MEETING **BUSINESS MANAGEMENT OVERVIEW & SCRUTINY COMMITTEE**
DATE AND TIME **MONDAY, 11 JULY 2011** **AT 7.00PM**
VENUE **HENDON TOWN HALL,** **THE BURROUGHS, HENDON, NW4 4BG**

TO: MEMBERS OF THE COMMITTEE (Quorum 3)

Chairman: Councillor Hugh Rayner
Vice-Chairman: Councillor Brian Salinger

Councillors:

Maureen Braun	Kath McGuirk	Jack Cohen
Dean Cohen	Alison Moore	
Brian Gordon	Barry Rawlings	
Rowan Turner		

Substitute Members:

John Marshall	Julie Johnson	Lord Palmer
Daniel Seal	Alan Schneiderman	Susette Palmer

You are requested to attend the above meeting for which an agenda is attached.
Aysen Giritli – Head of Governance

Governance Service contact: Andrew Charlwood 020 8359 2014

Media Relations contact: Sue Cocker 020 8359 7039

To view agenda papers on the website: http://committeepapers.barnet.gov.uk/democracy

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No.	Title of Report	Pages
1.	Minutes of the Previous Meeting	
2.	Absence of Members	
3.	Declaration of Members' Interests a) Personal and Prejudicial Interests b) Whipping Arrangements (in accordance with Overview and Scrutiny Procedure Rule 17)	
4.	Public Question Time *(If any)*	
5.	Members' Items (submitted in accordance with Overview and Scrutiny Procedure Rule 9) *(If any)*	
Call-in		
6.	Any Matters Referred by Members of the Sub-Committee relating to key decisions made by: Cabinet on 15 June 2011; Cabinet Resources Committee on 29 June 2011; or Any action taken by Cabinet Member(s) and/or Directors/Chief Officers under delegated powers (Executive Functions)	–
Councillor Calls for Action		
7.	Councillor Calls for Action (submitted in accordance with Overview and Scrutiny Procedure Rule 22) *(If any)*	
Business of the Committee		
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17.	Any Other Items the Chairman Decides are Urgent	–

FACILITIES FOR PEOPLE WITH DISABILITIES
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AGENDA ITEM: 8   Page nos. 1 – 5

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Hampstead Garden Suburb Library Petition**
Report of	Scrutiny Office
Summary	This report provides Members with information relating to a petition signed by 2,125 residents submitted to the Council in relation to Hampstead Garden Suburb Library.

Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:

Andrew Charlwood, Overview & Scrutiny Manager, Corporate Governance Directorate

020 8359 2014, andrew.charlwood@barnet.gov.uk

1.	RECOMMENDATIONS
1.1	**That the Committee consider the petition received by the Council in relation to the Hampstead Garden Suburb Library and make appropriate comments/recommendations to the Cabinet in respect of the issues raised.**

2.	CORPORATE PRIORITIES AND POLICY CONSIDERATIONS
2.1	**The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**
2.2	**The three priority outcomes set out in the 2011-13 Corporate Plan are: –** • **Better services with less money** • **Sharing opportunities, sharing responsibilities** • **A successful London suburb**

3. RELEVANT PREVIOUS DECISIONS

3.1 Cabinet, 6 September 2010, Strategic Library Review

3.2 Special Committee (Constitution Review), 13 October 2010, Local Democracy, Economic Development and Construction Act 2009 – Requirement for a Petition Scheme

3.3 Council, 2 November 2010, Report of the Special Committee (Constitution Review) – 13 October 2010

3.4 Cabinet, 29 March 2011, Strategic Library Review

4. RISK MANAGEMENT ISSUES

4.1 Failure to deal with petitions received from members of the public in a timely way and in accordance with the provisions of the Council's Constitution carries a reputational risk for the authority.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

• The Council's leadership role in relation to diversity and inclusiveness; and

• The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 The Local Democracy, Economic Development and Construction Act 2009 requires local authorities to publicise and comply with a scheme for handling petitions and also provide a facility for electronic petitions on their websites.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Section 4, Public Participation Procedure Rules, paragraphs 3.10 and 3.11 provide that, where the Council receives a petition that contains 2,000 or more signatures, the relevant officer shall attend before an Overview and Scrutiny Committee to answer questions and give account to matters raised in the petition.

9. BACKGROUND INFORMATION

9.1 In September 2010, Cabinet agreed that a Strategic Library Review should commence. The objectives of the review were to identify and meet local needs, identify options to modernise the service, provide a sustainable foundation for coming years, and to provide better services for less money. The aspiration for the review was to identify options to improve service provision, meet local needs and reduce cost.

9.2 In March 2011, the Strategic Library Review was presented to Cabinet, who agreed the following:

- Consultation commence on the proposed strategy and financial plan for a ten week period, with a final report outlining recommendations to be submitted to Cabinet for consideration thereafter.

- That the extensive consultation and review activity that underpins the proposed strategy and financial plan be noted.

- That the Equality Impact Assessment related to the proposed library strategy and financial plan be noted.

- That development of a high-level implementation plan incorporating all key changes, aligned with the outcome of consultation activities be approved.

- That the proposed strategy and financial plan would require additional capital expenditure outlined in this report be noted.

- That discussions commence with the Arts Depot Trust regarding the potential co-location and development of a new Landmark Library with arts, cultural, and children's specialism within the Arts Depot site.

- That the initiation of negotiations with a neighbouring borough to develop a shared services approach, with recommendations to be reported to Cabinet be approved.

9.3   Cabinet are due to consider the Libraries Strategy on 26 July 2011. At the meeting, Cabinet will consider the outcome of the ten week consultation process and present alternative options in light of the consultation findings.

9.4   The petition was submitted to the Council as part of the consultation process, the findings of which will be included in the Libraries Strategy report.

9.5   The Committee are requested to consider the petition received by the Council in relation to the Hampstead Garden Suburb Library (in accordance with the constitutional provisions outlined at paragraph 8.3 above) and make appropriate comments/recommendations to the Cabinet in respect of the issues raised. The Assistant Director Customer Services and Libraries and Head of Libraries have been invited to give account to the Committee.

9.6   The Chairman has agreed that the following format will be followed at the meeting:

- Lead Petitioner has three minutes to present the petition to the Committee;

- Committee Members have the opportunity to ask questions of the Lead Petitioner;

- Relevant Officers (Assistant Director Customer Services and Libraries and Head of Libraries) respond to the issues raised by the Lead Petitioner and Committee Members;

- Committee Members to ask any further questions of the relevant officers;

- Committee to agree any comments/recommendations to be made to Cabinet on 26 July 2011 to be considered alongside the Libraries Strategy.

9.6   The text submitted with the 2,215 signature petition is attached at Appendix A.

10.   LIST OF BACKGROUND PAPERS

10.1   None

Legal: CH
CFO: MC/JH

SAVE OUR SUBURB LIBRARY !

Petition to :
Save Hampstead Garden Suburb Library

" We the residents and schoolchildren of Hampstead Garden Suburb, are petitioning Barnet Council in order to prevent them from closing this much needed amenity for our area. Our library in Marketplace, which has been in its current location for some 60 years, is the only one in the borough which is set to shut down completely. This, despite the fact that it provides a very valuable service to the community, particularly to young children and the elderly.

The " alternative " proposal, currently under discussion, would involve a move of the stock from our library to The Institute premises (next to East Finchley tube station) and the installation of a self-service machine - presumably dispensing with the librarians. The Institute is nearly a mile away from Marketplace and one has to ask how many of our library's users would be willing or able to make the journey - particulary the elderly or mums with pushchairs - and where parking is a nightmare. When Barnet published their " cost saving " plans for the libraries they said that there would be a ten week period of consultation. This finishes on June 13, so please make your feelings known by signing our petition today.

Deborah Warland
Suburb Library Action Group

AGENDA ITEM: **9** Page nos. 6 – 9

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Strategic Library Review / Libraries Strategy**
Report of	Scrutiny Office
Summary	At previous meetings, the Committee have requested to undertake post-decision scrutiny of the Strategic Library Review and pre-decision scrutiny of the Libraries Strategy

Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A – Strategic Library Review, Cabinet, 29 March 2011
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:

Andrew Charlwood, Overview & Scrutiny Manager, Corporate Governance Directorate

020 8359 2014, andrew.charlwood@barnet.gov.uk

1.	RECOMMENDATIONS

1.1 That the Committee consider and make comments/recommendations to the Cabinet on the:

    a) Strategic Library Review considered by Cabinet on 29 March 2011 (as set out at Appendix A); and

    b) Libraries Strategy consultation findings (to follow) scheduled to be considered by Cabinet on 26 July 2011.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2 The three priority outcomes set out in the 2011-13 Corporate Plan are: –

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

2.3 Under the priority outcome of 'Sharing opportunities, sharing responsibilities' the following are strategic objectives and projects that relate to the Library Service:

- **Create an exceptional reading service, putting learning and literacy at the heart of what we do, enabling easy access to information, and providing high-quality spaces designed to meet the needs of communities.**
- **Implementing the libraries review (promoting learning and literacy for children; promoting learning and literacy for adults; increasing access to knowledge and information; and work with partners to improve libraries as shared community spaces).**

3. RELEVANT PREVIOUS DECISIONS

3.1 Business Management Overview and Scrutiny Sub-Committee, 24 January 2011, Forward Work Programme

3.2 Business Management Overview and Scrutiny Sub-Committee, 28 February 2011, Strategic Library Review

3.3 Business Management Overview and Scrutiny Sub-Committee, 21 March 2011, Minutes of the Last Meeting

3.4 Cabinet, 29 March 2011, Strategic Library Review

3.5 Business Management Overview and Scrutiny Sub-Committee, 11 April 2011, Forward Work Programme

4. RISK MANAGEMENT ISSUES

4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 All Council services have had to made significant budget savings as a result of the spending review and associated cuts to local authority funding. The medium term financial strategy includes savings in respect of the strategic review of libraries (£1.3m over a 3 year period). It is important that the review enables these savings to be delivered.

7. LEGAL ISSUES

7.1 None in the context of this report.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

9. BACKGROUND INFORMATION

9.1 At previous meetings, the Committee have requested to undertake post-decision scrutiny of the Strategic Library Review and pre-decision scrutiny of the Libraries Strategy (scheduled to be presented to Cabinet on 26 July 2011).

9.2 The Strategic Library Review report, considered and agreed by Cabinet on 29 March 2011, is attached at Appendix A. The Committee are requested to make appropriate comments and recommendations to Cabinet on the findings of the Review.

9.3	Due to ongoing collation of the consultation findings and work in progress on the Libraries Strategy, the Committee will be unable to consider the full Strategy document in advance of the Cabinet meeting on 26 July 2011. However, the consultation findings, which will be used to inform the final Strategy, will be available in time for the Committee meeting on 11 July 2011 and will be circulated to committee members as soon as it becomes available.

9.4	The Committee are requested to consider the consultation findings document and make appropriate comments and recommendations to the Cabinet and officers to assist in the formulation of the final Strategy document.

## 10.	LIST OF BACKGROUND PAPERS

10.1	None

Legal: CH
CFO: JH/MC

Putting the Community First

BARNET
LONDON BOROUGH

AGENDA ITEM: 5   Page nos. 1 – 115

Meeting	Cabinet
Date	29 March 2011
Subject	**Strategic library review**
Report of	Cabinet Member for Customer Access and Partnerships
Summary	This report proposes a new library strategy and medium-term financial plan to meet library user and resident needs, provide a better service with less money, and provide a sustainable foundation for the future. This will be subject to consultation for ten weeks from 4 April 2011. The report also provides a summary of the key findings from the strategic library review (consultation, customer insight, peer review, estate information, and governance) on which the strategy is based.

Officer Contributors	Tom Pike, Head of Libraries, Museums, and Local Studies
Status (public or exempt)	Public
Wards affected	All
Enclosures	1. 'Literacy, learning and leisure': The case for a public library service in the 21st century
	2. Strategic library review – findings and conclusions
	3. Equality Impact Assessment
For decision by	Cabinet
Function of	Executive
Reason for urgency / exemption from call-in	N/A

Contact for further information: Tom Pike (tom.pike@barnet.gov.uk. Tel: 0208 359 7058)

1.   RECOMMENDATIONS

It is recommended that Cabinet:

1.1   Commence consultation on the proposed strategy and financial plan for a ten week period, with a final report outlining recommendations to be submitted to Cabinet for consideration thereafter.

1.2   Note the extensive consultation and review activity that underpins the proposed strategy and financial plan.

1.3.   Note the Equality Impact Assessment related to the proposed library strategy and financial plan.

1.4.   Approve development of a high-level implementation plan incorporating all key changes, aligned with the outcome of consultation activities.

1.5.   Note that the proposed strategy and financial plan would require additional capital expenditure outlined in this report. This will be subject to a separate report to CRC.

1.6.   Commence discussion with the Arts Depot Trust regarding the potential co-location and development of a new Landmark Library with arts, cultural, and children's specialism within the Arts Depot site.

1.7.   Approve the initiation of negotiations with a neighbouring borough to develop a shared services approach, with recommendations to be reported to this committee.

2.   RELEVANT PREVIOUS DECISIONS

2.1   Cabinet 12th June 2006 – item 6: Approval of the Customer Access Strategy, outlining the authority's strategy for improving its approach to customer service through the effective use of integrated access channels.

2.2   Cabinet 26 July 2007 – item 8: Approved the library strategy, including the creation of a network of leading libraries, a capital programme to refurbish leading libraries, use of customer self-service technology, and integration with accommodation and customer services strategies.

2.3   General Functions Committee 8 December 2008 – item 14: Approval for a revised staff structure for the library service that will support the implementation of the Library Strategy, increase the service's responsiveness to communities and individual customers, and enable a balanced budget to be achieved.

2.4   DPR 764 - Delivering the Library Strategy: Outlines how the Library Strategy will be delivered and further service improvements made.

2.5   Cabinet 6 July 2009 – item 5: Agreement that three principles would be adopted as the strategic basis for making future decisions (a new relationship with citizens, a one public sector approach and a relentless drive for

efficiency) and a phased approach to delivering the Future Shape Programme.

2.6 Cabinet 24 October 2009 – item 8: Approved plans to implement the Future Shape Programme, including the development of a new relationship with citizens, and development of plans for a Customer Services Organisation.

2.7 Cabinet 6 September 2010 – item 9: Agreement for a strategic library review project, to identify and meet local needs, identify options to modernise the service, provide a sustainable foundation for coming years, and provide better services for less money. The aspiration for the review was to identify options to improve service provision, meet local needs and reduce cost.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

3.1 The Council's Corporate Plan 2010 – 2013 sets out how the authority will respond to the challenges facing Barnet over coming years. The proposed library strategy will make significant contributions to deliver the following corporate priorities and strategic objectives.

3.2 *Better Services with Less Money:* The library strategy aims to provide better services with less money, and is aligned with the strategic objectives to:

- improve customers' access to the council, and encourage more contact and transactions to be carried out online
- make sure we get best value from resources across the public sector, including our people and assets
- maximise improvements and savings in 'back office' functions

This will be achieved by improving and extending our digital library and online resources and increasing capacity to equip citizens with skills to use online resources; offering additional self-service facilities in libraries and exploiting technology to provide an efficient core library (reading and information) service; seeking opportunities to co-locate libraries with other public services where appropriate, and wider changes to the property network to provide good access; considering the business case to share some of our back office infrastructure with other local authority partners; and seeking to focus a greater proportion of our resources on support for reading and learning opportunities.

3.3 *Sharing Opportunities and Sharing Responsibilities:* The library strategy aims to develop a new relationship with citizens; promoting and providing opportunities for people to read, learn, find information, and use the space for a range of activities and events. The library strategy is aligned with the strategic objectives to:
- create the conditions for children to develop skills and acquire knowledge to lead successful adult lives
- develop a new relationship with residents so they are able to more effectively contribute to making Barnet and its residents successful

The strategy sets out key objectives to encourage and support children and young people to read, learn and develop skills; provide a high quality infrastructure for residents, including a comprehensive range and collection of books, an excellent set of online services, and easier transactions; and,

develop our approach to better support reading, learning, and digital literacy for adults. The strategy sets out to develop engaging outreach programmes for those with lower levels of literacy, and better connect with communities. The strategy aims to will encourage communities, third sector organisations, and individuals to provide more community-led events and initiatives in libraries, promoting literacy, learning, self-help, information, advice, guidance, and social interaction. The library service will develop programmes to equip volunteers to work with us to sustain and increase reading groups, ICT sessions, and literacy sessions.

3.4 *A successful London suburb:* The library strategy aims to provide a high quality and engaging service, which helps support a prosperous and thriving borough.

