When I asked no one seemed to know...*

*Questionnaire Respondent 2014*

- **Anxiety regarding less human contact with staff and other people at one's local library.** It was noted that greater and ongoing support from staff would be needed to counter digital exclusion, especially amongst the elderly.

## LB Enfield Library Development Plan

---

*There should always be people available to give advice/assist personally, rather than everything being automated.*

*Some people have non-standard requirements, which need a personal approach. Digital is very isolating and impersonal.*

*Questionnaire Respondent 387*

*I like personal contact - even when borrowing books - to ask about titles and not be intimidated when repeatedly told to use the self service system.*

*Questionnaire Respondent 1848*

- **Concerns regarding a loss of study space or access to computers.** Also inferred from an expected reduction in available space as a result of co-location.

*I want to be certain that computer access with help from competent library staff will be available*

*Questionnaire Respondent 448*

- **A lack of clarity or request for further information regarding what a community library would contain and how it would be designed to be used.**

*Open 7 days a week I get but the rest I don't really understand*

*Questionnaire Respondent 1010*

*Also, what is the connection being assumed between libraries and community groups? I believe there is only a sensible use of library facilities by groups if there is a real connection to a library's core purpose - which is not that of providing a community hall! There are plenty of the latter across the borough, and many community groups can self-fund and will do so if they need to access facilities. I can see that mother and toddler reading groups, study groups etc. fit with a library, but it is not a 'given' at all that other things do.*

*Questionnaire Respondent 1836*

Generally, comments indicated support for the development and expansion of the services on offer at the four proposed flagship libraries. The idea of more community activities, classes and events was seen as positive move.

## *LB Enfield Library Development Plan*

---

*The flagship libraries should become a hub for information and one stop shop. Should be able to pay rents, council tax, get information for issues around social services, housing, education, environment, planning applications etc.*

*Questionnaire Respondent 170*

Those who gave a high rating for **Option 1** (eight or more) were most likely to state that the seven day opening was important to them or to the community more generally. It was seen to be good for those who might only be able to go to libraries on Sundays and any extension of opening hours on other days would also be well received.

*Future flagship libraries will be open 7 days a week and also other libraries will be working longer hours. I like this idea. People who study definitely need more working hours and working 7 days would be fantastic.*

*Questionnaire Respondent 79*

The group discussion participants also indicated clear support for seven day opening of the flagship libraries if possible, as this was seen to be the norm for many public or commercial institutions already and identified a need for flexible usage of services. However, a minority (of both group discussion and questionnaire respondents) were not in favour (usually for religious reasons) of libraries or other establishments being open on Sundays, either for religious reasons; because they did not want staff to have to work on Sundays; or just to differentiate Sunday from other days of the week (e.g. 'Keep Sunday Special').

Families, students and busy professionals were perhaps most keen on the idea of seven day opening, as they could see themselves making use of libraries on Sundays.

*This is very important to me, as I often study at weekend*

*18-24 year old*

Others thought that Option 2 was more complicated than Option 1, as it entailed three types of library rather than two. Option 1 was also fine for those who were prepared to travel further if necessary to access the full range of services at one of the flagship libraries, or for those who felt the facilities were currently limited at Oakwood or Ponders End.

## LB Enfield Library Development Plan

---

*It's easier to get your head round option 1*

*Person seeking employment*

*If you can get to one of the small libraries then you can get to one of the big ones - not massive distances*

*Person seeking employment*

Those more in favour of **Option 2** (giving a rating of 8 or more for how much they agreed with the option), were in support of the development of the four flagship libraries, although some would recommend six day opening rather than seven days. The other main argument in favour of Option 2 was the retention of Oakwood and/or Ponders End in their current form, or more generally to keep as many libraries as possible in their current form.

*If they were open six days per week rather than seven then resources will be spread more evenly*

*Questionnaire Respondent 831*

*It's because Oakwood and Ponders End will still keep operating and be more accessible to the community*

*Questionnaire Respondent 1012*

*Purely selfishly, my mother is blind and we use Oakwood frequently. Access is easy, the team are always willing to request 'talking books' for her and she enjoys hearing the 'buzz' in the library.*

*Questionnaire Respondent 2006*

Group discussion participants felt that older and less mobile residents would prefer Option 2.

*Good for access for those who can't around much, especially older people who are less likely to embrace the community libraries*

*Person from ethnic group other than White British*

It was suggested that the decision should depend on the numbers of people using these two libraries and in what way. If, for example, there are many visitors who are browsing or using study space, then this would be an argument in favour of Option 2.

Lastly, many took the opportunity to urge the Council to keep the smaller libraries open. There were worries that closures might be planned either now or in the future.

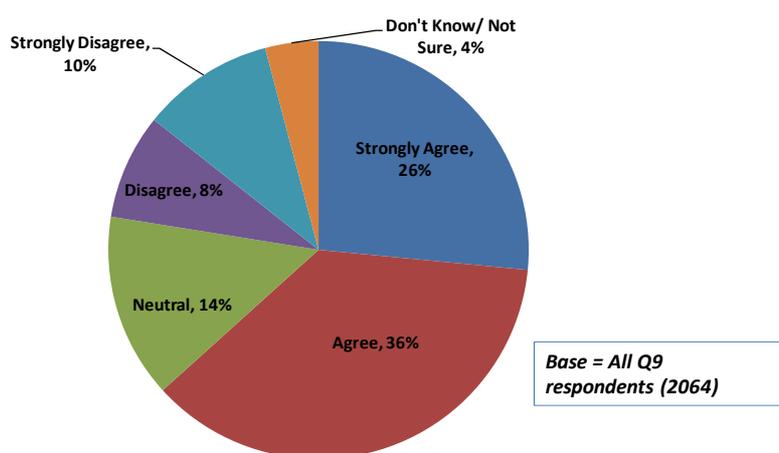
*Inevitably the "other libraries" would open fewer and fewer hours, until it is deemed that keeping them open would be uneconomical.*

*Questionnaire Respondent 1609*

## Home delivery and mobile library service

Enfield Council is also looking to extend the reach of the home bound delivery service 'as far as possible by using volunteers to support vulnerable people who are unable to travel to a library and replace the need for a mobile library.'

**Q9. The Council is looking to extend the reach of the home bound delivery service as far as possible by using volunteers to support vulnerable people who are unable to travel to a library and replace the need for a mobile library. Do you agree or disagree that this is a good idea?**



Nearly two thirds of respondents agreed with this idea, although one in five were against it or uncertain about it. Fewer in the general population sample (13%) were against the idea.