3.5 The Corporate Plan (2010 – 2013) sets out a range of principles for how Barnet will operate: a one-public-sector approach; a new relationship with citizens; and a relentless drive for efficiency. The library strategy is designed to support these principles, by establishing a local authority partnership to reduce the costs of back office services though sharing or trading services, using technology such as self-service and online services to improve efficiency, and develop a new range of partnerships with local partners, the third sector, and local communities.

3.6 This new library strategy will support delivery of the 'One Barnet' programme, including a relentless drive for efficiency and a new relationship with citizens. The library service would work with a range of public and third sector partners in the borough, to meet the needs of different user groups and communities. In addition, the strategy outlines opportunities to co-locate libraries with other public services to provide greater efficiency, and improve access to services for residents based on meeting the needs identified in the process.

3.7 The proposed library strategy will support the Customer Services Organisation (CSO) programme, by offering support to access the Customer Services Organisation through libraries – offering web-based self-service, supported self-service where appropriate, referrals to the CSO, and encouraging specialist surgeries in libraries. In addition the CSO programme will also consider the business case to base face-to-face services from library sites.

4. RISK MANAGEMENT ISSUES

4.1 There are a number of potential risks associated with the strategic library review, which are outlined below along with measures to mitigate the risks identified.

4.2 Efficiency savings available within the service are limited, and without a clear service strategy and resource strategy for coming years, the ability to reduce expenditure will be severely constrained. Without a clear medium-term strategy, reduction in spending would result in an unsustainable and significantly impoverished service which could not meet the diverse needs of our communities. Reactive service cuts each year – for example reducing stock, staffing, or hours – without a clear strategic foundation could lead to

longer-term decline of the service, reducing access to services. To mitigate this risk, Cabinet are asked to consider and endorse the library strategy, aiming to provide better services with less money.

4.3   There is a risk of claims of breach of statutory duty under the Public Libraries and Museums Act 1964, if the service design is not clearly based on evidence regarding need of users and the statutory obligation to provide a comprehensive and efficient service. The lessons learned from Wirral (see paragraph 7.11) were incorporated into the strategic library review methodology, and inform the proposed library strategy.

4.4   Decisions taken by Cabinet need to be based on full and comprehensive consultation, and without this evidence there would be a risk that the library strategy did not show due regard for the needs of local communities. The strategic library review set out to complete a broad and comprehensive consultation – engaging with residents, library users, and different communities at an early stage to inform strategy development. As a library strategy – including a preferred option to deliver the strategy – has now been recommended to Cabinet, a second phase of consultation will be required to invite responses from the public, analysing responses provided, before developing final proposals for decision-makers to consider.

4.5   There is a risk that any proposed changes to the public library service in Barnet could have an adverse public reaction. The proposed changes include: developing new priorities for the service, and performance measures; changes to the network of branches; and changes to parts of the service infrastructure – technology, workforce and skills base, use of volunteers, and partnership with another local authority. This risk can in part be mitigated by a clear communication plan outlining the proposal considered by Cabinet, the rationale for change, the implications of change, and the positive elements of the library strategy.

4.6   The library strategy and proposals could result in adverse response from staff and trade unions, owing to the workforce implications of the strategy, proposals, and spending reductions. This will be mitigated by establishing regular communication with staff and trade unions through a variety of channels, providing easy access to senior officers. The managing organisational change policy will be applied to implement any workforce changes, and the library service will develop a comprehensive learning and development plan to equip teams with additional skills.

4.7   There are risks associated with delivery of the library strategy, requiring capital investment, new partnership arrangements, property changes, use of new technology, implementation of new services, and development of new relationships with citizens and customers. Delivery of the proposal strategy would require a full change programme, including using capital receipts to ensure all buildings are fit for purpose, technology is deployed to enable changes in service delivery, and project management to deliver the programme.

4.8   There are risks associated with the creation of a new Landmark Library within the Arts Depot: development of a new partnership; use of space; and financial and property implications. A partnership with the Arts Depot to develop a Landmark Library within the current Arts Depot site could offer a range of benefits to Barnet residents, library users, and users of arts and cultural services. This is a preferred option for service delivery, given the additional benefits this could offer to the public, and allow effective use of resources. Any partnership agreement to develop this shared facility within the Arts Depot would require support from both the Council and the Arts Depot Trust. This agreement would need: to consider how the space can be best utilised to maintain the existing programmes at the Arts Depot and develop additional spaces and capacity; evaluate the capital implications of developing the new Landmark Library; agreement on how the partnership would work to the benefit of all; offer options for how the arrangement can be formally agreed, including property, financial and legal implications; and establish a viable schedule to establish the new services. Over the ten week consultation period, the Council will engage with the Arts Depot, establishing a project to consider all relevant issues and report progress to Cabinet.

4.9   Hampstead Garden Suburb library is not owned by the London Borough of Barnet, but is leased from a landlord. The normal risks associated with lease agreements apply.

5.   EQUALITIES AND DIVERSITY ISSUES

5.1   The single public sector equality duty pursuant to the Equality Act 2010 is likely to come into force in April 2011 (as outlined in section 7.4 – 7.10). The effects of the proposals upon various equality strands are brought to the attention of Cabinet. A comprehensive Equalities Impact Assessment has been completed.

5.2   It is essential that all options presented by the strategic review complete a comprehensive impact assessment. The Corporate Plan 2010 – 2013 sets out a commitment that major policies, functions and activities should be assess for their equalities risks. This strategic review follows this approach, and used detailed insight methods and consultation tools to assess needs within the borough to inform the strategy, and evaluate the impact on different groups.

5.3   Consultation and engagement took place with different groups representing all parts of Barnet's diverse communities, with particular focus on engaging groups who have more complex service requirements.

5.4   The Equalities Impact Assessment notes the impacts – both positive and negative – on the various groups covered by equalities legislation.   The parameters of this assessment include review of all borough-wide implications of the strategy, noting that improving accessibility of buildings, increasing opening hours, increasing the number and range of books bought, and developing new services for under-represented groups will improve the overall service provision within the borough.   The assessment also notes how

consultation – including consultation with those covered by equalities legislation – has been used to develop the strategy and proposals, and led to the exclusion of options which could have a greater adverse impact on various groups covered by equalities legislation. In addition, the Equalities Impact Assessment outlines how changes such as greater use of self-service, web-based services, and volunteering impact on various groups, and measures taken to mitigate adverse impacts. The assessment also considers specific changes in parts of the borough where changes to the property network are proposed, and the impact on various groups covered by equalities legislation. This focuses on:

5.4.1 **Assessment of remodelling how library services are provided to the Hampstead Garden Suburb area.** Potential adverse effects include: reduced service access for all users, including older library users and those with more limited mobility; potential reduction of service for library users from the immediate surrounding area, including a higher proportion of Jewish residents and women. Adverse impacts will be mitigated by making a self-service collection available in a community building (proposed to be the Institute Arts Centre), offering additional opening hours in accessible library buildings in two neighbouring wards within a small catchment area, providing the mobile library service to the area, promoting the availability of the home library service to eligible residents within the ward, improving availability and range of online resources, and piloting a new paid-for home delivery service. The service needs and priorities of a wide range of library users and residents cannot be met in the current site; and the wider changes to the library service intend to provide enhanced access and services across the borough.

5.4.2 **Assessment of the merger of two libraries – North Finchley and Friern Barnet – into a co-located site Landmark Library.** This is proposed to be based in the Arts Depot, subject to discussion, negotiation and agreement with the Arts Depot trust, Landlord, and design of a viable shared facility and partnership arrangement. Potential adverse impacts include: creation of the new site may discourage some use from current library users who are older, have mobility challenges, travel with children, or prefer to use a local branch; there may be some impact on those with disabilities who, under the new model of service provision, cannot access public or private transport to reach a library site and are also not eligible for the mobile library service; and noting that a there may be an impact on the proportion of Black and Minority Ethnic groups who are currently using both libraries. Adverse impacts will be mitigated by providing a new, fit for purpose library in a location at the heart of the bus and road network, offering additional opening hours, a wider range of services and activities, enhanced study spaces and availability, and promoting the availability of the home library service to residents within the area. Should this proposal be taken forward, the Council would also consider options for use of Friern Barnet site, including any potential sympathetic uses.

5.4.3. **Assessment of the implications of developing a new library in Finchley Church End**, to provide an accessible building, improved community/meeting space, and to offer a service which works effectively in conjunction with a new Landmark Library for the Finchley. The new site, space, and layout of this site

have yet to be confirmed, and will be subject to full assessment at that stage. Based on the data available, potential impacts are noted, including the potential reduction of stock holdings or remodelling of opening hours (to be confirmed). Potential adverse impacts include: adverse impact on access for younger people (more likely to be adverse to reduced hours); all users by any reduction in stock holding – as the new Landmark Library would hold a deeper collection; remodelling in opening hours or stock holdings may have an adverse impact on people with disabilities; any reduction in space would impact on a wide range of groups. Retaining a local library in this area to work in conjunction with the Landmark Library mitigates adverse impacts, retaining a local site for those with mobility difficulties, disabilities, and acknowledges the preference of older users and those from BME groups to access local services. Availability of additional study space or community space in a new facility would better meet the needs of younger people, BME groups, and older people; and ensuring the space is fully accessible will benefit those with disabilities. Adverse impacts are also mitigated by providing a greatly enhanced service from the new Landmark Library, offering a wider range and depth of services, a well-located site, public transport access, and can be used for a range of different functions.

5.4.4 **Assessment of the impact of developing a new model of library service in Child's Hill and Grahame Park**, aiming to better meet the needs of local communities and various groups. Library service funding to both sites would be reduced; though the strategic intention is to increase the range, depth, and quality of services available by co-locating the services with a range of partners. Potential adverse implications are noted: any changes or reduction to opening hours (though not proposed) would impact adversely on younger people; any reduction in stock or study space is expected to disadvantage older users, younger users, and those from BME groups; though the location of a new Child's Hill library is subject to options appraisal, a poorly located site would adversely impact older residents, those with mobility challenges, and people with disabilities; and failure to continue existing specialisms (ICT, homework, children's work and literacy) would disadvantage a range of groups. However, the design of these new Link Libraries is intended to mitigate potential adverse impacts by offering a wider range of public services and support from new, co-located facilities, and working with users and local residents to design an enhanced service.

6. **USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

6.1 **Finance:** The strategy outlines savings of £1.41m, including delivery of the savings required from the authority's medium-term financial plan (£1.336m set for Libraries, Museums, and Local Studies over three years), and an additional £75k from development of a new Link Library in Grahame Park which is anticipated in 2014 – 2015 subject to progress of the redevelopment. Should the proposed strategy be approved following consultation, detailed proposals to develop a capital programme will be outlined, with significant investment required to deliver the ambitious change programme, improve the

asset base, fit-out new libraries, and invest in technology to improve services and efficiency. The finalised strategy will also provide a breakdown of the savings to be achieved over the three year period.

6.2   The proposed strategy indicates savings of £1.105m (sections 9.4.1 – 9.4.4), and an additional £10k revenue invested in the book fund. In addition to this, £236k budget reduction was approved by Cabinet for 2011 – 2012 budget round; and a further £80k saving is anticipated from the Museums service.
A more comprehensive breakdown of the financial plan for libraries is provided in the enclosed report.

6.3   **Procurement:**   Delivery of the strategy would require support from procurement services, considering purchase of new technology, products, or fixtures and fittings for sites. Where required, the corporate Procurement team will support and advise to ensure full compliance with policies and procedures.

6.4   **Performance & Value for Money:**   Delivery of the strategy is likely to significantly reduce the cost per library visit, reduce costs, maintain the number of visits to libraries, aims to increase book issues, and aims to increase the use of libraries by key groups (e.g. children).

6.5   **Staffing:**   The strategy has implications for staffing, and a reduction in the workforce is expected. A reduction of c.16 full time equivalent posts is expected over 3 years, though the service has a number of vacancies and posts filled through non-permanent employees which mitigates this impact. In addition, changes will be phased over a three year period, proactively managing vacancies as they emerge to mitigate workforce impacts. The managing organisational change policy will be applied to manage any workforce changes. The proposed library strategy sets high expectations for the library service workforce, and will be supported by investment in new learning and development activities to develop additional skills and knowledge required to deliver the proposed strategy and priorities. This will include developing reading promotion and development skills; ability to work with different customer groups – including those with more complex needs; working in a self-service environment; new technology and information skills.

6.6   Phasing of redundancies is indicative at this stage, as the strategy is only a proposed option, with consultation and an implementation plan to follow. Owing to these constraints, it is not possible at this stage to model of how the indicative reductions would be achieved. However, the indicative phasing is as follows: estimated 7 Fte reduction in 2011 – 2012; with an estimated 9 Fte reduction across the following two years.

6.7   Following public consultation, a final report will be presented to Cabinet. This will include an implementation plan, including more detailed phasing of staffing reduction, and an EIA of the staffing reductions proposed for 2011 – 2012. Full consultation with staff would commence at this point.

6.8 **IT:** The strategy outlines a number of changes in use of IT, including extended use of radio frequency identification system (RFID) self-service for loans, returns and payment, additional WiFi access, an enhanced online branch and set of web resources, use of self-service Customer Relationship Management (CRM) systems in libraries, a refresh of back office technology to meet corporate standards, and consideration of opportunities to refresh the People's Network. The development of a high-level programme plan to deliver the strategy will set up an IT work stream to ensure that technology meets user needs and is exploited to provide greater efficiency.

6.9 **Property and sustainability:** The strategy would be delivered through a significant change programme, with property implications. The strategy recommends a range of developments to improve the condition of library buildings, access to library buildings. The strategy also includes proposals to co-locate two libraries North Finchley and Friern Barnet libraries into a new Landmark library (proposed to be the Arts Depot), developing a new library in Finchley Church End, disposing of two sites; replacement of Grahame Park and Child's Hill with new fit-for-purpose facilities; the longer-term development of a new site in Brent Cross-Cricklewood; negotiating to end the lease of Hampstead Garden Suburb library; investment in all other library branches as part of a capital maintenance programme, including options to reduce utility costs and provide a more sustainable service; and the establishment of co-located services with other partners.

7. LEGAL ISSUES

7.1 The public library service is subject to the Public Libraries and Museums Act (1964), (PLMA) which requires library authorities to provide a comprehensive and efficient library service.

Public Libraries and Museums Act (1964):

"It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use [of libraries]. A library authority shall have power to make facilities for the borrowing of books and other materials available to any persons it shall not by virtue of this subsection be under a duty to make such facilities available to persons other than those whose residence or place of work is within the library area of the authority or who are undergoing full-time education within that area. In fulfilling its duty under the preceding subsection, a library authority shall in particular have regard to the desirability—

(a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and

(b) of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and

(c) of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions".

7.2   The main legal risks for the process are as follows:

- Legal risks related to fully or properly considering the impact upon groups with 'protected characteristics' as evidenced by equality impact assessments and potential challenge if these considerations are not fully and properly taken into account by Cabinet;

- Legal risks about public law duty to consult on the library strategy and proposals with all those who live, work or study within the Borough.

These risks have been mitigated as follows:

- An equality impact assessment has been carried out for the proposed library strategy, noting the implications for all equality strands, and highlighting implications for specific parts of the borough.

- Legal advice has been taken on the proposed strategy, and this resulted in a detailed consultation being carried out. The Council is under an obligation to engage in a meaningful and timely consultation with all those who have a legitimate expectation to be consulted; including all people who live work and or study within the Borough and for their views to be considered. To achieve this aim, a full and comprehensive consultation programme took place from October – December 2010. The library strategy is informed by key issues arising from the results of the consultation.

- In addition, a second phase of consultation to seek responses to the proposed strategy and options will take place from April – June 2011 and will be reported to Cabinet. A further EIA will also be completed at this stage.

7.3.   **Consultation**
As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the Council will consult then the Council must comply with it's own practice or policy;
- Exceptionally, where the matter is so important that the Council ought to consult whether or not there is a statutory duty to consult.

Consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals; and
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

Consultation proposals should demonstrate not only that the Council is approaching the proposals with an open mind, but also that it is mindful of the range of implications any proposal may have for those affected and that any decision is not pre-determined prior to the consultation and the response thereto being considered.

The Council must take account of all relevant considerations, including importantly the duty to give due regard to the public law equalities duties and in particular any potential differential and/or adverse impact. The Council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the Council to consider.

Equality duties

7.4   The single public sector equality duty pursuant to the Equality Act 2010 is likely to come into force in April 2011. Until then, the Council must have due regard to goals set out in existing discrimination legislation as follows:
Under s71 (1) of the Race Relations Act 1976
(a) to eliminate unlawful racial discrimination; and
(b) to promote equality of opportunity and good relations between persons of different racial groups.
Under s49A of the Disability Discrimination Act 1995 to:
(a) the need to eliminate discrimination that is unlawful under this Act;
(b) the need to eliminate harassment of disabled persons that is related to their disabilities;
(c) the need to promote equality of opportunity between disabled persons and other persons;
(d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
(e) the need to promote positive attitudes towards disabled persons; and
(f) the need to encourage participation by disabled persons in public life.
Under s76A of the Sex Discrimination Act 1975:
(a) to eliminate unlawful discrimination and harassment, and
(b) to promote equality of opportunity between men and women.

7.5 Attention is drawn specially to the Council's duties under section 49A (d) of the Disability Discrimination Act as this imposes a more positive obligation to consider whether disabled people should be treated more favourably. The Council must identify the groups of people affected by any proposal and how they are affected by the proposals and in the case of disabled people the Council must give due regard to treating them more favourably.

7.6 'Due regard' as required by legislation is more than 'regard'; it requires more than simply giving consideration to the issue of disability, race or gender, the law requires a rigorous and open minded approach. The public authority duty is to have 'due regard' and this is about the process of formulating policy and making decisions but this must also be about substance rather than form. In considering the duties decision makers must consider the alternatives and all the countervailing circumstances including where appropriate the budgetary requirements. In considering the Equality Impact Assessment, decision makers must concentrate on the quality of the analysis in assessment when making their decision and not just the form of the document and its conclusions.

7.7 The core provisions of the Equality Act 2010 came into effect in October 2010. This Act provides a new cross-cutting legislative framework; to update, simplify and strengthen the previous discrimination legislation. The general duty on public bodies is set out in section 149 of the Act. Although this section is not yet in force it will be when the recommendations in this report are implemented if Cabinet decides to agree to those recommendations.

Therefore the Council must have due regard to these new duties as set out below in relation to the new protected groups which are also set out;
(1) A public authority must, in the exercise of its functions, have due regard to the need to—
(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
(2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
(3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
(a) tackle prejudice, and
(b) promote understanding.
(5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
(6) The relevant protected characteristics are—

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

It also covers marriage and civil partnership with regard to eliminating discrimination.

7.8   There is also a statutory Code, namely The Duty to Promote Disability Equality: Statutory Code of Practice made by the Disability Rights Commission (now named Equality and Human Rights Commission, EHRC). The Code sets out what public authorities need to do to fulfil the general and specific duties. New Statutory Guidance will be issued shortly in relation to the new duties under s149 of the Equality Act 2010.

7.9   There is also a non-statutory guidance issued by the EHRC on the general duty, including gathering and analysing evidence to inform action, on how public authorities assess information and make decisions. The Equality and Human Rights Commission has published some non-statutory Guidance in relation to the new equality duty. It states that the essence of the new duty remains the same, to have due regard to achieve the three general duty aims. It also states, amongst other matters that public authorities should;

- have an adequate evidence base for decision making and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations
- analyse the effect of a policy or practice on equality

7.10   The Council is following this Code and taking the Guidance into consideration in formulating its proposals for consideration by Cabinet. The guidelines laid down by the Court in the case of R (Brown) v Secretary of State for Work and Pension which also gives decision makers some additional guidance when considering their equality duties are as follows:

First, those in the public authority who have to take decisions that do or might affect disabled people must be made aware of their duty to have "due regard"

to the identified goals: compare, in a race relations context R(Watkins – Singh) v Governing Body of Aberdare Girls' High School [2008] EWHC 1865 at paragraph 114 per Silber J. Thus, an incomplete or erroneous appreciation of the duties will mean that "due regard has not been given to them: see, in a race relations case, the remarks of Moses LJ in R (Kaur and Shah) v London Borough of Ealing [2008] EWHC 2062 (Admin) at paragraph 45.

Secondly, the "due regard" duty must be fulfilled before and at the time that a particular policy that will or might affect disabled people is being considered by the public authority in question. It involves a conscious approach and state of mind.

Thirdly, the duty must be exercised in substance, with rigour and with an open mind. The duty has to be integrated within the discharge of the public functions of the authority. However, the fact that the public authority has not mentioned specifically section 49A(1) in carrying out the particular function where it has to have "due regard" to the needs set out in the section is not determinative of whether the duty under the statute has been performed: see the judgment of Dyson LJ in Baker at paragraph 36. But it is good practice for the policy or decision maker to make reference to the provision and any code or other non – statutory guidance in all cases where section 49A(1) is in play.

Fourthly, the duty imposed on public authorities that are subject to the section 49A(1) duty is a non – delegable duty. The duty will always remain on the public authority charged with it. In practice another body may actually carry out practical steps to fulfil a policy stated by a public authority that is charged with the section 49A(1) duty. In those circumstances the duty to have "due regard" to the needs   identified will only be fulfilled by the relevant public authority if (1) it appoints a third party that is capable of fulfilling the "due regard" duty and is willing to do so; and (2) the public authority maintains a proper supervision over the third party to ensure it carries out its "due regard" duty. …

Fifthly, (and obviously), the duty is a continuing one.

Sixthly, it is good practice for those exercising public functions in public authorities to keep an adequate record showing that they had actually considered their disability equality duties and pondered relevant questions. Proper record — keeping encourages transparency and will discipline those carrying out the relevant function to undertake their disability equality duties conscientiously. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by section 49A(1) …"

7.11   In 2009 a Public Inquiry concluded that Wirral MBC was in breach of its statutory duty under the PLMA when it proposed a remodelling of its library services which included a £20m investment, extension of opening hours and the closure of 11 libraries. The Inquiry found that Wirral had failed to make an assessment of local needs and was incapable of identifying a reasonable option for meeting those needs comprehensively and effectively as it could not evidence the needs that it was required to meet. Wirral had not taken into

account the specific needs of older people, disabled people, the unemployed and residents in deprived areas, and could not demonstrate it had given due regard to the general library requirements of children. An approach based specifically on the issues of asset management and cost savings was found to be "fundamentally flawed". It was held that consultation in relation to their strategic review (presenting options for change) was not an appropriate method of providing the council with sufficient information on the needs of adults and children who lived, worked and studied in the area.

7.12 The process used by Barnet was designed to ensure that evidence is gathered of the needs of those who live work and study in the borough, including vulnerable groups, the disabled, those affected by other equalities legislation, and children before proposals for remodelling the service are made. In addition, the proposed strategy is based on the evidence of needs obtained, as well as the other considerations highlighted during the strategic library review.

8. CONSTITUTIONAL POWERS

8.1 Constitution Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive

9 BACKGROUND INFORMATION

9.1 A report summarising the findings of the strategic library review is enclosed, along with a strategy for the library service including a medium-term financial plan for the library service.

9.2 **Strategic objectives**
Following consultation, a clear direction for the Barnet's library service can be articulated. It should be an exceptional reading service that puts learning and literacy at the heart of what we do. It should enable easy access to information, and provide services through high quality spaces designed to meet the needs of communities. Specifically, our library service should:

- Increase reading, literacy and learning opportunities for children.
- Promote reading and learning opportunities for adults.
- Engage with communities and offer improved community spaces, access and resources.
- Provide easy access to wider world of knowledge and information.

9.3 **Key changes and benefits**
The strategy aims to deliver four key objectives.

Increasing reading, literacy and learning opportunities for children, by: improving our services and spaces for children and teenagers, including study space; increase the number of books bought; investing in workforce development to better support children and young people; piloting a new

collection and outreach service in a school library; ensuring all primary-aged children are library member; developing volunteering to offer a greater range of activities and events; and offering an extended range of homework clubs and learning activities run by local partners.

Promoting reading and learning opportunities for adults, by: increasing the book budget and number of books bought; extending opening hours (bringing forward to 9.30am); developing reading schemes for people with low levels of literacy; equipping staff with skills to better promote and support reading and literacy; offering a paid-for book delivery service as a new pilot service; and working with partners to offer more learning activities and events.

Engaging with communities and offer improved community spaces, access and resources, by: extending opening hours (bringing forward to 9.30am); investing in all libraries and ensure they are accessible and fit for purpose; developing volunteering, outreach support and community engagement programmes; sharing buildings with partner organisations of value to specific communities; and creating additional study space and community meeting space.

Providing easy access to wider world of knowledge and information, by: developing an interactive online library branch, with more online resources; providing supported self-service access to council customer services; and offering new technology in libraries, including free WiFi and self-service systems.

9.4 **Financial implications**

9.4.1. A new relationship with citizens and customers – target saving £250k
- Extending customer self-service to all sites, using volunteering programmes for specific activities, and remodelling staff deployment.
- Developing 'Reading Direct' brand for the home service, mobile, pilot paid-for home delivery, new outreach and community reading.

9.4.2. Innovative partnerships –target saving £350k
- Developing a partnership with another local authority to share services: outreach - home, mobile, schools library service; infrastructure - back office functions; and review customer need on borough borders.
- Use of local authority consortium for all technology and infrastructure.

9.4.3. Efficiency and income – target saving £85k
- Seek additional retail opportunities, update fees and charges schedule to increase income.
- Developing additional community space and increasing rentals.

9.4.4. A new network of libraries – target saving £420k
- Developing a new model for the library service to improve access across the borough, and provide a high-quality, accessible, sustainable network to deliver the library strategy. This will be based around:

- 3 Landmark Libraries in Hendon, Chipping Barnet, and a new Finchley site (proposed to be co-located within the Arts Depot, subject to negotiation, design, and establishment of the new partnership).
- 9 Leading Libraries across Barnet, with a longer-term intention to develop a new site in Brent Cross.
- 2 Link Libraries in Grahame Park and Child's Hill, integrated within other public services and offering a wider range of services to better meet the needs of residents and library users in those areas.

9.6   Disposal of sites and changes to properties could achieve capital receipt of up to £3m. The strategy proposes to reinvest this to: ensure al libraries are fit for purpose (c£2.18m maintenance backlog); invest in new libraries; and update technology.

10.   Property implications

The following table outlines the implications of the proposed library strategy for the library estate, noting proposed improvements or key changes.

	Library	Property implications
Landmark libraries (1 new site)	Finchley	New site bringing together two branches (North Finchley and Friern Barnet) to create one of London's largest and most successful libraries
	Hendon	Maintain site and extend services
	Chipping Barnet	Maintain site and extend services
Leading libraries (Invest in current sites. Strategy gives a framework to improve provision if opportunities emerge)	Burnt Oak	Maintain existing co-located site
	Church End	Develop a fit-for-purpose and accessible library to work in conjunction with the proposed Landmark Library in Finchley, potential locations to be considered
	East Barnet	Improve current site, including co-location with partners
	East Finchley	Improve current site, including co-location with partners (e.g. the Institute)
	Edgware	Maintain existing site, and complete repairs
	Golders Green	Improve current site, including co-location with partners to improve services
	Mill Hill	Improve current site including co-location with partners to improve services
	Osidge	Improve current site, including co-location with partners to improve services
	South Friern	Maintain existing site
	Brent Cross	An additional library planned in the Brent Cross redevelopment
Link libraries (2 new sites)	*Grahame Park*	Site to be redeveloped in Grahame Park redevelopment. Seek to collaborate and share with local partners
	Child's Hill/Cricklewood	Seek to collaborate and share with partners in new facility, potential locations to be considered
Reading direct	Community literacy, learning, and reading	Pilot a collection within schools libraries, operated out of school hours with small, targeted collection of resources; and a wider range of new literacy programmes with local partners and the third
	Hampstead Garden Suburb	Barnet's library service aim to develop a partnership with the Institute, considering options to provide a self-service collection of books to the local community through the Arts Centre - subject to further discussion

* *Denotes that plans for a new site are under development*

11.   Consultation approach

11.1. **Background – phase one consultation to shape the library strategy**
A comprehensive public consultation and engagement exercise took place between October and December 2010. This exercise set out to invite comments and feedback from Barnet residents, library service users, and non-users at a formative stage, and use this information to design a new strategy for the library service. This phase of consultation (October – December 2010) followed a Cabinet report (6 September 2010) outlining the need for a strategic library review, to consider options to meet changing customer and resident need, improve library services, and provide a sustainable service in the future. A range of different consultation and engagement techniques were used to take views of residents, library users,

sample focus groups, and a wide range of different groups within the borough. This work was summarised into a consultation report and has been used to set the proposed strategy for the library service.

11.2. **Petition**
In addition to a comprehensive consultation exercise, a petition has also been received by the authority and is brought to Cabinet's attention. This petition was received by Democratic Services in December 2010, and included 3044 signatures. Though not submitted via the Council's systems, there is an online petition in the same terms, bearing an estimated 1072 signatures (as of 21 March 2011).

The petition received used the following terms:

"We, the undersigned, are totally opposed to the closure, sell off or down grading of the library service in the London Borough of Barnet. We believe that Libraries are a vital part of the borough and recognise the importance of having libraries run by trained librarians. We believe that it is vital to have "quiet space" for students to study. We believe that closure of the service would cause untold damage to the citizens of Barnet, and is totally opposed by the vast majority of the population".

11.3. **Phase two consultation – proposed approach**
A second phase of consultation will commence on 4 April 2011, and run for ten weeks. This phase of consultation aims to seek comments and views from residents, library users, and those who do not use the library service. This phase of consultation will indicate a preferred strategy and proposed financial plan for the next three years, though noting that this is not a final decision taken by the Council but consultation on a preferred option – which could be modified as a result of consultation.

This phase of consultation will:
- Provide residents, library users, and non-users with a document (available online, in libraries, and in other council venues) which summarises the proposed strategy and associated changes.
- Provide additional information specific to each library site, to ensure that the full implications of the strategy and financial plan for each library are highlighted.
- Invite comments on the proposed strategy, seeking the views and opinions of residents and customers on the overall strategy, and proposed changes in specific areas.
- Ensure that at the end of this phase of consultation, the results of consultation are collated and considered and used to inform decision-making. At this stage, the Council has developed a preferred strategy, financial plan, and set of service changes in response to consultation (phase one). However, no final decisions are to be taken until phase two consultation is completed. All feedback will be conscientiously taken into

account before the Council makes a final decision regarding the future strategy for the library service – this could result in changes or modification to the proposed strategy and financial plan.

11.4. **Phase two – methods of consultation**
The proposed methods to be used are noted below. As indicated, the Council will consult on the overall strategy, seeking comments and feedback on the proposal. In addition, the Council will also seek feedback and comments on different elements of the strategy, and specific changes in parts of the borough.

Consultation methods in phase two will include:

- A survey to seek responses and views on the strategy, proposed financial plan, and specific changes. This will be made available in libraries and other public venues, and online.
- Presentations to Resident Forums to provide information on the proposed strategy, and encourage responses to the survey.
- Communications campaign through Barnet online, local media, and communications via Community Barnet contact database to encourage response to the consultation.
- A small number of focus groups with those who participated in phase one of consultation, to test our strategy against their needs, priorities, and views expressed in phase one of consultation.
- A sample focus group(s) to generate qualitative data related to the proposed strategy.
- Communication of the proposed strategy to key stakeholders (e.g. Museums, Libraries and Archives council) to seek responses and comments on the proposed strategy.
- Specific consultation relevant to the Children's provision will be designed with the relevant Children's Services teams.

12. **Key timings**

The proposed library strategy will be subject to consultation from 4 April 2011 for ten weeks. Consultation responses will be collated, reviewed, and a final report will be presented to Cabinet for consideration. During the ten week consultation period, an implementation plan will be developed, with a phased change programme to take effect over three years. Key activities and dates listed below are indicative, as the strategy remains a proposal at this stage and could be subject to change.

Phase 1: 2011 – 2012

- Finalise proposed strategy (Summer 2011)
- Develop plans for new Landmark Library (Autumn 2011)
- Establish shared services partnership (Summer 2011)

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- Develop new model of service for Hampstead Garden Suburb, including relocation of services (Autumn 2011)

- Begin implementation of volunteering programme, and literacy and reading development partnership (Autumn 2011)

Phase 2: 2012 – 2013

- Aim to merge sites into a new Landmark Library - subject to consultation and negotiation

- Implementation of self-service technology in all sites

- Implementation of first shared services projects

- Phased capital maintenance programme initiated to upgrade libraries

Phase 3: 2013 – 2014

- Development of new fit for purpose library in Finchley Church End

- Target development of new Link Library in Child's Hill area

- Shared services programme – implementation of phase two projects

*Development of new libraries in Grahame Park and Brent Cross are subject to progress of the broader regeneration programme.