Current mobile library users (of which 25 were identified in the sample) were generally against this proposal (64%, 16/25). There were no other particular libraries where users were significantly more against the proposal.

Those attending either children's or adult events or activities in the last six months were also significantly more likely than average to be against the move (26%), as were those using lending services (borrowing books, DVDs or CDs) (21%).

Females were more against the idea too, compared to males (20% v. 16% against the proposal), as were those who were disabled (24%), the White British ethnic group (21%).

Respondents living in certain areas were more likely than those in other areas to be against the idea, specifically:

- those living out of borough (26%, 22/84)
- those in N11 (Southgate) (32%, 13/41)
- those in EN2 (Chase Side, Botany Bay) (24%)

Although there seemed to be tacit acceptance amongst most group discussion participants that it was a sensible cost-saving measure to replace the mobile library with an extended home delivery service, there was disquiet that certain groups might be marginalised by this move. For example, those who the mobile library serves not on the grounds of lack of mobility, such as schools, seemed likely to not receive delivery services.

*Maybe you would at least need to travel into schools, or estates etc and publicise what the libraries have to offer  
18-24 year old*

In particular, they were wary of volunteers delivering the service. They were concerned that they would not be so committed, for example only prepared to work for an hour or two a week, or for a few weeks only. The costs of vetting and training up a large pool of volunteers at the outset followed by an ongoing programme to counter expected high rates of attrition, combined with the payment of petrol expenses, were perceived to be prohibitive:

*There'll be less continuity for residents, get different people each week, could be disturbing for some vulnerable people  
Person from BME group*

*LB Enfield Library Development Plan*

---

*People want to do an hour or two a week, they don't want a full time volunteering job*

*Person with disability*

*You'd need much more CRB checks etc. - can't just pick up anyone off the street*

*Person from BME group*

## ***Views of different target groups (group discussions)***

### **People from Black and Minority Ethnic Groups**

This group was happy with the current distribution of libraries across the borough and favoured the traditional style of provision. They would prefer no closures at all and that the numbers of branch libraries converted to the proposed 'community library' model is kept at minimal levels, hence supporting Option 2 (where Oakwood and Ponders End remain as they are) over Option 1. If libraries are changed, then they urged that they are tailored to local service need. They suggested surveys in each area to build a picture of what the ideal library would be.

They were very keen that more is done to generate revenue, such as offering refreshments and renting out spaces to community groups or businesses, or desks to entrepreneurs. They spontaneously suggested co-location, as a way to save overheads and potentially increase access to library services.

They were perhaps the group most passionately against the sole use of volunteers to run the community libraries. They would prefer that every library had at least one full-time, paid manager. They expected the costs of greater reliance on volunteers to be prohibitive, as the volume of training, Criminal Records Bureau and other vetting checks escalate through predicted high turnover of staff. They cited experiences of low levels of commitment amongst volunteers, and expected service levels and customer satisfaction to deteriorate in a volunteer-run library. For example, they perceived that staff would be less knowledgeable. Continuity of staff would also be reduced, to the detriment especially to the home delivery service.

Lastly, they were keen to see that any changes are heavily publicised, giving a clear picture of all that is on offer, to foster the success of both flagship and other libraries.

### **People with no internet access at home**

This group stressed that libraries are the bedrock of a successful community, which exist to support people to improve their career, education or personal life. They were passionate about the support they have received from people at libraries and the importance of the facility in terms of study space and access to computers and the internet.

Consequently, they were very worried about a possible loss of access to advice from more knowledgeable staff, or to space to study, and a greater emphasis on digital services. They liked the principle of co-location to share overheads, but worried that the total available study space across the borough would be irretrievably reduced.

They often preferred the proposed 'community libraries' in their current form for study, as they were quieter and more conducive to their studies. If they had to choose, they would prefer Option 2 over Option 1 as the former retained the traditional services at two more libraries, but they suspected that usage and investment in community libraries would decline, ultimately resulting in closures.

Lastly, they were wary of the comprehensive range of services on offer at flagship libraries. They welcomed these plans, but only if investment was sufficient to ensure that all services were of high quality and that they would not be funded by service reduction at the smaller libraries.

### **People with disability**

This group was still using the traditional lending services more than other services, and was also quite reliant on assistance from staff and on space to read or study. They have, however, embraced some digital services and are keen to see continuing investment in the latest technology. For example, the proposed 'flagship' libraries carry much appeal, but only if they have cutting edge digital facilities and were staffed by those who could help them or signpost them reliably to the help that they need.

They want the branch libraries to keep pace with new developments, but see the 'community library' model as too radical. Although they were not keen to travel further to their local library, they would prefer that some (4-6) libraries close if the remainder could be a less dramatic 'update' on their current form. Co-location was welcomed, ideally with other council services (seen to be the most useful), although competition for space was a concern. However, the least attractive aspect of the community library model for this group would be the loss of staff who have been working in libraries for some time, who are paid and receive regular training. Face to face advice was pivotal to a fulfilling library experience. (This group also saw volunteers to be less reliable, less committed and an expensive resource to recruit and maintain).

They urged that any changes are first piloted and that any co-locating partners are brought in on a trial period.

### **Parents of schoolchildren**

Families are using libraries most in the traditional ways – lending services, computers and study space. Younger families come for the books and as a cheap, educational and peaceful day out. As a result, if they had to choose between the options, they would choose the first one because it offers Sunday opening hours.

Parents were keen to stress that older children need study space and access to computers in libraries and suggested that any loss of study space due to co-location is minimised by partnering with organisations that keep distinct hours from the libraries, and opening up sections of schools outside of hours to provide study space. To ensure the financial returns from co-location are optimised, the partners should perhaps be more commercially orientated, such as coffee houses, or likely to significantly increase footfall, such as post offices.

Newer facilities such as kiosks, lockers and webchat were welcomed but seen as very much peripheral to the overall library experience, which parents maintain should be about learning, self-development and access to support. There was a concern that the scale of change being considered was too ambitious and not necessary, given the demand for existing services.

Parents were keen that the new range of services on offer at flagship libraries will be offered with sufficient technical assistance and that volunteers should be seen as support staff only, not as potentially the only staff working at the community libraries.

Again, there was some tacit acceptance that some closures may be necessary in years to come.

### **People seeking employment**

People seeking employment were keen users of the computing facilities, text books and space on offer at libraries. They often sought help from staff with using the computers, or for conducting job searches etc. Those that had children very much valued the facilities for families on offer, such as Rhyme Time, but also the traditional lending services and study space.

'Community libraries' were unappealing, because they appeared to reduce access to these very services which they used most. They thought it likely they would stop using the smaller libraries if this proposal was adopted.