13.   LIST OF BACKGROUND PAPERS

13.1   Library service peer review (led by the Museums, Libraries and Archives council)

13.2   Library performance report

13.3   Asset management report

13.4   Property services report

13.5   Consultation report (prepared by Alpha Research)

13.6   Customer insight report

13.7   Guidance on equality legislation

13.8   Any person wishing to inspect these documents should telephone 020 8359 7058

Legal: PJ
CFO: MC

Enclosure 1

"Literacy, learning and leisure"

The case for a public library service in the 21st century

In the 21st century Barnet's library service should be an exceptional reading service that puts learning and literacy at the heart of what we do. It should enable easy access to information, and provide services through high quality spaces designed to meet the needs of communities.

Specifically, our library service should:

- increase reading, literacy and learning opportunities for children.
- promote reading and learning opportunities for adults.
- engage with communities and offer improved community spaces, access and resources.
- provide easy access to wider world of knowledge and information.

The principles of a new library service

Opportunity for all children: increase reading, literacy and learning opportunities for children.
More than ever, literacy is the key to a full and productive life. This is the underlying principle for a public library service in the 21st century. It is the reason we will not reduce our expenditure on books.

Literacy is the gateway to learning at school; it is a basic requirement for acquiring and maintaining the essentials in life, like a home and a job; and increasingly, it is the key to economic success.

The OECD has found that reading for pleasure is one of the most important indicators for the future success of a child.

Therefore, promoting reading and literacy for all children must be at the heart of our library service in the future. Our buildings must attract young readers and their families and our services and staff must enable them to achieve their aspirations for literacy and learning.

A second chance: promote reading and learning opportunities for adults
Our service should focus on adults' needs as well. We know that more than five million adults in the UK lack functional literacy; the basic skills needed to fill out an application form or read a letter from the bank.

A person with poor literacy is less likely to be in employment, less likely to have children, less likely to vote but more likely to live in overcrowded housing. Moreover,

while libraries are used increasingly for the access they provide to the World Wide Web, we know that more than nine million adults have never used the internet, 60 per cent of whom are aged over 65 and many of whom are socially and economic disadvantaged.

We should not confuse the proliferation of means to access the internet (increasingly via handheld devices) with functional information literacy.

Our library service should give a second chance to adults who need support in developing their literacy and information literacy. Libraries are a different 'way in' to reading and learning; an alternative to school and college, and one that is often more welcoming and comfortable for people for whom school was a bad experience.

Sharing opportunities: improved community spaces, access and resources
Library service buildings should be attractive and welcoming, and they should be gateways to other public information, such as citizens advice and health.   Wherever possible they should be open when people want them, so we should increase opening hours.   And, because library buildings are community buildings, they should be organised in a way that supports the specific needs of the community of which they are a part.

Sharing responsibilities: provide easy access to wider world of knowledge and information
More than ever, people are able to take responsibility for their own lives. They can find information, services and products, compare them, book them, find a time that is convenient, and make contact when they want to. Libraries should be the same. Libraries have always been about accessing information. Now that less and less of that information resides in books and that all the information people need can rarely be found in one place, libraries should be curators of public information. Effective use of the opportunities provided by the internet has to be central to our provision – a reference library cannot ignore Google.

Our staff cannot know everything the customer wants to find out. But they should help customers make use of the internet, developing their information literacy and ability to make their own choices. The role of skilled librarians and library staff needs to be reviewed to enable them devote greater time to supporting and advising residents.

The foundations of a new library service
The traditional picture of a library service is of popular but difficult to maintain buildings that customers have to visit to receive a service; of staff working behind counters to record book issues; and of silent, personal study. The reality is different, and a wide range of activities take place in libraries. Our strategy foresees a service delivered in places that people go, where we can offer the range of services and activities that they want.   It proposes a new, direct service, delivered online or through mobile services, direct to people's homes. Importantly, this strategy sees library staff as advocates of reading, learning and literacy – spending more time away from serving transactions, to working with customers, to support their specific reading needs.

Our library strategy will be delivered through a network of accessible sites, giving coverage across the borough, building on recent investment, and ensuring all libraries provide a high quality service and environment. In direct response to consultation, every library will be open from 9.30am at the latest, will feature self-service terminals, free Wi-Fi and internet PCs, study space, and improved meeting and community spaces.

- **Landmark libraries**: These libraries will be amongst the busiest in London. They will be in the busiest centres and will be on good transport routes where people regularly go. They will have specialisms in higher education, further education and the arts and will have additional services will be available from One Barnet partners from benefits advice, CAB sessions, to additional ICT and learning lessons. They will have:
  - A wide ranging, quality and comprehensive book stock
  - High quality children's and young people's activities, programmes, and spaces
  - A wide range of events and activities – reading groups, author events, learning sessions
  - High quality community meeting rooms and spaces
  - Spaces to study and relax
  - Longer opening hours

- **Leading libraries:** Will co-locate with other public services to offer a greater range of services to customers and maximise the use of library buildings as community assets. In addition to continuing provision of an extensive learning programme, some additional specialisms will be developed at different sites (e.g. homework groups) to offer additional services. They will have:
  - Quality book stock
  - A programme of children's and young people's activities and events
  - A monthly programme of events and activities
  - Access to community meeting rooms and spaces
  - Spaces to relax, and spaces to study

- **Link libraries**: These new, innovative library services will be based at joint site with partners and focus on the specific needs of the community. Link libraries will develop comprehensive targeted outreach literacy support programmes activity programmes, and community and third sector partners will partner with them design a facility to meet local needs. The library element of the service would include:
  - Locally sensitive book stock
  - Outreach programme of children's activities
  - Partner programme of outreach activities and events
  - Access to community spaces and study facilities

- **Reading Direct:** This new service will bring together a range of existing and new initiatives to provide a personalised service for all library users. We will develop a comprehensive online branch, including ebooks and online reservations and renewals, available 24/7. The existing home and mobile

service will be targeted for people most in need. New reserve and collect and reserve and delivery service will be piloted to test its popularity and viability.

- **Supported self service** for customer service requests will be available in all libraries. Staff will help customers to use online terminals to find information relating to public services in Barnet or simply to make use of library services.

- **Volunteers** will work with library staff to support professional activities and help deliver a range of events such as rhymetime in all libraries.

- **Shared back office** services with another borough to create efficiencies to free up funds for frontline delivery of new innovative services.

A service that benefits all readers

Our modern library service, therefore, will provide benefits to all readers.

Young readers	Homework clubs. Extend events (rhymetime, storytime, tale tellers). Staff trained to help develop children's literacy. Increase book budget. Improved, inviting spaces. Study areas. Library membership for every primary school pupil.
New readers	Reading development partnership. Outreach programme in places where people want to meet. Reading schemes for people with low levels of literacy. Staff trained to provide adult literacy support.
Frequent readers	Increased book budget. Increased opening hours. Improved, accessible buildings. Self-service. Online 24/7 access and reservations. Reserve and collect and piloted premium home delivery service.
Older readers	Increased book budget. Increased opening hours. Improved, accessible buildings. Online 24/7 access and reservations. Reserve and deliver service. Targeted home and mobile service
Educational readers	Landmark libraries with higher and further education specialisms. Increased book budget. Online 24/7 access to increased stock and reservations. Reserve and deliver service.
Specialist readers	Landmark libraries with higher and further education and arts specialisms. Increased book budget. Online 24/7 access to increased stock and reservations. Reserve and deliver service.

The building blocks of a new strategy

About Barnet's library service

Barnet library service provides residents with a range of opportunities, from enabling and supporting learning and literacy; providing resources for leisure and relaxation; offering access to information; to hosting community initiatives and activities.

Barnet's library service costs a net £6m to run each year[1]. For this, a wide range of services are provided and hosted through a network of 16 library branches across Barnet, underpinned by an online branch with a wide range of resources. In addition, we provide a schools library service to support reading and learning among children, deliver a Bookstart outreach programme for younger children and their families, provide a targeted home delivery library service, and offer a mobile library service.

Barnet's has one of the most successful library services in London. In 2009 – 2010, we attracted almost 2.65m visits, making Barnet's libraries the most visited in London. An estimated 55.5% of Barnet's adult population used public libraries in 2010, reiterating our position as one of the most successful library services in the country. Against a national backdrop of declining use of libraries (with a 10% drop in the number of regular library users between 2004 - 2009), Barnet's service adapted to changing needs. We achieve high levels of satisfaction, with 86% of our customers rating our libraries as 'good or very good'.

Within Barnet, use of libraries is changing. Demand for online services and support has increased, visits to our website soared by over 100% over the course of a year (2008/09 – 2009/10), and we have seen significant increases in children's book borrowing. However, adult fiction loans are declining. People visit libraries for a number of reasons, from internet use and access to information, skills development, literacy and learning initiatives, to community activities - as well as loaning books and other resources. Barnet has over 186,000 library members and loaned 1,577,240 books last year (2009 – 2010). 53% of our customers come to libraries to borrow books. In addition, over 36,000 children attended reading, literacy, and learning sessions within libraries last year – building on our work to promote reading skills among children and young people. We offer an excellent Bookstart programme, running literacy and learning events in Children's Centres, and community venues – such as Starbucks in West Hendon – aiming to provide literacy, reading, and to encourage use of libraries.

However, the popularity and performance of Barnet's library service, and the quality of the infrastructure, varies greatly: from Hendon library receiving 765,550 customers in 2009 – 2010, issuing 261,110 books, with an estimated cost of £1.06 per visit; to Hampstead Garden Suburb library receiving 20,425 visits, issuing 22,173 books with an estimated cost of £6.77 per visit; and Grahame Park library with an estimated £8.51 cost per book issue. In addition, we must ensure that our services are relevant, engaging, and promote reading, learning, access to information – all for less money.

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[1] Additional support costs are incurred by other corporate functions, such as IS and HR,

Strategic challenges

As we prepare for a future with less funding, library services must have a sustainable foundation for coming years, a clear direction, and ability to meet changing customer needs. Barnet's library service has maintained a high standard of service, using a range of initiatives, tools and methods to engage library users and non-users to promote reading and learning. However, there are parts of the service where significant improvement is needed to provide effective and efficient services in the future, and several strategic challenges to address.

Financial pressures
Local government funding is reducing by almost 27% over the next four years. For Barnet, this means that savings of around £54m are required from revenue expenditure by the end of the 2013 – 2014 financial year:
- The library, museums, and local studies service must achieve £1.41m savings in this period; equivalent to slightly over 20% of the £6m service budget.
- Savings require a clear strategy to sharpen the focus of the service for the future and prioritise scarce resources.
- Barnet must review the performance and efficiency of all branches and consider innovative ways to reduce spending while providing the right services, to the right people in the right locations.

Changing customer needs and trends
As we plan for the future, we must ensure library services remain relevant and accommodate changing customer needs, maintaining satisfaction with services and ensuring it meets local needs:
- Increasing demand for literacy and learning support for children, with many children's events (such as Rhymetime Story Explorers) operating at capacity.
- There is significant demand for ICT and internet skills development to help people access and self-navigate online resources. It is estimated that around four million non-internet users are among the most socially disadvantaged people in the UK.
- Demand for resources to help adult learning and literacy, as a review of Barnet's library users in 2009 indicated that those in deprived areas are less likely to use the library.
- Improving our range and promotion of stock to promote reading and learning.
- Designing services for diverse communities, attracting new audiences, and planning for future growth and development in the borough.

A sustainable future for the library service
- Asset management reports indicate that Barnet's library buildings require minimum expenditure of circa £2m over the next five years to ensure that they remain operable and accessible.
- The performance, efficiency and effectiveness of library sites is uneven and varied.

- Limitations on the depth of service available at several sites (training, learning events, community meetings, study space) owing to the size and design of buildings.
- A requirement to make sure our technology infrastructure keeps pace with customer needs and demands. The last decade has seen a significant increase in the use of the internet to access information and services from 99,000 visits to the library website in 2004 – 2005, to almost 580,000 five years later. As these trends accelerate we need to plan to meet changing needs.

How the service has been changing

Against a backdrop of declining use of libraries in England, recent changes and improvements in Barnet's library service have helped to buck national trends. The service has developed significantly in recent years, putting us in a good position to adapt and innovative in the future.

We have modernised our buildings and extended services available:
Developing a vibrant co-located customer services centre and library in Burnt Oak; a brand new fit-for-purpose library in South Friern, with community space; and renovated several of our larger library sites.

We have improved our efficiency: Between April 2009 and September 2010, removing over £500,000 costs including £385,000 salary pressure and achieving £134,000 savings. This stabilised the service, reduced costs, and improved the efficiency of our back office services.

We have exploited new technology: Adding customer self-service technology in seven libraries; implementing a new computer system; introduced WiFi access at ten library sites; offering a collection of online e-books, and over 300 online resources through our digital library.

We have offered new services, and developed new relationships with citizens:
Providing a new Barnet Bookclub collection to support reading groups; services and activities with other organisations and community support, including new homework clubs in two sites; knit and natter events; and an improved and extended programme of author events.

However, we need to continue to adapt services to meet changing needs and reduced finances.

Customer needs and aspirations

The library strategy is founded on a thorough assessment of the needs and views of customers and residents; challenge and review of the performance of the library services, library branches, and buildings; consideration of new ways of providing services; and modelling of current and future use of libraries.

What do customers use libraries for?

Consultation with residents (both library users, and those who do not use libraries) took place from September – December 2010 and showed that users and non-users agreed that the lending of books, promotion of reading and learning, provision of study space and ready access to computers should be retained as an integral part of the service.

Future role of libraries

Libraries should focus on supporting adult literacy, promoting reading and informal learning for children and for adults, and tailoring parts of the libraries for activities and creativity. There remains a perception that libraries are only about quiet, study, and books. A shift in perception towards a more dynamic environment, where much more is possible, is essential to draw in new users, especially younger residents.

Potential users could be drawn in to the service in greater numbers by a better known and more extensive online offering. Respondents endorsed the models employed by major online competitors such as Amazon or Lovefilm. Browsing and reserving library stock is currently welcome (although still needs significant publicity), but introducing facilities such as previewing content online, or recommendations schemes might draw in new business.

Spending reductions – income and savings

However, it is also widely accepted that the budget constraints are very real and that the status quo is not sustainable. Residents are far more supportive of revenue generation rather than to reduce the quality of the offering.   This could include: rental of library spaces; additional retail; online & postal rental of DVDs or books; a membership fee for 'premium membership' with additional privileges; sponsorship/ advertising by local companies; and increasing fines, fees and charges.

The increased digitisation of services was seen as a sensible, credible and cost-effective way forward, as long as physical lending services are not lost sight of. Similarly, rolling out self-service was accepted as a good way to reduce costs, but not without some detractors who prefer human contact.

Co-location with coffee shops, arts or cultural venues, or in shopping hubs was seen as a good way to share premises costs whilst enhancing footfall, especially by non-users.   Co-management with other boroughs carried much appeal too, to reduce running costs without (in theory) being too detrimental to service delivery. The greater use of volunteers would be welcomed by younger users and by non-users, but with some caveats.

Older, more established users were also the least responsive to changing to fewer, bigger, better libraries; but they seemed more open now than in the 2007 review. Access is at the heart of the argument, and the concurrent review of the mobile library service is likely to be timely, as some advocates of fewer, bigger, better libraries argued that this (and the in-home service) needs to be retained, publicised more widely and maybe expanded to maintain access for all – especially as frequent users are often older, disabled, or travelling on foot.

A vision for libraries

Barnet's library service has a clear vision for the future, aspiring to cement our position as one of London's most successful, vibrant, and thriving library services, and providing a better service for less money.

Our vision is to provide an exceptional reading service, putting learning and literacy at the heart of the service, enabling easy access to information, and providing services through high-quality and flexible spaces designed to meet the needs of communities.

The objectives of a new library service
- Increase reading, literacy and learning opportunities for children.
- Promote reading and learning opportunities for adults.
- Engage with communities and offer improved community spaces, access and resources.
- Provide easier access to wider world of knowledge and information.

Delivering the new library service through:
Providing high quality and engaging services
Barnet' will continue to provide a high-quality library service – improving and extending online services, maintaining investment in books, and offering an engaging programme to inspire reading, learning, and literacy in our communities. We will utilise the skills, ideas, and expertise of professional and skilled staff to offer excellence in support for reading, outstanding customer service and information provision, and develop a proactive approach to draw in users.

A one-public sector approach – innovative partnerships
We will work with local partners within Barnet and neighbouring authorities to use the skills and expertise of partners to offer a greater range of services. Where appropriate, libraries will share buildings and integrate services with partners to improve and extend services, reducing overheads, while library customers can benefit from access to additional services at different branches. We will explore opportunities to develop and our partnerships with education providers, supporting learner progression and access to resources. We will work with other local partners to provide targeted programmes, information, and events – including health information, job seeking advice, customer service surgeries, and homework clubs. To be successful in the future, we need to make sure that the library service has a sharper focus on reading, learning, literacy and information, while offering space and infrastructure for partners and community groups to add a broader range of service.