Instead, they would prefer that as many libraries as possible were kept open to provide what they see as the core services: study space, computers, book lending and browsing and helpful and knowledgeable trained staff. They queried whether volunteers would be able to help them as much as the staff do now.

Some were, however, keen to volunteer to improve their CV and gain some valuable training and experience.

They urged the library service to boost its marketing and publicity, as they were unaware of many of the services on offer. It was perceived that, by enticing more people through the door to see what is on offer and providing revenue through buying refreshments etc., then this would give the libraries greater credence for ongoing financial support.

### **Parents of preschool children**

This group felt that their children benefit deeply from the core services on offer at their local libraries. They take their children in order to foster a love of learning and reading, and are most using the book sections and the Rhyme Time and Story Time classes. They would like to see more of the latter to cater for more demand than supply, as well as perhaps venturing into crafts and music.

The development of four flagship libraries was welcomed and this group is generally happy to travel a little bit further with their children to access more niche services. They called for staff at the flagships to be fully trained to be experts in the full range of services available.

They did expect the flagship libraries to become even more popular than they are already, so were keen to see seven day opening if possible. Although they had a preference as a result for Option 1, they did perceive that Oakwood would work best in its current form to cater for predominantly traditional library users visiting this library.

Co-location in the other libraries was seen as a threat to their visits to libraries with their young children, because Rhyme Time and book browsing are dependent on available space. It was hoped that suitable partners could be found who could dovetail with libraries to minimise this effect, for example through opening at different times to the library or by offering replacement services of value to their children.

More opportunity for volunteering was not contentious, as long as volunteers are not expected to work long hours or take on too much responsibility. It was keenly stressed that management of staff or of individual libraries should remain the jurisdiction of paid, contracted staff.

This group observed that 'community library' volunteering might carry less appeal, as it would entail management of machines rather than traditional librarian duties. However, those that

would be volunteering to get valuable experience, or to increase chances of paid employment, would perhaps still be willing to do this.

They were more worried than others about the proposals to expand the home delivery service but drop the mobile service. They suspected that some vulnerable people would not want a succession of different volunteers coming to their home and thought that access to libraries via schools would be diminished if mobile libraries no longer called there.

All in all, they would prefer the smaller libraries to remain in their current form if possible, perhaps boosted by income from more classes (e.g. antenatal, young mothers) or sponsorship.

### **People aged 60 years or over**

Older people were using almost the whole range of services on offer at libraries. Whilst they still access books, audiobooks, computers, DVDs and CDs and newspapers; they also liaise a lot with staff regarding information technology, or specialist subjects they are working on, or utilise classes for themselves or their grandchildren.

They do like the idea of libraries becoming more of a 'one stop shop' for council services, with the facility on site for greater access to other departments of the council and related services.

They have an expectation that some of the smaller libraries will ultimately close, as budgets continue to be squeezed and the commercial model used by banks and post offices becomes one to adopt. They were very keen though to retain local access, so suggested some library stock and/ or access points (e.g. pick up lockers, self service kiosks) being sited at tube stations or supermarkets. Access to food and drink was becoming integral to the library experience for some and expansion of this and other ways to bring in income were desired.

Ultimately, they would prefer that a few libraries are shut so that the rest could remain in their current form, rather than more being retained as 'community libraries'. They prefer the traditional services, and are concerned that the proposals mark a period of marginalisation and ultimately closure of the smaller libraries, as investment shifts more toward the 'big four' of Edmonton Green, Enfield Town, Ordnance Road and Palmers Green. Travel is an issue for them too, with a slight reluctance to go further to tap into the full range of services or to find study space – a reluctance which they suspect will increase as they get older.

They sounded a note of caution with regard to the proposals. They urged the Council to fully consider the cost implications of setting up community libraries; of finding the right partners; and of recruiting, vetting, training and managing a large pool of volunteers with an expected high turnover.

Although volunteering themselves for various organisations, they exhibited little enthusiasm for becoming a volunteer at community libraries. They feel you would need to be a very committed, confident and IT-proficient individual to want to run a community library and provide support to users of new services such as kiosks, lockers, webchat facilities and remote access to other organisations.

### **Adults aged 18-25 years old**

Although lending services carry little appeal to this group, they do value libraries enormously for the provision of study space and computers and for being one of the few free places where people can go to better themselves.

It is important to this group that libraries are inviting – clean, modern and spacious, with a well-publicised and comprehensive range of services. Otherwise, this group says they will ultimately not use them.

The additional services available at flagships are welcome to these young adults, particularly access to other organisations, careers advice, help with job search and other financial and social assistance. If they have to travel further this is not likely to be a problem as the proposed sites are all on major bus routes. However, if study space becomes more limited or in greater demand then this would be a serious concern.

The additional technology on offer at the proposed community libraries could be useful, but is seen as peripheral to users who are much less interested in lending services (except perhaps text books for college courses) and more in need of the maximum amount of study space. They are not convinced that the financial outlay to set up the community libraries would be a good use of resources and would prefer that some are closed so that the remainder of the smaller libraries receive investment to be scaled down versions of the flagship libraries without loss of desks.

They would want each library (and partner organisation, if co-locating) to serve its immediate community with a range of services which is bespoke to local need, alongside refreshment facilities (at all libraries).

People their age might volunteer to work in the libraries, as it would be useful experience for their CV. However, as users they want access to expert staff and would expect volunteers to be managed on-site by a paid co-ordinator who can also help with more specialist queries.

They noted that few of their age group could serve as home delivery volunteers, as they do not have transport or a driver's license.

Option 1 was a clear favourite for this group, who desire as many opening hours as possible to cater for their flexible study patterns.

## ***Appendices***

### **Group Discussions:**

Method, Fieldwork and Analysis

Recruitment screening questionnaire (example)

Respondent letter

Discussion Guide

### **Survey:**

Method and Sample Profile

Analysis

Questionnaire

## **Group Discussions**

### **Method, fieldwork and analysis**

Discussion guides were prepared by Alpha Research and agreed with the London Borough of Enfield.

Recruitment was undertaken on-street and by telephone by Alpha Research recruiters, for example using community group contacts provided by the council.

Each group was defined by certain criteria, but broad demographic controls were also set to ensure a good mix of ages, sex and ethnicity in all groups. All groups contained a majority of library users. Explanatory letters were given to all those who agreed to participate (also appended).