A relentless drive for efficiency
We will actively seek opportunities to reduce the cost of delivering services, benchmarking our performance and cost with other local authorities. We will investigate options to reduce the cost of ICT infrastructure and systems. We aim to establish a local authority partnership to reduce the costs of back office services though sharing or trading services, while improving standards. We will continually exploit technology to streamline services.

Developing a new relationship with citizens

We will encourage communities, third sector organisations, and individuals to provide more community-led events and initiatives in libraries, promoting literacy, learning, self-help, information, advice, guidance, and social interaction. We will develop programmes to equip volunteers to work with us to sustain and increase reading groups, ICT sessions, and literacy sessions. We will extend self-service technology, offer extended and more interactive web resources, to encourage greater self-help and navigation of our resources. This will allow us to focus more resources to support those with greater needs, develop engaging outreach programmes, and connect with communities.

Providing services from high quality, accessible and usable spaces

Libraries should be places that add value to their communities in a whole host of ways, and draw in users from a wide catchment. They should be spaces that are: designed to meet the needs of the communities they serve; attractive and welcoming; well-used; accessible and well located for all; provide flexible spaces to support community events, learning initiatives, as well as for reading and studying; offer high standard cafe and relaxation space; and using good design principles to encourage easy access, good display of books, promote self-service, and cater for different needs.

Delivering the vision

Strategic objective – Increase reading, literacy and learning opportunities for children

Activity required to deliver objective

Provide high quality and engaging services
- Support and extend homework clubs run by third sector partners in libraries.
- Improve and extend current activity and event programmes, to help promote literacy and learning among children and younger people.
- Work with the teenage Barnet Library Advisory board to improve stock selection for teenagers, and programme of events and activities.
- Deliver workforce development programme to increase our ability to promote literacy, reading and stock to children and young people.

A one-public sector approach
- Develop business case to work in a local authority partnership to reduce costs and develop specialisms – including options to enhance our service to schools.
- Investigate opportunities to work with schools, children's centres and third sector organisations to run reading campaigns.

A relentless drive for efficiency
- Extend self-service technology to all libraries, to reduce transaction costs and enable library teams to increase their focus on literacy and reading support.

Develop a new relationship with citizens
- Increase engagement programme with schools, increasing school visits.
- Develop volunteering opportunities to support early years literacy programme in libraries, extend the range of sessions available, and provide skills to parents to use in community settings.

Provide services from high quality, accessible and usable spaces
- Ensure all libraries have adequate space for informal reading, learning, and studying.

Top performance targets or outcomes:
- Increase membership of children (4 – 12) to ensure all are members
- Increase membership of children (0 – 4) by 10%
- Provide training to 25 volunteers to support reading activities by January 2013
- Increase current programme of activity by 5% by January 2013

Strategic objective – Promote reading and learning opportunities for adults

Activity required to deliver objective

Provide high quality and engaging services
- Deliver 'frontline' reader development training programme to equip all library staff with in-depth skills and knowledge to support and promote literacy and reading.
- Reduce the cost per book, and increase the number of books bought each year.
- Establish a reading development partnership with a specialist reading organisation to build capacity, extend our outreach with community organisations, bid for grant funding, offer chargeable services to businesses and other organisations.
- Pilot reading schemes (using community/third sector partners) to engage those with lower levels of literacy; and develop an extended programme of reading promotion schemes such as an annual 6-book challenge.
- Develop business case to pilot a premium-pay home delivery service, with order online functions.
- Develop a programme with partners to equip residents – including older residents, those on lower incomes, and those with disabilities – to access the internet

A one-public sector approach
- Develop business case to work in a local authority partnership to reduce costs and develop specialisms.
- Explore opportunities to develop and our partnerships with education providers, from access to formal and informal learning opportunities; supporting learner progression; and access to resources.
- Work with other local partners to encourage them to provide targeted programmes, and information in libraries – including health or job seeking advice, customer service surgeries.

A relentless drive for efficiency
- Use Smart SM stock management tool to improve stock planning and management, increasing range of stock and reduce cost per title.
- Extend self-service technology to all libraries, to reduce transaction costs and enable library teams to increase their focus on literacy and reading support.

Develop a new relationship with citizens
- Develop a volunteering programme to equip facilitators to run additional reading groups.
- Use Pledgebank model to offer additional services and support, including ICT support.
- Develop partnership with Job Centre Plus to increase volunteering and work experience opportunities in libraries, and offer voluntary sector-led 'work clubs'.

Provide services from high quality, accessible and usable spaces
- Ensure all libraries have adequate space for informal reading, learning, and studying.
- Develop a programme of displays, and ensure all sites have bookshop standard stock display

Top performance targets or outcomes:
- Increase overall number of books issued each year by 5% on 2009 – 2010 levels.
- Provide training to 25 volunteer reading group facilitators by January 2013.
- Run 2 pilot programmes in 2011 – 2012 to engage those with low levels of literacy.

Strategic objective - Engage with communities and offer improved community spaces, access and resources

Activity required to deliver objective

Provide high quality and engaging services
- Extend access to libraries by extending opening hours, bringing forward opening hours of all sites to 9.30am.
- Maintain substantial stock holdings with specialism to attract users.

A one-public sector approach
- Seek opportunities to co-locate and integrate with sympathetic public and third sector services, to offer a greater range of services to library users, and easier access.
- Provide space in libraries for partners to deliver events and activities.

A relentless drive for efficiency
- Address maintenance backlog and pressures on the service; where appropriate, consider business case to upgrade provision.
- Where required, replace heating, mechanical and electrical elements in buildings to reduce running costs.
- Co-locate buildings to reduce costs, and increase the number and quality of community rooms to increase income.

Develop a new relationship with citizens
- Develop volunteering schemes to increase programmes.
- Provide flexible spaces to support community events.
- Develop additional programmes to promote reading and literacy with different groups.

Provide services from high quality, accessible and usable spaces
- Ensure model of service provides accessible locations across the borough, with all sites to be DDA compliant and fit for purpose.
- Provide flexible rooms, ICT provision, and study spaces.
- Ensure spaces are easy to manage, allowing efficient deployment.
- All sites to be attractive, engaging and with a café presence.

Top performance targets or outcomes:
- Develop proposals for each library to have book able community meeting space (by March 2012).
- Develop capital programme to ensure all libraries are fit for purpose, DDA compliant, and increase proportion of revenue maintenance expenditure.

Strategic objective – Provide easier access to wider world of knowledge and information

Activity required to deliver objective

Provide high quality and engaging services
- Extend the digital library to become an interactive online library branch using web 2.0 approaches, real-time 'ask a librarian online' tool.
- Develop website as primary tool to share information, customer recommendations, transactions, and information searching.
- Develop business case to extend Barnet's Customer Relationship Management system into libraries, with self-service terminals.
- Consider business case to migrate all calls into a single enquiry point; and equip all front-line staff to handle the majority of customer enquiries.
- Offer programme of expert information, reference, family history, and other sessions.
- Maximise the range of reference materials made available via the 24/7 online library.

A one-public sector approach
- Provide space and opportunity for other local partners to promote information through libraries; and provide space at specified sites to enable in-depth surgeries.
- Continue partnership with Barnet College, providing customers access to ICT training sessions in libraries.

A relentless drive for efficiency
- Use library service website and online digital branch as first point of information.
- Provide support self-service access to council customer services.

Develop a new relationship with citizens
- Develop a volunteering programme to provide additional ICT training sessions, and informal internet advice sessions to tackle digital exclusions.
- Direct complex public service enquires through council's customer services organisation.

Provide services from high quality, accessible and usable spaces
- Redesign information and service points for easier navigation.
- Ensure specified sites have adequate specific for sessional activities.

Top performance targets or outcomes:
- Increase use of library service website from 580,000 visits per year, to 750,000 visits by April 2013.
- Develop Pledgebank programme to encourage volunteers to support ICT learning in libraries, recruiting 10 volunteers by 31 March 2012.
- Develop a digital literacy programme to help 3,000 residents who are digitally excluded to access the internet and online services by September 2014.

Governance

The strategic library review set out to consider options for alternative governance of libraries, learning from the early work of the London Library Change Programme.   In 2010, the Future Libraries Programme was initiated by the Department for Culture, Media and Sport, aiming to consider more efficient and cost effective models of service delivery for libraries.

Future governance of libraries
The objectives for the future management and governance of the library service are to: reduce service costs, improve process and make the best use of our shared resources; develop capacity and ability to reach new readers and the most vulnerable; develop a lean and focussed infrastructure to enable better delivery; provide a sustainable foundation for future years, and increase capacity to develop; and deliver the library strategy.   To achieve this, we propose an innovative framework for the future, based around two areas of development.

1. Library improvement partnership with another local authority
A formal improvement partnership with another local authority to improve the quality and cost effectiveness of library services. Business cases will be developed in two phases.

Phase 1 would establish a formal partnership arrangement, develop a shared programme plan, and shared project resources. The partnership would jointly review services, aiming to reduce costs, provide long-term sustainability, and improve service. This would include:

Infrastructure partnership: Consider the medium-term business case to share an ICT system with other local authorities; opportunities to collaborate to share and promote online resources, and online reference and information services; and options for joint procurement to complement existing stock consortium buying.

Services to schools: Consider options to bring together schools library resource services and museum experience services, to give longer-term sustainability to service, a better deal for schools, and economies of scale.

Services to the vulnerable: Review options to partner our mobile library, and develop our outreach services to older adults, including an outstanding home library service to increase the proportion of older and vulnerable adults who are able to access reading opportunities, supported by additional voluntary services to provide improved reading/community experience, and test new models including electronic and online resources.

Phase two would seek additional opportunities to share services, and consider the business case to operate shared facilities on borough borders.

2. Innovative development partnership
We propose establishing a partnership with a specialist reading development organisation. This partnership would:

- Help to build a proactive approach to reading and literacy promotion from libraries.
- Develop third sector capacity to support reading and literacy in communities.
- Build improved models of outreach and engagement.
- Develop programmes and products to reach new audiences, including those with lower levels of literacy.
- Consider opportunities to offer additional services and products to other local authorities, businesses, and individuals.

Property infrastructure

Our library strategy will be delivered through a network of sites, giving coverage and accessibility across the borough, building on recent investment, ensuring all libraries provide a high quality service and environment. Each library will feature self-service terminals, free Wi-Fi and internet PCs, study space, and develop improved meeting and community spaces.

Landmark libraries: 1000 – 2000sqm sites, open 56.5[2] hours per week including Sundays.
These libraries will be located in the busiest centres and will be on good transport routes where people regularly go. Additional services will be available from One Barnet partners from benefits advice, CAB sessions, to additional ICT and learning lessons. They will have:
- A wide ranging, quality and comprehensive book stock
- High quality children's and young people's activities, programmes, and spaces
- A wide range of events and activities – reading groups, author events, learning sessions
- High quality community meeting rooms and spaces
- Spaces to study and relax

Leading libraries: 350 – 600sqm sites, open between 35 – 51 hours per week. Opportunities to co-locate other services into the leading libraries would be sought, to offer a greater range of services to customers and maximise the use of library buildings as community assets. In addition to continuing provision of an extensive learning programme, some additional specialisms will be developed at different sites (e.g. homework groups) to offer additional services. They will have:
- Quality book stock
- A programme of children's and young people's activities and events
- A monthly programme of events and activities
- Access to community meeting rooms and spaces
- Spaces to relax, and spaces to study

Link libraries: Joint site with partners to offer an innovative service, potentially a joint service with partners with a particular specialism, good community space, a targeted book collection, outreach programmes, and provide a base of our reader development partnership. A comprehensive activity programme would be developed, and community and third sector partners engaged in designing a facility to meet local needs. Library element of the service would include:
- Locally sensitive book stock
- Outreach programme of children's activities
- Partner programme of outreach activities and events
- Access to community spaces and study facilities

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[2] All opening hours include addition 30mins opening per day

Appendix A: Medium-term financial strategy for the library service

Following the strategic library review, a draft strategy has been developed to give a clear focus for the library service over coming years, focussed around the following objectives:

- Promoting reading and learning opportunities for adults.
- Increasing reading, literacy and learning opportunities for children.
- Providing easier access to wider world of knowledge and information.
- Engaging with communities and offer improved community spaces, access and resources.

Supporting this vision is set of principles which influence how the service will operate over coming years. The options presented are constructed to achieve this vision and set of objectives. In a challenging financial climate, it is imperative that options considered for the future of the library service achieve these objectives and avoid 'unmanaged decline' based on reactive or reductive service cuts. Barnet has bold ambitions for the library service, aiming to meet and exceed the expectations of customers, and focussing our resources and efforts on clear objectives to provide a better service. To achieve this, several savings packages of savings have been developed.

1. National context

Across England, the majority of local authorities are reviewing/changing their library services. As summarised in the strategic library review report, many library services face the challenge of providing a quality, engaging, and a viable service with less money. A range of strategies have been proposed to achieve this in different authorities:

- Proposed reductions of library branches: In London several authorities are actively consulting on proposals to reduce the number of library branches the council operates by 50% – 70%.
- Consideration of transfer of small underused sites (e.g. as used in a rural setting such as Chalfont, in Buckinghamshire) to be run by volunteers.
- Significant reduction in staffing levels, range of service, stock, or opening hours: Proposals in one county recommend reduction of opening hours of 30% across all sites; an urban authority has also proposed reducing the opening hours of all branches by a minimum of one day per week.
- Remodelling services: The Future Libraries Programme supported ten pilot projects to consider new ways of working together, from back office consortium working, to shared services arrangements. However, several authorities engaged in this programme have also outlined plans to reduce or remodel their own library services, as the anticipated benefits from new ways of working may not achieve the overall savings required.
- As stated by the Chief Executive of the Museums, Libraries and Archives council: "Consulting on well thought-out plans for re-designed services is preferable to achieving savings by delivering less, cutting book stocks or opening hours". [3]

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[3] http://www.mla.gov.uk/news_and_views/views/Public_library_services_for_all

2. Options for Barnet's library service

The options presented here are intended to: achieve the objectives set out in the library strategy: achieve the required savings target; meet customer needs; and provide a sustainable service for future years.

To deliver savings in Barnet libraries, we have investigated different areas where savings can be made over coming years – while also delivering our library strategy. This approach has been developed to be consistent with Barnet's corporate plan objectives to provide a better service for less money, develop a new relationship with citizens, and maintain Barnet's position as a successful London suburb.

- **Theme A:** A new relationship with citizens.
- **Theme B:** Innovative partnerships.
- **Theme C:** Remodelling the library network.
- **Theme D:** Increasing service income and use of assets.

All themes combine to achieve a plan for coming years. We have discounted options – significant reductions to opening hours or stock spend - which would lead to an 'unmanaged decline'. Given the financial challenges of the years ahead, the service status quo cannot be maintained. There are several reasons for this:

- Significant reduction to stock or opening hours would not achieve the strategic objectives for the library service. Reductions in overall spend on stock or major reduction in opening hours would make library services less accessible, less vibrant and offer a reduced range of services and facilities
- This model of spending reduction would mean keeping additional library buildings, but significantly reducing opening hours and limiting our ability to deliver our strategy, reducing our ability to meet the obligation to provide a comprehensive and efficient service. That would lead to a probable reduction in visits, retain the fixed costs of the building and raise the cost per visit, decrease activities and community use, and no ability improve buildings or provision overall.
- As an illustrative example, a £1m saving from staffing would be equivalent to c. 25% reduction in opening hours across all sites if applied evenly; aiming to protect larger sites would mean smaller sites open for less than half the week.

In addition, we have not provided savings options which simply reduce the number of libraries by withdrawing services from our least used sites. There are several reasons for this:
- Purely withdrawing funding from our least used (visits, issues, activities) libraries would result in an unequal model of access across the borough.
- This model would not take account of local service need, access to other sites, or the working of an effective network across Barnet.
- This model would have an adverse and unmitigated impact on groups covered by equalities legislation.

- It does not allow a wider view of how the library can grow, change, and improve to meet changing needs and demographics within the borough.

3. Savings

Theme A: Innovative partnerships

Description
Develop a formal partnership, a joint library improvement programme, and develop a shared services approach with another local authority.

The objectives of this new partnership are to improve and expand our specialist services, reduce the cost of service delivery, test new ways of delivering services, and reduce back office costs.

This programme of work would look at opportunities for both services to work more closely to deliver services.