Eight group discussions, of c.90 minutes' duration, were held in total, all of which were fully attended:

Date	Library (venue)	Group
17/11/14	Edmonton Green	Ethnic groups other than 'White British'
17/11/14	Edmonton Green	People without internet access at home
19/11/14	Enfield Town	People with disabilities
19/11/14	Enfield Town	Parents of schoolchildren
24/11/14	Enfield Highway	Unemployed people available for work
24/11/14	Enfield Highway	Parents of pre-school children
26/11/14	Southgate Circus	Adults aged 60+ y.
26/11/14	Southgate Circus	Adults aged 16-24y.

All discussions involved at least eight participants and were moderated by Derek Mitchell from Alpha Research.

The groups were digitally audio-recorded and listened back to in full during thematic analysis. Indicative quotes have been used where appropriate in the reporting.

The group discussion participants were most likely to be using the libraries in the traditional ways i.e. as a place to quietly study, to borrow books, or use the computers. Classes such as Rhyme Time, and support to use technology were also very valuable to these groups.

**Example recruitment questionnaire**

**Groups to recruit:**  
**8 x BME residents @ Edmonton Green Library on 17/11/14 @ 6.15pm**  
**8 x people with no internet access at home/ have used library for internet @ Edmonton Green Library on 17/11/14 @ 8.15pm**

My name is ..... from Alpha Research, an independent research agency, working on behalf of the London Borough of Enfield.

1. Could you tell me if you or any of your close friends or family work in any of these occupations?

- Marketing ..... 1
  - Journalism ..... 2
  - Market research ..... 3
  - Public relations ..... 4
  - Advertising ..... 5
  - or for London Borough of Enfield ..... 6
- .....If 'Yes' TO ANY OF THE ABOVE, CLOSE

2a. Have you ever been to a market research discussion or group interview?

- Yes ..... 1 CONTINUE
- No ..... 2 SKIP TO Q3

2b. How many such groups have you attended?

- 1-2 ..... 1 CONTINUE
- More than two ..... 3 CLOSE

2c. When did you last attend a group discussion or depth interview?

- Less than 6 months ago..... 1 CLOSE
- 6 months or more ago..... 2 CONTINUE

3. Are you aged 16 years or over?

- Yes ..... 1 CONTINUE
- No ..... 2 CLOSE

4. Do you live in the London Borough of Enfield? [IF NOT SURE ASK: who do you pay your council tax to?]

- Yes ..... 1 CONTINUE
- No ..... 2 CLOSE

5. Have you used a library in the London Borough of Enfield in the last six months?  
 [SHOW LIST OF LIBRARIES IN THE BOROUGH IF NECESSARY]

- Yes ..... 1 **RECRUIT 5-8 PER GROUP**
- No ..... 2 **RECRUIT 0-3 PER GROUP**

6. Which of these age bands do you fit into? READ OUT

- 18-34 ..... 1 **NEED TO RECRUIT 2-5 PER GROUP**
- 35-59 ..... 2 **NEED TO RECRUIT 2-5 PER GROUP**
- 60+ ..... 3 **NEED TO RECRUIT 1-4 PER GROUP**

7. To what ethnic group do you consider you belong?

(RECORD) \_\_\_\_\_

- White British ..... 1
- White Other/BME/Mixed ..... 2 **REQUIREMENT FOR 6.15pm GROUP**

8. Have you....

... access to the internet at home? Yes/**NO 1**

...used computers in libraries to access the internet in the last year? **YES 2**/No **CODE 1 OR 2 IS REQUIRED FOR 8.15PM GROUP**

(Neither) 3

9. Which Enfield library do you use most (or *live closest to* if a non-user)?  
[SHOW LIST/MAP OF LIBRARIES IN THE BOROUGH IF NECESSARY]

- |   |                    |
|---|--------------------|
| 1 Angel Raynham                         | 10 Millfield House |
| 2 Bowes Road                            | 11 Oakwood         |
| 3 Bullsmoor                             | 12 Ordnance Road   |
| 4 Edmonton Green                        | 13 Palmers Green   |
| 5 Enfield Highway                       | 14 Ponders End     |
| 6 Enfield Island Village                | 15 Ridge Avenue    |
| 7 Enfield Town                          | 16 Southgate       |
| 8 Fore Street                           | 17 Winchmore Hill  |
| 9 John Jackson Library (Bush Hill Park) |                    |

Record Sex

Male.....1 **NEED TO RECRUIT 2-6 PER GROUP**  
Female.....2 **NEED TO RECRUIT 2-6 PER GROUP**

EXPLAIN ABOUT THE GROUP DISCUSSIONS TO BE HELD, STRESSING:

- a. THAT THEY WILL BE INFORMAL SMALL GROUPS OF UP TO 8 PEOPLE
- b. THEY WILL BE CONFIDENTIAL SESSIONS (ANSWERS FROM INDIVIDUALS WILL REMAIN ANONYMOUS)
- c. PARTICIPATION IS VOLUNTARY

RECRUITED TO (delete as applicable)

Group 1 @ 6.15pm  
Group 2 @ 8.15pm

RESPONDENT'S NAME: \_\_\_\_\_

ADDRESS [ENSURE GOOD SPREAD OF ADDRESSES]:  
\_\_\_\_\_

POSTCODE (**VITAL! PLEASE RECORD**) \_\_\_\_\_

DAYTIME TEL: IF AVAILABLE

HOME TEL:

## Declaration

*I declare that this questionnaire was conducted according to the instructions given; in accordance with the MRS Code of Conduct and that the respondent was unknown to me at the time of the interview.*

INTERVIEWER'S SIGNATURE: \_\_\_\_\_

PLEASE PRINT NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

**Please remember the following basic rules:**

- 1 Respondents should not know each other.**
- 2 Respondents should be aware that the group will last 80-100 minutes and that they should arrive promptly. Respondents should be aware that the group discussion will be audio recorded.**

**Respondent Letter**



Please reply to : Madeline Barratt  
E-mail : [madeline.barratt@enfield.gov.uk](mailto:madeline.barratt@enfield.gov.uk)  
Phone : 0208 379 3784  
Date : November 2014

Dear Sir/ Madam,

We are carrying out a review of Enfield's library service. As part of this review, we want to give local people the opportunity to make sure that the library service will meet the needs of residents now and in the future.

We will be asking residents and library users about their experiences of using library services, ideas on how libraries can improve, priorities for the future, and views on how we can run services as efficiently as possible.

Alpha Research Limited has been hired as an independent agency to consult with local residents. The format of this consultation will be informal group discussions, each run by an executive from Alpha Research and involving up to eight local residents. They will be held at libraries across the borough, where disabled access will be available. The discussions will last about one and a half hours and participants' expenses will be paid.

We would like you to take part in this consultation. May I assure you that your contribution will be treated in confidence. You also do not have to answer any questions that you do not want to. Alpha Research will report findings on a general, rather than individual, level in a written report, a summary of which will be made available publicly by the Council.

If you have any queries regarding the consultation, please email [Libraryconsultation@enfield.gov.uk](mailto:Libraryconsultation@enfield.gov.uk). If you have any queries regarding Alpha Research or about the arrangements for the groups, please contact Derek Mitchell on 01844 260248 or at [derekm@alpharesearch.co.uk](mailto:derekm@alpharesearch.co.uk).

Yours faithfully

Library and Museum Service  
Business Manager

**Many thanks for agreeing to coming along to a group discussion at:**  
*(delete as applicable)*

Edmonton Green library, 36-44 South Mall, Edmonton, N9 0TN  
or Southgate Circus library, High St, Southgate, N14 6BP

**At** 5pm/6.15pm/7pm/8.15pm

**On** Mon 17<sup>th</sup> November / Wed 26<sup>th</sup> November

**We look forward to seeing you there.**

## Discussion Guide

# J9704 LB Enfield Library Development Plan Consultation

## Topic guide for group discussions

### Objective

To consult with residents about the LB Enfield Library Development Plan, to gauge the views in depth of particular stakeholder groups to help inform future options for the library service.

### Introduction (10 minutes)

Welcome and thanks. Explain about research, confidentiality, audio recording.

Explain that...

- the council needs to make £80m in savings by 2018 across all the services it provides
- the Council is committed to retaining and improving libraries
- council wants to build a library service that is fit for the future and meets the demands of new generation so library users
- this is an opportunity for you to help the council decide how it can run the service efficiently whilst meeting the needs of all members of the community
- two possible option to consider tonight

By way of introduction, ask participants to pair off for a couple of minutes to find out enough to be able to introduce their partner and what they most value about libraries in the borough.

### ***Vision for Enfield Libraries (10 minutes)***

Enfield Council have four main aims going forward. I'll read these out one at a time to see if you have any comments:

*Probe for comments after each one - anything they disagree with as an aim for the service? Anything that they feel should be a particularly high priority, or is not so important?*

- (1) Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- (2) Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- (3) Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- (4) A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

Enfield library service currently.....

- Has 17 libraries and a mobile library in the borough (highest in London)
  - but these have limited opening times, and some are in older buildings with limited access and flexibility
- The libraries are currently being used not just for borrowing books, but other things, such as: fun and creativity sessions for young children; quiet study; as a social meeting place; as somewhere to find out about local services and events; for accessing the internet and learning new skills.
- There is much greater demand for computers and wifi now
  - the Council offers extensive digital service to link up to other libraries and resources across London

Now you know what the aims of the service are, and how it is currently being used and set up over 17 sites in the borough, what do you think the library service should do if they are asked to save significant amounts of money in the coming years? *Probe fully*

The council budget is currently spent on many services such as social care, education, council housing, waste management, as well as services such as libraries and museums. How much do you feel libraries and museums should be making cutbacks compared to these other areas? *Probe fully*

### ***Four flagship libraries (15 minutes)***

*Provide handout of the text below and show location of these four libraries on a map of borough. Explain that this is just the plan for four of the libraries in the borough - we'll talk about the others in a minute. Allow participants a minute to read it.*

[NB text re opening hours has been removed - to be discussed later]

- Enfield Town, Edmonton Green, Palmers Green and Ordnance Road libraries will become flagship libraries, offering the full range of services including:
  - A comprehensive range of standard library resources and activities alongside digital hubs that will offer a far greater number of self-service kiosks and PCs and greater capacity wifi
  - Homework clubs and quiet zones for online and traditional learning activities
  - Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
  - Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
  - Training areas to support those requiring more intensive support around personal budgeting or digital access
  - Business innovation advice to support the self-employed and new starters with access to business online resources
  - Community space
  - Children's library services linked to children's centres to ensure support for families and early years learning
- Significant investment has already been made in Enfield Town, Palmers Green and Ordnance Road libraries.
- Edmonton Green Library will see significant investment and be expanded to two floors with a full community access services and a large digital access suite on the ground floor and quieter space for learning upstairs.
- Each is ideally located for transport links and reflects the four key areas of the borough

What are your first thoughts on this plan for these four libraries?

What is of particular interest to people like you?

What is of less relevance?

Is there anything you don't like the look of, or would change or add to what's on offer?

*If time allows, run through each item on the handout separately - checking for reaction, pros and cons.*

### ***Community Libraries (20 minutes)***

Some or all of the other libraries could become what will be called 'community libraries', where they share the facility with another service or voluntary sector organisation that shares the same principles (called 'co-location'). What do you think of this idea? *Probe fully for initial reactions, concerns re co-location*

The Council says that co-location can result in....

- a wider and better range of services available in a location
- longer opening hours because resources are shared with other partners
- reduced costs yet increased usage of the building, potentially attracting new library users
- more space available for local, community and voluntary groups
- more opportunities for volunteering

How does that change your view of this idea of libraries sharing their buildings with other like-minded community organisations and groups? *Probe fully*

It is expected that these community libraries will be run where possible by volunteers, but both they and members of the public would be able to contact Enfield Library service for assistance when necessary. Paid Enfield library staff would not be working on site.

What are your thoughts on this? *Probe fully for pros and cons, concerns, solutions*

There are some other possibilities for these community libraries too - please can we consider these in turn? *Discuss each of the ideas below in detail*

- (1) Access to wifi and video/web chat facilities, to address digital exclusion in communities
- (2) Have kiosks for ordering, returning, renewing and downloading library materials plus other council online services and payments
- (3) Possibly increase opening hours by having a lobby service with secure access via a library card
- (4) Have pick up lockers for ordered items

Overall, how much do you think you would use these sorts of community libraries?

- Would you use the more or less than you do currently?

- Why? In what way?
- What else could the council do to encourage people like you to use these sorts of libraries?

Please sum up what you like most and like least about this idea of community libraries?

### ***The two options (15 minutes)***

**OPTION 1.** Both proposals being considered have a mix of flagship and community libraries. Firstly, the first option would be to have the four flagship libraries ***open seven days per week***, while any other libraries would be community libraries in shared buildings with volunteer staff.

How important (or not) to you is seven day opening of the flagship libraries? *Probe fully*

What do you like and dislike about this proposal of a mix of the big four libraries open all week alongside smaller community libraries? *Probe fully*

How could it be more attractive to you?