Phase 1:
- Back-office and information services
- Targeted service for vulnerable residents
- Services provided to schools
- Seek opportunities to jointly procure services (excluding books, which are currently bought through a consortium)

Phase 2:
- Consider options and opportunities to deliver additional shared services
- Joint review of customer demand across boroughs aiming to improve provision, considering options to share improved buildings on borough borders.

Potential changes to service
More efficient and lower cost back-office - maximising benefits from using shared ICT systems, online resources and web 2.0 approach; efficient back office, smart processes and use of resources; sustainable foundation for coming years and capacity to develop. Using web 2.0 technology for users to interact, make our information easily available, reduce duplication and cost of supply, and set up effect processes and approaches to ensure 100% of enquiries into libraries are answered successfully – the majority at first point, online – with an excellent online/telephone referral system.

Develop outstanding specialist services such as the home library service, to increase the proportion of older and vulnerable adults who are able to access reading opportunities, supported by additional voluntary services to provide improved reading/community experience, and test new models including electronic and online support. Improve the services offered to schools, improving range of resources, promoting reading, and developing innovative packages to connect with children and young people in school environment and provide a sustainable and valued service.

Financial implications

Phase 1:

Full savings available will be established via a full business case for each. However, a target saving from phase 1 of this work would be:

Proposal	Target saving	Delivery
Sharing back-office and information services	£50k	Target saving to be delivered by sharing online systems, reference resources, information support and joint purchasing. (In addition, may consider future business case to use shared ICT system).
Targeted service for vulnerable residents	£50k	£50k – remodelling of mobile and home library, considering the option to use a more efficient vehicle, share this highly skilled service, or offer a traded service.
Services provided to schools	N/A	Considering the option to use a more efficient vehicle, share this highly skilled service, or offer a traded service to protect this valuable service in the future.

Phase 2: (Estimates at high level and subject to business case development)

Proposal	Target saving	Delivery
Consider options and opportunities to deliver additional shared services and joint review of customer demand across boroughs aiming to improve provision	£250k	Consider business cases for further shared services

Package B: Improving efficiency, and developing a new relationship with citizens

Description
This package of savings would utilise improved ICT systems and processes to streamline transactions in libraries, and provide more cost-effective use of self-service technology.

In addition, library activity programmes will be developed in conjunction with partners, volunteers and the third sector. Through this model, we will increase the number and range of literacy, learning and community activities in libraries by using the strengths of partners and of volunteers. For example, we aspire to increase the number of children's reading and learning events by 10% by December of 2012; and 25% by the December 2013. In addition, we aim to expand use of the pledgebank approaches to provide additional peer-to-peer learning support for adults to expand our current programmes of ICT and internet learning.

Changes required
Delivery of these savings is dependent on extension of RIFD self-service technology to all library sites, remodelling of service points within branches to enable more flexible staff deployment, and seeking to extend self-service technology to card payments, online transactions (reservations, requests, information provision), and testing self-service options for PC bookings, reservations, and photocopying. A programme of workforce development is required to support increasing customer use of self-service systems in libraries, easier transactions, improved online knowledge based. This will enable greater focus on the promotion of reading, proactive work to attract new audiences and users, and provide adequate support for those with more complex needs.[4]

Alongside the development of new technologies and working practices, new relationships with other Barnet partners will be developed to provide additional services from library spaces – such as the recent FEAST homework club initiative developed and delivered by voluntary sector partners in library space. A key area of development will be the recruitment, training, and deployment of skilled volunteers to support and enhance activity programmes. This would allow more efficient deployment of library staff, additional focus on groups who require additional support, and extension of programmes. Volunteers have been widely used in other library and cultural services and can be utilised within libraries:

- Support existing activities (e.g.) children's events through joint-facilitation; set-up; and promotion.
- Equip volunteers to facilitate reading groups; offer peer-to-peer ICT support through the Pledgebank model; or host a 'welcome morning' for other customers

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[4]

Financial implications

Proposal	Target saving	Delivery
Increasing self-service	£135k	Extend self-service technology to all sites; improve online resources and knowledge base, remodel service points and customer access. Amended staff deployment model to support new ways of working.
Developing volunteering and new relationship with citizens	£115k	Increase volunteering to increase programmes, and enable more flexible staff deployment. (Assumption we receive equivalent of slightly above 0.25 Fte of volunteers per branch by December 2013 - c. 9- 10 hours of volunteering to support sessional activity each week).

Theme C: Remodelling library network to provide improved facilities, coverage, access, and reduced costs

Develop a physical network based around three landmark libraries (Hendon, Finchley, Chipping Barnet); nine leading libraries; two community libraries.

Description

This option would provide an efficient, well located within Barnet, based around a network of three **landmark libraries**, all offering a wide range of services, co-location with sympathetic services, lengthy opening hours, well-located within the borough to attract a large user base. All three sites would be developed over the next five years to be amongst the most successful in London. In addition, to provide extensive coverage across the borough, a network of nine **leading libraries** would be maintained offering extensive stock collections, community spaces, study areas, internet access and online resources. This could be expanded with creation of a new library in Brent Cross/Cricklewood. **Link Libraries** would be developed to provide a joint service with partner agencies to offer an innovative service. A comprehensive activity programme would be developed, and community and third sector partners engaged in designing a facility to meet local needs and improve support for reading and learning.

Key changes required

Landmark libraries
- Create new library in a central Finchley location, with space to provide exceptional range of services, stock holding, events and activities, and co-located with partners.
- Recommended site is Arts Depot (subject to further discussion, negotiation and consultation) owing to the size and space; ability to work more closely with the Arts Depot services to offer an improved range of services; quality of the facility; and location in the centre of the borough and the centre of bus network.
- To create the new landmark library, bring together North Finchley library and Friern Barnet library into one site – merging all stock collections and adding new items to extend the range of stock.
- Capital funding to fit-out the new site and to ensure that additional services can be provided from Hendon and Chipping Barnet.

Leading libraries
- Seek opportunities to develop the building and internal spaces, range of services, and assess opportunities for partner co-location in five libraries (East Barnet, East Finchley, Golders Green, Mill Hill, and Osidge).
- Continue investment into other leading library sites to ensure they remain successful and vibrant for future years.
- Work with relevant partners to consider a new library in the Brent Cross development.
- Develop a new fit-for-purpose, accessible library in Church End - in conjunction with a new Landmark Library.

Link libraries
- Work with relevant public partners to explore options for a new library in Grahame Park, co-located with other public and community services. This would aim to improve the range of services available to the community, improve promotion of reading and learning, and better meet local needs.
- Work with relevant public partners to explore options for a new or redeveloped library in Childs' Hill/Cricklewood, aiming for joint-service delivery with other partners to improve the range of services available to the community, improve promotion of reading and learning, and better meet local needs.

Reading direct
- Seek opportunities to transfer a self-service collection of resources to a partner/community venue in Hampstead Garden Suburb.
- Develop existing 'managed collection' in Fairway Children's Centre and evaluate opportunities to extend model to other sites.
- Pilot a new scheme to offer a small targeted book collection, outreach service, and partnered homework sessions outside school hours based in school libraries.

	Library	Property implications
Landmark libraries (1 new site)	Finchley	New site bringing together two branches (North Finchley and Friern Barnet) to create one of London's largest and most successful libraries
	Hendon	Maintain site and extend services
	Chipping Barnet	Maintain site and extend services
Leading libraries (Invest in current sites. Strategy gives a framework to improve provision if opportunities emerge)	Burnt Oak	Maintain existing co-located site
	Church End	Develop a fit-for-purpose and accessible library to work in conjunction with the proposed Landmark Library in Finchley, potential locations to be considered
	East Barnet	Improve current site, including co-location with partners
	East Finchley	Improve current site, including co-location with partners (e.g. the Institute)
	Edgware	Maintain existing site, and complete repairs
	Golders Green	Improve current site, including co-location with partners to improve services
	Mill Hill	Improve current site including co-location with partners to improve services
	Osidge	Improve current site, including co-location with partners to improve services
	South Friern	Maintain existing site
	Brent Cross	An additional library planned in the Brent Cross redevelopment
Link libraries (2 new sites)	*Grahame Park*	Site to be redeveloped in Grahame Park redevelopment. Seek to collaborate and share with local partners
	Child's Hill/Cricklewood	Seek to collaborate and share with partners in new facility, potential locations to be considered
Reading direct	Community literacy, learning, and reading	Pilot a collection within schools libraries, operated out of school hours with small, targeted collection of resources; and a wider range of new literacy programmes with local partners and the third
	Hampstead Garden Suburb	Barnet's library service aim to develop a partnership with the Institute, considering options to provide a self-service collection of books to the local community through the Arts Centre - subject to further discussion

(* *Denotes that plans for a new site are under development*)

In addition, the home and mobile library services will continue to serve areas of greatest need, and will be focussed at those with greatest needs; the schools library service will continue to support school libraries and reading programmes; and we will pilot a paid-for home delivery service.

Rationale for changes
This proposed model would create three landmark libraries, well positioned in the borough to give access to extended opening hours, excellent stock holdings, well designed study spaces, community meeting spaces, and extensive activity programmes.

It would be supported by a network of leading libraries, all with improved opening hours. This network would give good coverage and easy access to libraries across Barnet.

Remodelling of the network is based on redesign to better meet needs, not rationing the current model. It must be:
- Fit for the future - designed around changing needs and use of communities
- Accessible – well located and evenly distributed across Barnet (meeting statutory requirements)
- Flexible – a platform for a better service, offering capacity to develop
- Highly efficient – designed to give efficient deployment of scarce resource

Changes in the Finchley area
Fit for the future
- The principles of co-location welcomed by some consultation groups, including encourage for the library service to co-locate with other cultural services.
- Noting the success of existing larger libraries - Hendon library and Chipping Barnet library in catering for a wide catchment of users, offering a broad and deep range of services, space for activities and events, and opportunities to provide additional services with partners.

Accessible
- Aim to develop a sustainable facility, fit for purpose Landmark Library supported by a fit for purpose Library in Church End (with disabled access to North Finchley library limited; and Church End first floor inaccessible to those with mobility disabilities), and offering additional opening hours, collections, and stock.
- A modern, accessible site at the centre of boroughs transport network.
- Creation of a new library which gives good access from a range of local wards, and becoming as successful as Hendon library.

Flexible
- North Finchley and Church End libraries require substantial investment to address the maintenance backlog, including providing adequate access to the buildings.
- Limited ability to extend services at North Finchley and Church End libraries, or provide space and services for new users.

Highly efficient
- Exceptional success of Hendon and Chipping Barnet, with large catchment areas and high levels of use.

Friern Barnet
Fit for the future
- Lower levels of customer use – noted by lower levels of visits and books issues.
- Difficulty in offering a greater range of learning events and activities or study space, owing to the limited space available within the library.

Accessible
- Close proximity to the proposed new Finchley library.

- Close proximity to the new South Friern library (two libraries within the same ward).

Flexible
- Small catchment population and limited opportunity to expand facility to serve additional library users.

Highly efficient
- High cost per visit, per issue, and per activity in the current library.

Hampstead Garden Suburb
Fit for the future
- A very small library, with low levels of use.
- Limited ability to deliver service from the space, with only space for two PCs, no study space, no community space, and no space for activities and events.

Accessible
- Not in a main town centre, and has small catchment population.
- Alternative services available by offering improved services from East Finchley and Golders Green, a new facility and Church End, with mobile to visit area; home service for the vulnerable; premium pay for those who want
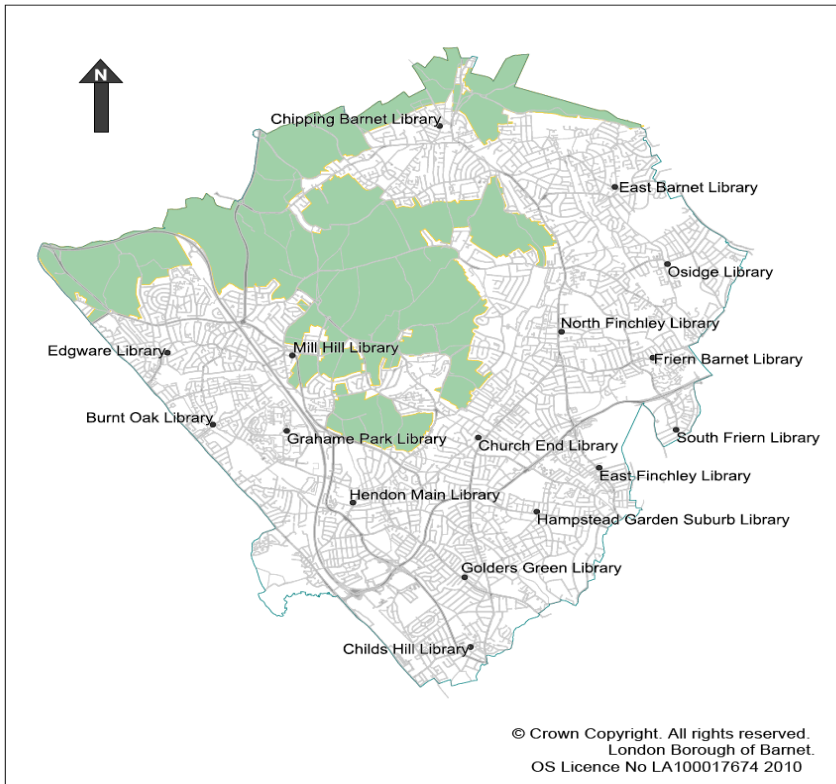
Flexible
- The site is in poor condition, and there are limited opportunities to develop and improve the interior owing to the leasehold arrangement.
- Small site with no community meeting space, study space, small stock holdings and limited ability to deliver additional services

Highly efficient
- Hampstead Garden Suburb has exceptionally high cost per visit/issue

Map of current library provision within Barnet

Chipping Barnet Library

East Barnet Library

Osidge Library

North Finchley Library

Edgware Library

Mill Hill Library

Friern Barnet Library

Burnt Oak Library

Grahame Park Library

Church End Library

South Friern Library

East Finchley Library

Hendon Main Library

Hampstead Garden Suburb Library

Golders Green Library

Childs Hill Library

Proposed new model

Chipping Barnet Library

East Barnet Library

Osidge Library

Edgware Library

Mill Hill Library

Finchley Library

Burnt Oak Library

Finchley Church End Library

Grahame Park Library

South Friern Library

East Finchley Library

Hendon Main Library

Golders Green Library

Childs Hill Library

Legend

■ Leading Libraries
■ Link Libraries
■ Landmark Libraries

Delivery of library strategy and wider strategic objectives

Objectives	
Strategic objective – Providing an exceptional reading service, putting learning and literacy at the heart of the service	- Extend and improve quantity and range of stock - Sites with adequate spaces for study - Develop spaces for events - Focus on providing high-quality service across all sites and borough - Well designed spaces to attract readers - Strong approach to outreach
Strategic objective – Providing easier access to wider world of knowledge and information	Easy to use processes and systems
Strategic objective - Engage with communities and offer improved community spaces, access and resources	- Better and more frequently used community rooms - Increased focus on outreach - Accessible, DDA compliant buildings

Financial implications

Proposal	Target saving	Delivery
Creating network of landmark libraries	£200k	Model is based upon merging two libraries into a new Landmark Library - North Finchley and Friern Barnet; supported by a new fit-for-purpose library for Church End area. The model is based upon funding the new Landmark Library as our third largest library, and funding the new Church End library at a similar level to other Leading Libraries.
Reading direct	£85k	Remove costs of operating Hampstead Garden Suburb library; offering a self-managed collection, mobile, home, and premium pay-home service.
Link libraries	£135k	Link Libraries would be developed to provide a joint service with partner agencies to offer an innovative service. A comprehensive activity programme would be developed, and community and third sector partners engaged in designing a facility to meet local needs and improve support for reading and learning. Partnership use of buildings would reduce building costs by a target of 65% in new, energy-efficient sites; and enable remodelling of the workforce to focus on literacy and learning within an improved facility.

Capital implications

Disposal of four assets could contribute to a capital programme required to fit-out new buildings and remaining sites:

- Child's Hill = £960,561
- Church End = £964,047
- Friern Barnet = £ 432,527
- North Finchley = £593,000

Total: £2,950,135

Theme D: Increasing income and use of assets

Description

This package of savings is based on two elements: a programme of work to increase income into libraries; and seeking opportunities to gain additional income from use of our buildings, from improving and extending the number and quality of community rooms to leasing space.

Changes required

Several sites have had recent investment to create additional meeting spaces (Mill Hill, Edgware, and North Finchley). Some investment may be required in further specified sites to provide better community meeting space or space for partner services.

The library service may need to develop additional services and products to generate income. Consultation focus groups urged the service to consider increasing income from: additional retail sales; online and postal rental; author events; chargeable elements of service; advertising; and appetite for additional café facilities. In addition, the current structure of fees and charges could also be modified.

Financial implications

Proposal	Target saving	Delivery

Increasing income	£40k	Establish an income generating project improve the range of chargeable services available to customers. Initial assessment: • Revising fees and charges: £20k target (e.g. by standardising fines rather than using sliding scale) • Offering vending machines: £7,655k target • Additional family history research support: £4k target • Selling merchandise:£4,350k target • Libraries trading and additional coffee/drinks facilities: £4k target
Co-location and/or room rental:	£45k	The provision of space for other services in libraries would be expected to bring in £45,000 annual revenue contribution to running costs. Library services will actively seek opportunities to work with council and local partners to utilise these spaces, and co-locate services to give an improved range of services for residents.

Enclosure 2

Strategic library review – findings and conclusions

1. Review summary

In September 2010, Cabinet endorsed the launch of a strategic review of the library service to identify and meet local needs, identify options to modernise the service, provide a sustainable foundation for coming years, and provide better services for less money. The review aimed to go beyond the continued drive for efficiency and improvement within the service, and consider fundamental issues of the value provided by libraries, including the number and location of sites. The aspiration for the review was to identify options to improve service provision, meet local needs and reduce cost.

1.1. Project objectives

The strategic review of libraries was commissioned to:
• Identify local service needs (of those who live, work or study in Barnet), consider changing needs and trends, complete relevant impact assessments, and use this information to inform proposals.
• Align the service with the Customer Services Organisation programme, including use of assets, and delivery of face-to-face customer services.
• Consider radical options to remodel service provision and meet the needs identified.
• Identify how we can release extensive savings.
• Consider the most appropriate delivery, community engagement and governance options for libraries.

- Ensure that evidence base is presented to enable clear and robust decision-making.

1.2. Project approach

The review was based around three work streams:

A. Defining and remodelling the library offer: Insight and analysis programme involving a wide range of stakeholders to consider and assess their current and future service needs and use this information to generate options for future service delivery (which underpins the other two work streams).

Two key areas of work were undertaken – a major consultation programme with customers; and a research report investigating the local service needs.   The consultation programme included a survey (receiving over 1,600 responses), focus groups with users and non-users, and a wide range of workshops with different groups. This extensive programme aimed to gain deep insight into the needs, use, and views of library users and non-users.   Alongside this consultation programme, a report was commissioned to review the demographics in Barnet, projected changes over the next decade, the profile of residents, and profile of library users to inform future planning.

B. Review of existing estate and future options: To present options to co-locate, rationalise, modernise the estate, and present savings.

This work stream aimed to assess the condition of all our library assets, to use this data to inform future service provision and ensure that the property network is fit for purpose and operable. In addition, the work stream also aimed to assess high-level opportunities to improve and develop different libraries to give an improved service.

C.   Governance and community engagement models: Exploring alternative governance options to reduce service costs; engage volunteers in delivery; and better direct services to needs.

This work stream included a review of available governance models within the library sector, including opportunities to work with other local authorities.

2. Key findings

The future strategy for Barnet's library service must be informed by a robust evidence base: assessing the national trends in library use; the wider social issues which libraries seek to respond to; the performance of Barnet's library service compared to other London authorities, including use, outputs, outcomes achieved, current model, cost and efficiency; and review of the performance of different library branches within Barnet to help inform our future service model.

2.1. Performance of libraries

At the national level, we sought information, reports, and evidence on reading and literacy levels within England, digital literacy and access to online information, medium-term performance trends of libraries in England, and the demands of library users within England. A short summary of this research is provided below.

2.2. Reading and literacy

Reading and literacy is noted to be of social and economic significance. In the UK 66% of adults believe that the ability to read, write and communicate is a fundamental right in modern society.

However, one in six people in the UK struggle with literacy (this means their literacy is below the level expected of an eleven year old). A 2006 Government review into basic skills, the Leitch Review, found that more than five million adults in the UK lack functional literacy (the level needed to get by in life and at work). Men and women with poor literacy are least likely to be in full-time employment at the age of thirty, and poor literacy skills can be a serious barrier to progressing once in employment.

A National Literacy Trust study (February 2011) of 17,089 pupils aged 8 to 16 found that 44% of this sample used public libraries; and significantly, young people who use their public library are nearly twice as likely to be above average readers than peers who don't visit their library (18% compared with 9.5%).

2.3. Digital literacy and access

Recent data from the ONS (2010) shows that in the UK there are currently over 40 million internet users, with 30 million people using the web every day.

An increasing number of adults are now accessing the internet. The number of adults who had never accessed the Internet in 2010 decreased to 9.2 million, from 10.2 million in 2009; and there were 19.2 million households with an Internet connection in 2010, representing 73 per cent of households (83 per cent in London).

However, internet use is linked to various socio-economic and demographic indicators, such as age, location, marital status and education. For example, the majority of those aged 65 and over (60 per cent) had never accessed the Internet, compared with just 1 per cent of those aged 16 to 24. While 97 per cent of adults educated to degree level had accessed the Internet, 45 per cent without any formal qualifications had done so. It is estimated that around four million non-internet users are among the most socially disadvantaged people in the UK and that 47% of those living in households earning less than £11,500 do not use the internet ('Manifesto of a Network Nation' 2012).

Use of the online and electronic reading and learning resources is growing - in 2011 Amazon announced that since the start of the year it had sold 115 e-book downloads for every 100 paperback books in the US market (although hardcopy books sales were continuing to grow) .

2.4. Library customer profile (England)

Research from the Museums, Libraries and Archives council (MLA) shows that books are still the main reason why most people use the library – and they are overwhelmingly seen as the core offer by users and non-users. The 2010 national survey showed that 76% of users borrow or used books for pleasure and 44% for study. The research showed that alongside good customer care, a good choice of books is the biggest driver of satisfaction with libraries.

The research also showed that it is common for people to dip in and out of library usage over the course of their adult lives and that a childhood library user is more likely to become an adult library user. There are more individuals in younger age groups using libraries, but older people tend to use them more frequently.

Libraries appear to play a particularly important role in the lives of women (55% said that libraries are essential or very important to them personally compared to 51% overall), older people (64% of those aged 65 or over), retired people (62%) and those not working full-time (58%). As many as seven in 10 respondents (70%) from a minority ethnic background regarded libraries as essential or very important to them personally, compared to 48% of white respondents. Satisfaction is higher amongst older age groups (85% of those aged 65 or over are satisfied compared to 76% of respondents overall), those who are not working full-time (82%), people with children under 17 (80%) and those from a minority ethnic background (84%). This research suggests that there is a core of dedicated, loyal library users with high levels of satisfaction which may reflect a strong sense of attachment to libraries.

2.5. Performance of libraries in England
Research from the MLA indicates that across England, the proportion of 'active borrowers' (those who loan materials from libraries) has fallen by 10% over five years, between 2004 and 2009. In addition, visits to libraries also decreased by 4.7% over this period.   A 2009/10 report from the Department of Culture Media and Sport shows that in the past five years the number of weekly library goers has gone down by a 32%.

Loans of adult non-fiction fell by 12.4% and fiction by 9.9% from 2004 and 2009. The overall decrease in books issued, has largely been due to a steady decline in issues of adult fiction and non-fiction which decreased by 9.9% and 12.4% respectively. Issues of children's fiction however, have actually increased consistently over this five year period by 9.7%. Use of online resources has increased by 292%.

2.6. Barnet's library service

2.6.1. *Key performance measures*: In 2009 – 2-10 Barnet received the most library visits of any local authority in London (2,645,375 visits almost 1m above the London average), had the third largest number of active borrowers after Bromley and Harrow (65,120 active borrowers), and the fourth highest number of estimated website visits in London (579,890 virtual visits). The Department for Culture Media and Sport indicator for use of public libraries indicated Barnet has a very high proportion of library users amongst the adult population. Against this measure, Barnet is a top performing authority being ranked seventh nationally, with 55% of the surveyed population reporting that they had visited a library in the past year.

2.6.2. *Book issues*: As well as having a large infrastructure, a thriving service and the highest number of visitors, Barnet also issues the fifth largest number of books, audio visual, electronic and other goods of any local authority in London (1,691,914 issues) and receives the fourth largest number of enquiries (340,600 enquiries).

2.6.3. *Cost and efficiency*: Excluding support costs Barnet has the sixth most expensive library service authority, after Tower Hamlets, Bromley, Croydon, Ealing and Enfield. At £3.09 per visit, Barnet has the eighth cheapest cost per visit of any London authority. In 2009/10 Barnet had the ninth largest number of visitors per member of staff (19,595 visits per member of staff). Barnet has the eleventh lowest number of staff per library site (the average is 9.6 staff per site and Barnet has 7.9). This means that Barnet is performing well and is amongst the more efficient authorities, but there is room to improve.

2.6.4. Changing trends - Barnet library service between 2005 to 2010
Although the number of physical visits to Barnet libraries declined significantly between 2005/6 to 2008/9, since 2008/9 to 2009/10 a number of new initiatives and changes to the library have helped to bring in new users increasing the number of physical visits to the library by 6% (2,645,375 visits, which is very close to the number of visits achieved in 2004/5).

The number of virtual visits to the library website increased by a soaring 106% between 2008/9 to 2009/10. The total number of book issues in Barnet has been declining steadily since 2005/6. Between 2008/9 to 2009/10 the number of overall issues declined by 4%.

Adult fiction loans declined significantly between 2004/5 to 2007/8 and continued to incrementally decrease between 2007/8 to 2009/10 (by 2%). However, issues of children's fiction increased by a significant 30% between 2006/7 to 2008/9.

Issues of both adult's and children's non-fiction are continuing to decline rapidly. Between 2005/6 to 2009/10 adult's fiction loans declined by 28% and children's non-fiction declined by 60%.

What these figures show is that generally the trends within Barnet's Library Service reflect the national trends. Overall book issues have gradually but consistently been decreasing. Issues of non-fiction both for adult's and particularly for children have fallen substantially, although there is also a correlation between the falling number of issues and take-up of Barnet's online library resources, as Barnet now provides 24/7 online digital resources.

The more positive national library trends are also reflected in the performance of Barnet's library service, with soaring issues in children's fiction and virtual visits to the library's website.

What can be concluded from these statistics is that Barnet needs to ensure that it continues its trend of increasing the number of children's fiction issues; it needs to address the falling number of adult issues and understand how to take advantage of the surge of online visitors to its service without isolating non-internet users.

2.6.5. Performance trends – per Barnet library site 2009/10
The 2009/10 statistics for Barnet's library sites (as shown on Table A and B) show that although Barnet as a whole has a very high performing library service, there are vast variations in performance between the 16 static libraries. Hendon,

Chipping Barnet, Edgware and Church End are significantly out performing the other libraries in their total number of visitors, as these four libraries combined account for 60% of Barnet's total annual visitor figures. The statistics also show that 90% of Barnet's total visitor figures can be attributed to 10 of Barnet's 16 libraries.

The number of visitors per hour range considerably between library sites from the lowest, 12 visitors per hour (Hampstead Garden Suburb) to the highest at 265 visitors an hour (Hendon).

Of the 16 static libraries in Barnet it is notable that five of them have managed to avoid the declining trend in library visits between 2005 and 2009/10 and have actually managed to increase their number of visitors (Burnt Oak, Chipping Barnet, Edgware, Golders Green and Mill Hill). There is a correlation between the libraries that have managed to go against the national trend and increase their visitor figures and those that have had significant investment during this period (it should also be noted that although Hendon's visitors figures did slip slightly, by only 3% over the five year period, Hendon is still by far the boroughs most visited library).

Hampstead Garden Suburb Library has the cheapest direct costs (£138.311), but it also has the second highest cost per visit at £6.77 (South Friern had the highest cost per visit but this was a result of it being closed until September 2010) and Hendon has the most expensive direct costs (£809,431.55) but the cheapest cost per visit at £1.06.

Grahame Park library had a high cost per visit at £4, and the second highest cost per issue at £8.51, (South Friern had the highest cost per issue), suggesting that many visitors don't actually borrow books when they visit the Grahame Park library. However it is also of note that Grahame Park has the highest percentage of its borrowers being teenagers (9.3%) out of all the Barnet libraries and it is located in an area of significant deprivation.

The number of children attending library events between 2009/10 vary substantially between sites, with East Finchley (6314 children) and Hendon (5936 children) having by far the highest numbers of children attending library events and with Friern Barnet (127) and Hampstead Garden Suburb (153) having the lowest numbers by a margin.

The 16 static libraries also differ in the types of activities that their spaces allows for, only five of the libraries have spaces that are available for the community to hire[5] and there is a significant variation between the number of study spaces and computers that are available for members of the public.

What these comparative figures show is that a significant proportion of Barnet's library issues and visitors can be attributed to the top four libraries, which have a number of characteristics in common with one another. Invariably the most used

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[5]Though following children's centre investment in Edgware and Mill Hill, space may soon be available for public hire

libraries are the larger libraries, with large stock and resource holdings, in convenient locations, larger programmes of activities and events, and with more computers available to the public and more spaces allocated for study.

Table A – Visitor and cost figures (per Barnet library)

(* South Friern was shut for half of 2010, which is reflected in its low visitor and issue figures)

Library	Total Visits 2009/10	Visits per hour 2009/10	Total Visits 2005/6	% decrease in visitors between 2005/6 to 2009/10	Issues 2009/10	Direct Costs 2009/10[6]	Cost per visit 2009/10	Cost per issue 2009/10
Burnt Oak	97,052	36	94,042	**3%**	64,457	251,067.04	**£2.59**	**£3.90**
Childs Hill	41,975	24	48,958	-14%	34,452	191,031.20	**£4.55**	**£5.54**
Chipping Barnet	353,025	122	340,496	**4%**	254,004	758,805.90	**£2.15**	**£2.99**
Church End	230,400	90	250,614	-8%	132,870	382,780.49	**£1.66**	**£2.88**
East Barnet	102,500	40	150,514	-32%	117,111	348,346.03	**£3.40**	**£2.97**
East Finchley	92,325	52	119,600	-23%	81,458	257,555.00	**£2.79**	**£3.16**
Edgware	237,950	87	167,596	42%	159,723	440,656.63	**£1.85**	**£2.76**
Friern Barnet	46,950	26	65,416	-28%	41,463	199,375.42	**£4.25**	**£4.81**
Golders Green	187,575	80	178,854	**5%**	129,289	330,298.82	**£1.76**	**£2.55**
Grahame Park	60,000	34	72,800	-18%	28,177	239,806.22	**£4.00**	**£8.51**
Hampstead Garden Suburb	20,425	12	22,412	-9%	22,173	138,311.31	**£6.77**	**£6.24**
Hendon	765,550	265	787,020	-3%	261,160	809,431.55	**£1.06**	**£3.10**
Mill Hill Library	135,025	61	119,392	**13%**	79,079	292,174.64	**£2.16**	**£3.69**
North Finchley	152,800	69	187,564	-19%	145,043	380,964.35	**£2.49**	**£2.63**
Osidge	75,900	38	84,448	-10%	58,047	223,553.31	**£2.95**	**£3.85**
South Friern*	25,475	26	61,100	-58%	25,594	249,629.53	**£9.80**	**£9.75**

Key

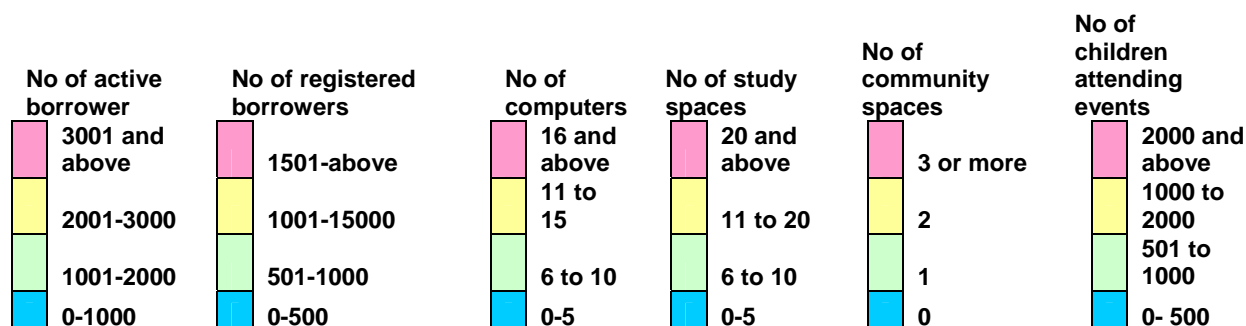| Total visits		Visits per hour		Cost per visit		Cost per issue	
▮	200k and above	▮	76 or more	▮	0-£2	▮	0-£3.00
▮	100-200k	▮	51-75	▮	2.00-£2.99	▮	3.01-£4.50
▮	50-100k	▮	26-50	▮	3.00-£43.99	▮	4-.01-£5.50
▮	10-50k	▮	0-25	▮	Above £4.01	▮	above £5.51