**OPTION 2.** Option two would be to have the same four flagship libraries, but ***only open six days per week instead of seven***, so that two further libraries (Oakwood and Ponders End) could remain as small local libraries much as they are at present, whilst the remaining libraries would become community libraries.

What do you think of this idea, of retaining two local libraries as they are at present but the bigger libraries open six instead of seven days per week? *Probe fully*

What are the pros and cons of this idea?

How does it compare to Option 1? Which would you favour and why? ***Key questions - run around the group and ask everyone for their view***

So, how would you summarise your views as a group on the merits of these two options and what would be the preference of people like you? *Probe fully*

*[If not yet discussed generally]* What do you think generally about increasing the use of volunteers to run the library services? There's currently 60 volunteers, and they would look to increase this to 150 (for option 1) or 200 (for option 2)

***Home delivery and mobile library (5 minutes)***

It is also proposed that more volunteers are brought in to run the libraries' home delivery service, which would increase the reach of this service, but mean that the mobile library service is dropped.

What are your thoughts on this? *Probe fully*

How do you feel about this service being run by volunteers?

How do you feel about losing the mobile library service if it means that the delivery service can be extended? *Probe fully*

***Summary (10 minutes)***

To finish off, can I just run round the group and ask what your preferences and key message to Enfield Council library service would be regarding these proposals for the service?

*Thank and close.*

## **Surveys**

### **Method and sample profile**

The questionnaire was first drafted by Alpha Research then developed by the London Borough of Enfield, before being launched on the London Borough of Enfield website on the 12th November 2014. It was designed for both users and non-users of the libraries.

A paper version of the questionnaire was also made available in the libraries and other public buildings in the borough.

Interviews were conducted with people leaving libraries, for all borough libraries open during the fieldwork period apart from Angel Raynham.

Interviewers also administered the questionnaire amongst a general population sample of local residents in 10 town centres across the borough.

This report is based on the 2084 responses received to the consultation up to the 5th January 2015, broken down as follows:

624 self-completed online questionnaires

469 self-completed paper questionnaires

636 interviewer-administered questionnaires outside libraries

355 interviewer-administered questionnaires in town centres

A good spread of demographic groups was represented (see table below).

LB Enfield Library Development Plan

Base = all respondents	Whole sample (Base = 2037-2069)* %	General Population (Base = 355)* %
Male	<b>43</b>	<b>46</b>
Female	<b>57</b>	<b>54</b>
16-24y.	<b>9</b>	<b>15</b>
25-44y.	<b>32</b>	<b>38</b>
45-64y.	<b>35</b>	<b>33</b>
65y. +	<b>21</b>	<b>12</b>
White British	<b>51</b>	<b>39</b>
BME/ Mixed	<b>46</b>	<b>60</b>
With disability	<b>11</b>	<b>13</b>
Without disability	<b>84</b>	<b>86</b>
Living in Borough	<b>95</b>	<b>94</b>
Living out of borough	<b>4</b>	<b>2</b>
EN1	<b>16</b>	<b>17</b>
EN2	<b>11</b>	<b>12</b>
EN3	<b>18</b>	<b>26</b>
EN4	<b>1</b>	<b>0.6</b>
N9	<b>13</b>	<b>19</b>
N11	<b>2</b>	<b>2</b>
N13	<b>6</b>	<b>2</b>
N14	<b>9</b>	<b>6</b>
N18	<b>8</b>	<b>9</b>
N21	<b>10</b>	<b>5</b>
Other	<b>5</b>	<b>2</b>

*\*includes 'prefer not to answer' codes, so percentages do not add up to 100*

Respondents were asked how often they visited borough libraries. Over half (56%) used the libraries at least weekly, whilst one in 20 (5%) had not used them in the last two years. About one in seven (15%) of the general population sample had not used them in the last two years.

Users of all libraries were represented in the sample:

*LB Enfield Library Development Plan*

	<b>Used in the last six months (%)</b>	<b>Use the most (%)</b>
Angel Raynham	2	0.5
Bowes Road	3	1
Bullsmoor	4	1
Edmonton Green	31	16
Enfield Highway	12	4
Enfield Island Village	4	1
Enfield Town	47	22
Fore Street	10	3
John Jackson	9	4
Millfield House	3	1
Oakwood	13	6
Ordnance Road	9	5
Palmers Green	10	4
Ponders End	12	6
Ridge Avenue	21	10
Southgate Circus	13	6
Winchmore Hill	17	7
None used in last 6 months	2	2

There were some (25+) mobile library users in the sample, but it was not included on the questionnaire in the list of libraries, so an exact figure for the numbers of mobile library users is not known.

Edmonton Green, Ordnance Road and Ponders End tended to have a slightly younger usership, whilst Ridge Avenue tended to have an older profile. Edmonton Green (61%) and Fore Street (76%, 20/58) users were significantly more likely than users of other libraries to be using their library weekly. Edmonton Green, Fore Street and Ponders End were more likely to be used by people from ethnic groups other than White British. Ordnance Road was the only one more often used as a main library by males than females.

Computer (74% visiting weekly) and wifi (68%) users were more likely to be frequent users.

Selecting books to borrow remains the most frequently cited reason for a visit, with more than three quarters (77%) mentioning this. Of the 7 prompted answers given, using the computers (42%) and reading newspapers or magazines (31%) were also popular. Also mentioned (unprompted) were studying, homework, photocopying and seeking information. Younger users were more likely than older users to be using the study facilities, whilst older users were more likely to be borrowing books.

Edmonton Green users were more likely than those using other libraries to be using the computers (20%) or wifi (22%)

101 residents had not used an Enfield library in the last two years, most commonly because they did not need any of the services on offer (36%), have had no opportunity to go (23%), are not a keen reader (15%), or would rather buy than borrow books (15%).

### Analysis

355 of the 2084 respondents were interviewed in major town centres to reflect the general population of the borough. This sample profile did differ a little from the Enfield population estimates currently on the Enfield Council website, in terms of age and ethnic group. (Enfield estimated ethnicity baseline mid-2013, [www.enfield.gov.uk/download/.../baseline\\_equalities\\_population\\_data](http://www.enfield.gov.uk/download/.../baseline_equalities_population_data)).

As a result, a weighting matrix was defined to ensure that the age and ethnic profile of the 347 (of the 355 town centre respondents who divulged their age and ethnicity) does reflect the borough profile, as follows:

	Actual	Actual %	Target	Target %	Weight
<b>White British (WB) 16-24y.</b>	23	7%	17	5%	0.7563
<b>WB 25-44y.</b>	67	19%	38	11%	0.5624
<b>WB 45-64y.</b>	45	13%	48	14%	1.0558
<b>WB 65+y.</b>	31	9%	36	10%	1.1612
<b>Black/ Black British (B) 16-24y.</b>	16	5%	11	3%	0.7070
<b>B 25-44y.</b>	48	14%	26	7%	0.5360
<b>B 45+y.</b>	18	5%	20	6%	1.1036
<b>Other (O) 16-24y.</b>	21	6%	24	7%	1.1592
<b>O 25-44y.</b>	50	14%	72	21%	1.4394
<b>O 45+y.</b>	28	8%	55	16%	1.9714
<b>Total</b>	<b>347</b>		<b>347</b>		

The results discussed in the report reflect the weighted data.

Consultation Document [formatting removed]

## **Library Development Plan consultation Introduction**

Following the local election in May this year, I became Cabinet Lead Member for Education, Children's Services and Protection and was really pleased to be given Libraries and Museums as part of my remit.

I consider myself fortunate to have been given this opportunity and have spent a lot of time since the election learning about the services and visiting libraries to experience them for myself.

We are one of the few Councils in London who have kept all their libraries open in these tough economic times. Ours is a very successful, award winning service and we're continually improving and I am looking forward to working with the local community on a new vision for 21st Century Library Services that will keep and improve the service everywhere.

Enfield Council is committed to a comprehensive library service that meets the needs of the community. We will continue to provide the services that are essential to any public library and as a Council we:

- have no intention to close libraries
- will continue to support our 17 libraries

We know that ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users.

This consultation proposes an exciting future role for libraries which underlines their importance, the opportunities they create and ensures they remain a valued part of local life.

We want your views on the vision and proposals and how, together, we can ensure libraries are fit for the future and meet the needs of whole community.

Our vision and proposals are set out below with the consultation questionnaire starting on page 6/available online here - [Insert hyperlink if online version.](#)

Yours sincerely

**Councillor Ayfer Orhan**  
**Cabinet Member for Education, Children's Services and Protection**

## A vision for Enfield's libraries

Enfield's libraries have changed significantly in recent years as they have adapted to changes in local needs and expectations.

People of all ages are using libraries as a place for fun and creativity for young children; quiet study; a social centre where they meet other people; finding out about local services and events; accessing the internet; and learning new skills.

In recent times there has been a significant increase in demand for digital services and access to digital facilities (wifi and PCs) with over 1.4million uses of the Council's 24 hour digital library services.

The Council currently has 17 libraries plus a mobile library. This is the highest in London. Many are only open for limited times and are based in older buildings which limits access and flexibility. Many face substantial repair and maintenance costs. In addition, we offer an extensive digital library service which links up resources across London.

Whilst we have seen more people go online, we believe that libraries can continue to play a pivotal role in the success of local communities and have set out below our vision for their role:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

In order to deliver this ambitious vision, Enfield's libraries need to be in fit for purpose buildings in the right locations.

### Option 1

- Enfield Town, Edmonton Green, Palmers Green and Ordnance Road libraries will become centres of excellence with **extended opening hours seven days a week**, offering the full range of services including:

- A comprehensive range of standard library resources and activities alongside digital hubs that will offer a far greater number of self-service kiosks and PCs and greater capacity wifi
  - Homework clubs and quiet zones for online and traditional learning activities
  - Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
  - Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
  - Training areas to support those requiring more intensive support around personal budgeting or digital access
  - Business innovation advice to support the self-employed and new starters with access to business online resources
  - Community space
  - Children's library services linked to children's centres to ensure support for families and early years learning
- Significant investment has already been made in Enfield Town, Palmers Green and Ordnance Road libraries.
  - Edmonton Green Library will see significant investment and be expanded to two floors with a full community access services and a large digital access suite on the ground floor and quieter space for learning upstairs.
  - Each is ideally located for transport links and reflects the four key areas of the borough
  - All other libraries will be retained but the Council will seek to share the facility with other services or voluntary groups. These 'community libraries' may offer:
    - An increase in community space for voluntary and community groups
    - Address digital exclusion in communities through public access wifi and video/web chat
    - Kiosks for ordering, returning, renewing and downloading library materials plus other council online services and payments
    - Possibly increased opening hours due to the co-located partner service being able to staff it longer or a lobby service with secure access via a library card
    - Pick up lockers for ordered items
    - They would be supported by the host service and/or volunteers
    - Access to other services through shared facilities

- Requests for sharing with community groups or alternative services would need to have a clear business case and a purpose and ethos that is sympathetic to the core library vision.
- There can be significant benefits to the community by co-locating library services with other council services or community based organisations:
  - Widen and improve the range of services available in any one location
  - Increase the available opening hours by sharing resources particularly for those who work or who currently live in areas where current opening hours are limited
  - Reduce costs and increase the use of the building by attracting new users for all co-located services
  - Extend the availability of community and voluntary sector space at no extra cost
  - Increase the range of volunteering opportunities and the sharing of skills across a wider range of services
- Expand the home delivery service for homebound/care homes but move to volunteer led delivery services with possible links to other community initiatives such as befriending
- Increased recruitment of volunteers from 60 currently to 150 by 2016

By extending the opening hours, the range of facilities and services delivered through the centres of excellence, supported by the retention of 13 digital libraries, this will ensure the Council delivers an exciting and comprehensive library service to the community.

## Option 2

- As above plus
- Oakwood and Ponders End Library will be retained
- Enfield Town, Edmonton Green, Palmers Green and Ordnance Road libraries **to be open 6 days a week and will not have the extended opening hours as option 1** - these six libraries are currently open for 308 hours in total each week. These hours would be redistributed to give each library six day opening and a consistent pattern of hours so that times of access for the public are clear and easy to remember
- Increased use of volunteers from 60 to 200

The four large town centre libraries will provide a comprehensive range of facilities, as set out in Option 1.

Oakwood and Ponders End libraries will offer a more limited range of library facilities but would see an investment in digital access and support facilities to enhance access to council and other local services. (Ponders End library is due to be moved as part of the wider Ponders End regeneration scheme)

There would be an increased need for the use of local volunteers to maintain service levels. Community run libraries are dependent upon the dedication and commitment of local people to volunteer to fully maintain opening hours and service delivery.

### **Outreach Services**

As a Council, we recognise the need to continue to support those who cannot physically access a library. We currently provide a mobile library by a large vehicle that stops at various locations around the borough and a delivery service for homebound/ residential care homes. The mobile library is too big to visit many roads where parking/access restrictions apply and the take up is relatively small with just over 6000 visits last year.

In future we will provide tailored support that best meets their need by:

- Continuing to develop and promote online library services.
- Develop a volunteer led home delivery service for housebound and residential care settings
- Explore the development of Ipad loans for socially excluded people
- Explore premium paid for library services
- Delivering a range of community events and 'pop-up libraries' in communities with high or specific need.

### **Taking part in the consultation**

The consultation closes on 2 January 2015 and is available online at [www.enfield.gov.uk](http://www.enfield.gov.uk) or in paper format through libraries and council reception areas.

Thank you for taking the time to participate and give us your views which will be used as part of our decision making in February/March 2015.

## Library Development Plan Consultation November 2014

Please respond to all questions in section A. The questions in section B should be answered by those responding as an individual. The questions in section C should be answered by those who are responding on behalf of an organisation.

The closing date for responses is 5pm on 31 December 2014.

### Section A

Q1. The Council has committed to continuing to support all its current libraries. Do you agree or disagree that the Council should continue to support the provision of 17 libraries?

A. Agree, disagree etc.

Q2. Where possible the Council will seek to share current library buildings with other community services or voluntary groups, with an aim of providing a welcoming and secure community environment. Do you agree or disagree with this approach?

A. Agree disagree etc.

Q3. Enfield has stated that their libraries of the future should:

- Support learning and skills through online learning resources, early years literacy and space for quiet study
- Address digital exclusion so that all people can benefit from going online e.g. to shop, bank, find jobs, communicate
- Outreach to local communities and address social exclusion
- Co-ordinate access to information, advice and services for the Council and other organisations

Do you agree or disagree with this vision for libraries?

A. Agree etc

Can you now give us your views on the two options:

#### Option 1

The 17 borough libraries would be split into two types of library:

- **Four libraries** (Enfield Town, Edmonton Green, Palmers Green and Ordnance Road) would be flagship libraries, offering the full range of services, and be improved by:
  - all opening **seven** days a week
  - expansion of Edmonton Green onto two floors to provide an enhanced customer access suite with more digital support
- **The other 13 libraries** would stay open, but would change to 'digital libraries', where they would share the facility with another service or a voluntary sector organisation that shared the same principles. This could mean:
  - longer opening hours
  - Improved access to digital support and facilities

- Self service kiosks or lockers to take out and return library books and other items
- more opportunities to join in community groups and activities
- access to a wider range of local services

Q4. I'd like to know how you feel about this proposal for Enfield libraries. Please could you give me a score between 1 and 10, where 1 means that you are very much against this proposal and 10 means that you are very much in favour of this proposal.

Q5. What do you like/dislike about this proposal?

A. Free text

### Option 2

The second option would be similar to option 1, but there would be three types of library instead of two:

- **Four libraries** (Enfield Town, Edmonton Green, Palmers Green and Ordnance Road) would be flagship libraries, offering the full range of services, and be improved by:
  - All being open **six** days a week (*not seven days as in option 1*)
  - expansion of Edmonton Green onto two floors to provide an enhanced customer access suite with more digital support
- **Eleven libraries** would become 'digital libraries' shared with another service or voluntary organisation as set out above
- **Two libraries** (Oakwood and Ponders End) would keep with their current level of service

Q6. Please could you give me a score between 1 and 10 for this option, where 1 means that you are very much against this proposal and 10 means that you are very much in favour of this proposal.

Q7. What do you like/dislike about this proposal?

A. Free text

Q8. *[ONLY ASK IF SAME SCORE GIVEN AT Q4 and Q6 Of the two options presented, which would you favour:*

*...Option 1, with four libraries open **seven** days per week with the full range of services, plus 13 digital libraries*

*...or Option 2, with four libraries open **six** days per week with the full range of services, plus 11 digital libraries and two libraries with a more limited range of services*

Q9. The Council is looking to extend the reach of the home bound delivery service as far as possible by using volunteers to support vulnerable people who are unable to travel to a library and replace the need for a mobile library. Do you agree or disagree that this is a good idea?

A. Agree disagree etc.

If you responding as an individual, complete section B. If you are responding on behalf of an organisation, please complete section C.

**Section B**

Q10. (a) Which of the following best describes how often you visit a borough library?

- Most days
- Every week or almost every week
- Every few weeks
- Every few months
- Less often
- Never/ have not used in the last two years

(b) Which of the libraries have you used in the last six months? (*show and tick all that apply*)

(c) And which one do you use most often? (*tick one only*)

- Angel Raynham
- Bowes Road
- Bullsmoor
- Edmonton Green
- Enfield Highway
- Enfield Island Village
- Enfield Town
- Fore Street
- John Jackson Library
- Millfield House
- Oakwood
- Ordnance Road
- Palmers Green
- Ponders End
- Ridge Avenue
- Southgate
- Winchmore Hill
- None used in the last 6 months

Q11. If you have used a library in the last 6 months what did you use it for?

- Selecting books to borrow
- Selecting DVDs or CDs to borrow
- Using the computers
- Using the free wifi
- Reading newspapers or magazines
- Children's events and activities
- Adult events and activities
- Other.....please specify.

Q12. If you have not used a library in the last 2 years please tell us why.

I have no time/ opportunity to go  
I did not need any of the services on offer  
I buy rather than borrow books  
Opening hours are inconvenient for me  
It's difficult to get to the libraries  
I am not a keen reader  
Other (specify)

Q13. Please indicate your gender:

Male  
Female  
Prefer not to answer

Q14. Please indicate your age band:

16-24  
25-44  
45-64  
65+  
Prefer not to answer

Q15. Which of the following best describes your ethnic group or background?

White  
Mixed/multiple ethnic groups  
Asian / Asian British  
Black / African / Caribbean / black British  
Other ethnic group  
Prefer not to answer

Q16. Do you consider yourself to have a disability or long-term health condition?

*The Equality Act 2010 defines disability as a physical or mental impairment which has a substantial and long-term effect (at least 12 months) on a person's ability to carry out normal day-to-day activities.*

Yes  
No  
Prefer not to answer

Q17. What is your postcode:

*Supp: Are you interested in volunteering opportunities? If so please register your interest by emailing this address. [libraryconsultation@enfield.gov.uk](mailto:libraryconsultation@enfield.gov.uk) on the online version tick box and insert email address*

Many thanks for taking the time to complete this questionnaire. Please return it in the reply paid envelope provided by 5pm on 2 January 2015. The results of this consultation will be published in early 2015 and will be used as part of the Council's decision which is expected in February/March next year.

**Section C - If you representing the view so of an organisation, please complete the following:**

Q18 Your name

Name of organisation you are representing

Organisation address

Your email

Your telephone number