Table B – Borrower breakdown, use of space and participation figures

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[6] Direct Costs = staff salaries, buildings, supplies/services, income (excluding IS costs, caretakers and other below line recharges)

Library	Active borrowers 2009/10	Registered borrowers 2009/10	Registered borrowers 2009/10 %adults	Registered borrowers 2009/10 % teens	Registered borrowers 2009/10 children %	No of computers	No of study spaces	No of community spaces	No of children attending library events 2009/10
Burnt Oak	1828	10,673	66.0	8.3	25.7	9	6	0	1003
Childs Hill	825	4,041	59.7	6.3	34.0	4	4	1	2950
Chipping Barnet	4107	25,067	74.1	5.9	20.0	21	30	2	1586
Church End	2365	14,245	73.7	4.4	21.9	15	20	0	2638
East Barnet	1958	9,980	67.9	6.9	25.2	18	20-40	0	2863
East Finchley	1881	10,239	71.2	5.2	23.6	12	8	1	6314
Edgware	2663	16,202	69.0	7.6	23.4	14	20	0	2939
Friern Barnet	933	5,280	69.0	6.3	24.8	7	12	0	127
Golders Green	2200	13,684	75.9	5.2	18.9	12	4	0	2735
Grahame Park	1037	5,599	57.7	9.2	33.1	26	16	0	889
Hampstead Garden Suburb	461	2,316	65.5	4.1	30.4	2	0	0	153
Hendon	4542	29,181	75.8	5.8	18.4	38	36	*1	5936
Mill Hill Library	1409	8,983	64.6	7.6	27.7	12	12	0	2000
North Finchley	2322	13,497	72.4	5.4	22.2	14	4	0	2182
Osidge	1259	6,699	63.8	7.6	28.6	13	32	0	917
South Friern	879	4,262	68.1	6.8	25.1	13	15	1	833

(*Hendon's community space is temporarily being used by Archives)

Key

No of active borrower	No of registered borrowers	No of computers	No of study spaces	No of community spaces	No of children attending events
3001 and above	1501-above	16 and above	20 and above	3 or more	2000 and above
2001-3000	1001-15000	11 to 15	11 to 20	2	1000 to 2000
1001-2000	501-1000	6 to 10	6 to 10	1	501 to 1000
0-1000	0-500	0-5	0-5	0	0- 500

3. Peer review

In November 2010, Barnet invited a light touch peer review team (organised by the Museums, Libraries, and Archives council) to support the strategic library review. The light touch peer review process is based upon a review model in through which local authorities are responsible for driving their own improvement, supported by MLA. This is achieved through a targeted approach providing practical help and expertise to help plan library's service improvement. The review team comprised representatives from the libraries sector, the wider local government sector, an independent contractor with local government and libraries experience.

The following key themes & objectives were agreed as priorities for the review:
- Strategy & Policy
- Efficiency improvements, including use of library assets and resources
- Partnerships
- Community Engagement

3.1. Findings from the review
There is strong senior level support for the role of libraries in the community, the role of libraries in the delivery of the Council's strategic objectives and the role which they can play in the neighbourhood service delivery. In addition, both senior politicians and officers believe that the service is highly valued by communities, but in the current context needs to offer greater value for money.

The review noted that impressive work is being undertaken to develop the future strategy for libraries. The future strategy should also retain the management controls, professional input and efficiencies of operating a borough–wide library service. This should include a focus on infrastructure, right controls, efficiency and learn from other library authorities.

There is a clear focus on ensuring that the service provided in each locality of the Borough is relevant and tailored to local community needs. The review found considerable wider engagement with both existing and non-users of the Library service, and community organisations to help to define future services. In addition, the review found there are active groups of external stakeholders from the community who greatly value the role of the libraries in Barnet and are actively involved in supporting service delivery. The potential future use of a wider volunteering model needs careful consideration to ensure that core services can be delivered consistently and that management overheads are controlled and staff/union concerns are addressed.

The review noted there is a strong range of tactical partnerships in place (e.g. Barnet College for ICT training, Citizens Advice Bureau), and that partners had a strong understanding of the library service offer and were supportive of the overall service. In addition Barnet's library service is also encourage to seek additional partnership opportunities – from sharing services with other local authorities, to seeking to integrate back office or ICT services.

Barnet's recent library change programme was noted as a strength, including using RFID self-service in several libraries, and creating a shared customer services centre and library at Burnt Oak. In addition, significant management and staffing changes have been made to reduce spending and address budget challenges, and

improve performance. The report recommends additional work to benchmark performance and seek greater efficiency; and consider options to ensure all buildings are fit for purpose.

The review acknowledged Barnet's library staff to be enthusiastic about the core values of the service to provide an open, free of charge & accessible resource to communities. However, they also found that there is potential to further develop staff skill sets, productivity and quality of service delivery.

4. Defining and remodelling the library offer

4.1. Customer consultation
The strategic review of the library service aimed to assess and understand current and future service needs, identify options to modernise the service and meet local needs, provide a sustainable foundation for comings years, and provide better services for less money. To understand the needs and views of residents, library customers, and those who are disconnected from the library service, a major consultation exercise took place between September and December 2010.

The consultation process was designed to assess a range of issues in detail:
- What is currently working well/ not so well
- How the library service has to develop to meet changing needs and priorities
- What users and (current) non-users want in a modern, efficient library service
- What role libraries should be fulfilling in the community
- What would encourage increased usage of libraries
- What other facilities could be combined or sited with library facilities
- What are regarded as the optimum locations for libraries
- How the library service can address spending reductions

To inform the review, there have been three strands of consultation, as follows:

- Group discussions in November 2010 convened by Alpha Research with people who live, work or study in the Borough
- Consultation in October and December 2010 with various community and voluntary organisations and their members, convened by Community Barnet
- A general population survey and a survey for young people, available in hard copies from libraries, and online - designed and hosted by the London Borough of Barnet on their website (www.barnet.gov.uk), live until 17th December 2010.

4.2.1. General Perceptions
The library service was most valued for its free services and wide range of stock. The atmosphere in the libraries (conducive to study, relaxation, creativity or reflection) were also important to respondents, along with the reference facilities and the contribution the libraries make to local communities, and to residents' learning and personal development. In addition, the helpfulness and knowledge of staff was highlighted.

Some of the additional services provided by libraries were supported – including, IT classes, homework clubs and children's activities. Owing to declining high street competition, DVDs and photocopying were more valued now.

However, the atmosphere was also criticised by respondents as 'boring' or 'outdated'. There was some criticism too of stock availability. Awareness of some services was patchy - WiFi access; free (limited) internet access, coffee mornings reading groups, talks, exhibitions, online services (e.g. reference service; e-Books), training and advisory services. Without exception, these were all thought to be good ideas which would encourage people to use the libraries more. However, certain services such as advisory services and exhibitions were seen as less part of the core library remit.

Initial thoughts on improvements included more quiet, relaxation or socialising areas; spaces, facilities, more classes or events for different groups in the community (especially for teenagers, such as a separate spaces); more evening and weekend opening; more or cheaper parking. A recommendations service would be welcomed; and improved promotion of service was encouraged.

4.2.2. How libraries are used

The respondents who were using the libraries in the London Borough of Barnet were accessing established services such as borrowing books or DVDs, using computers or photocopiers. They also had experience of more recent developments, such as children's services (e.g. Rhyme Time); training courses; surgeries with MPs or councillors; ebooks; cafe facilities and advisory services. All but a handful of library users responding to the online survey used the core lending and computer services.

Just over half of library users said they had used other public services through libraries, most frequently to source information about other council or public services. Another quarter said they would use these services if available in all Barnet libraries. Two thirds of non-users also showed an interest in using public services at libraries.

Three in five users said that they had accessed the library service via the London Borough of Barnet website, most commonly to renew books, look for or request books, look for information, or research particular topics. Nearly half of the online survey respondents were using Barnet Libraries at least weekly, and nearly all were at least monthly users. People who were unemployed, disabled or from BME groups were more likely to be frequent users.

One in eleven users said that their main library was not the one closest to them, usually because there was a greater range of stock or better computing facilities in their preferred library. Users were most likely to walk to the library, but a quarter of respondents tended to drive.

4.2.3. Satisfaction with the library service

For nearly all aspects of the library service which the online respondents considered, at least two thirds of respondents were either very or fairly satisfied. Highest satisfaction ratings were recorded for skills and knowledge of the staff, and for the availability of free computers and ICT services. Highest dissatisfaction ratings were

recorded for the choice of stock to borrow (one in seven dissatisfied) and for the choice of DVDs and CDs (one in eleven).

About one in six respondents to the Young Person's Survey indicated dissatisfaction with the activities available for young people; and space and services available.

Opening hours were a source of dissatisfaction for more than one in seven respondents (one in four of non-users), and one in eight were dissatisfied with the availability of space to study. Widening opening hours was the most likely focus for improving satisfaction levels, with nearly one in three comments relating to this.

4.2.4. Barriers to use

Consultation activities suggested that barriers to coming to libraries largely mirrored what people did not like about them. The most compelling barrier was an expectation of it being a boring place to be, especially for teenagers and young adults.

It was also perceived in the Alpha Research consultation that that the following significantly discouraged library usage: (1) internet shopping from home was seen to be easier than using the loan facilities at libraries (2) access to and expense of parking (3) perceived limited availability of newly-released titles (4) insufficient evening and weekend opening hours (5) some dissatisfactory experiences with help provided by staff.

Non-users in the online survey were most likely to identify alternative sources as the main barrier to using the library (one in four), or their predilection for buying rather than borrowing books (also one in four). Inconvenient locations or opening hours acted to discourage around one in eight non-users.

The online survey looked in detail at the competition libraries face from other sources: library books were used by all but a handful of library users, but two fifths also used online retailers, a third used high-street retailers and three in ten used second-hand shops. Non-users also used these alternative sources, in similar proportions.

If they required information for reference, research or study, library users were three times more likely to include the library as one of their sources than to not include it. However, their most likely source was the internet (accessed from home). Most non-users also needed this sort of information from time to time and used the internet, either at home or at work or place of study.

Apart from continuing to update the interiors of libraries to allow for different uses; it was felt that the best way to overcome barriers was to publicise what is available at libraries. Improvements to refreshments, widening the scope of activities and educational support available, and offering more tailored services for people from BME groups were all suggested in the Community Barnet consultation to encourage increased usage.

4.2.5. Future role of libraries

Both users and non-users in the online survey were most likely to indicate that they would like Barnet libraries of the future to be well stocked, accessible, welcoming and at the heart of the community. Young people were also keen to see sufficient

quiet study areas and relaxation areas. In the Alpha Research work, respondents also often spontaneously raised that libraries should be for everyone in the local community. They thought this should facilitate access to books and learning, as well as personal, social and cultural enrichment that some people might not be able to gain readily elsewhere.

Book lending was still seen as important, but there was a wealth of support for libraries to further diversify their other services for the local community.
Two roles were seen as a core part of the library service remit both now and in the future, namely promoting reading and informal learning (e.g. supported by more than half of online respondents), and increasing adult literacy (supported by two in five online respondents). In the Alpha Research work, providing bespoke areas, activities and facilities for families and for teenagers, in an environment more tailored to them, was seen as a very important potential role. Half of the online survey respondents were keen that libraries promote literacy and learning among children. This was also seen as a core remit in the Alpha Research work, but perhaps not as vital as enhancing adult literacy or promoting reading and informal learning more generally. Next priorities were: providing training in IT skills, making sure services are available where people want them; and providing services for unemployed people such as careers advice or job search facilities.

Access to other council services were seen as laudable and largely appropriate aims for libraries, but were felt to be a little more outside the core remit.

4.2.6. Future locations for libraries
Focus groups discussion revealed that the situation of many libraries in Barnet was not ideal for residents participating in the Alpha Research consultation, or for footfall in general. Central locations like shopping centres should fuel more visits from more people. Spontaneous visits should rise (as long as the exterior of the building is suitably inviting and the breadth of services is clear from the outside). Planned visits should also go up, because if residents are users of other amenities or services nearby then they will come back to the area sooner.

Larger, more comprehensive libraries seemed to be preferred in these central locations, so that visits would not be in vain. The principle of co-location was almost universally welcomed as a sensible idea. It was seen as a potent way of raising the profile and use of the service. The ideas most supported by respondents were those where they could envisage spending time reading or winding down, such as coffee shops and arts and cultural venues. Other ideas for co-location which were not rejected, but not felt to show so much potential.

4.2.7. The future in the context of financial constraints
When first presented with the savings that would need to be found in the libraries budget, respondents concentrated on revenue. Particularly popular throughout the consultations was the rental of library spaces inside and outside of hours, for businesses, community groups, classes and events. A facility to donate money to the libraries was also raised, or charging for services.

Many other suggestions were made regarding how libraries could bring revenue in. Some of the most popular ideas were as follows: retail; online & postal rental of

DVDs or books; a 'premium membership' with additional privileges e.g. free access to events; author signings; facility for residents to donate books/ DVDs/ CDs; sponsorship/ advertising by local companies.

Utilising the services of volunteers was also raised in the Community Barnet consultation; this also elicited much enthusiasm from non-users in the online survey – but would need to address concerns that service quality might be diluted.

In the online survey, both users and non-users were very keen to see increasing use of digital services. This was an expected development as well as a cost-effective one. Access to remote services could also help to broaden awareness and use of other library services. Some even called for the buildings to focus more on study or meeting space than on books. However, many respondents stressed the need to retain book lending services for those unable or unwilling to utilise digital channels.

Of the ideas presented to save costs, co-location and co-working with other boroughs were two of the most popular ideas. Users in the online survey were keener on working in tandem with neighbouring boroughs, whilst non-users opted more for co-location. It seemed that co-location would be most successful where the other amenities or services were a close fit with libraries e.g. cultural centres and coffee shops. Sharing library administration with neighbouring boroughs was seen as a sensible way to make substantial savings without, in theory, significantly impacting on front-line library services

One of the most popular ideas in the online survey was for improvements to be made to stock and resources. Rolling out self-service was accepted as a good way to reduce costs, but not without some detractors who prefer human contact. As above, volunteering was partially welcomed.

The next most supported idea was fewer, bigger libraries. There was much more openness to this than in the last consultation undertaken by Alpha Research in 2007, especially amongst non-users and younger users, who were keen on better, more well-equipped, modern libraries, even if the price was fewer of them. However, older users and those concerned for people with mobility difficulties were sometimes passionately resistant to the idea of a less localised service. Significant savings could be foreseen through taking this route; many would prefer only libraries that were likely to have everything you might need; respondents would travel further and more often if libraries were co-located with other amenities or services which they might use; and access issues could perhaps be addressed by a better publicised and/or more extensive mobile library service. There seemed to be more support for this idea from those using libraries in the west of the borough. If numbers of libraries did come down, there were calls for the remaining ones to have longer opening hours to ensure that there was sufficient opportunity to make use of the services without excess demand. Collections of books in local spaces were thought to be a good way to encourage use of the service and encourage visits to libraries, but were not seen as a replacement for libraries.

Reducing opening hours by having different libraries open at different times was thought by Alpha Research respondents to be likely to lead to confusion. Many working residents wanted more evening and weekend opening generally.

4.3. Customer insight

An internal report was commissioned to provide data, analysis and insight into library users and non-users for the London Borough of Barnet's strategic library review. The report comprises four sections: an overview of the Barnet population in 2010 and the population growth expected in the next ten years; the locations of Barnet's libraries relative to transport routes and regeneration areas; analysis of a number of demographic indicators across the borough; analysis of the types of customers in each library catchment area and the customers from each library.

4.4. Barnet's Population Growth

The London Borough of Barnet is the most populous borough in London; home to an estimated 345,800 residents in 2010 (ONS 2008 based sub-national projections, published May 2010). The population has grown from 319,500 at the 2001 Census and is predicted to continue to grow to approximately 378,900 by 2020.

Growth is concentrated in the west of the borough near Colindale, Hendon and Golders Green. Growth in these wards is driven by the regeneration projects of Grahame Park and Cricklewood. The wards which populations are predicted to increase the most are Cricklewood and Golders Green, increasing by approximately 16,000 and 12,000 respectively. Conversely, the populations of Coppetts, West Finchley and Hale wards are all predicted to decline by approximately 900 people in the next nine years.

Population by Ward 2011 and 2020
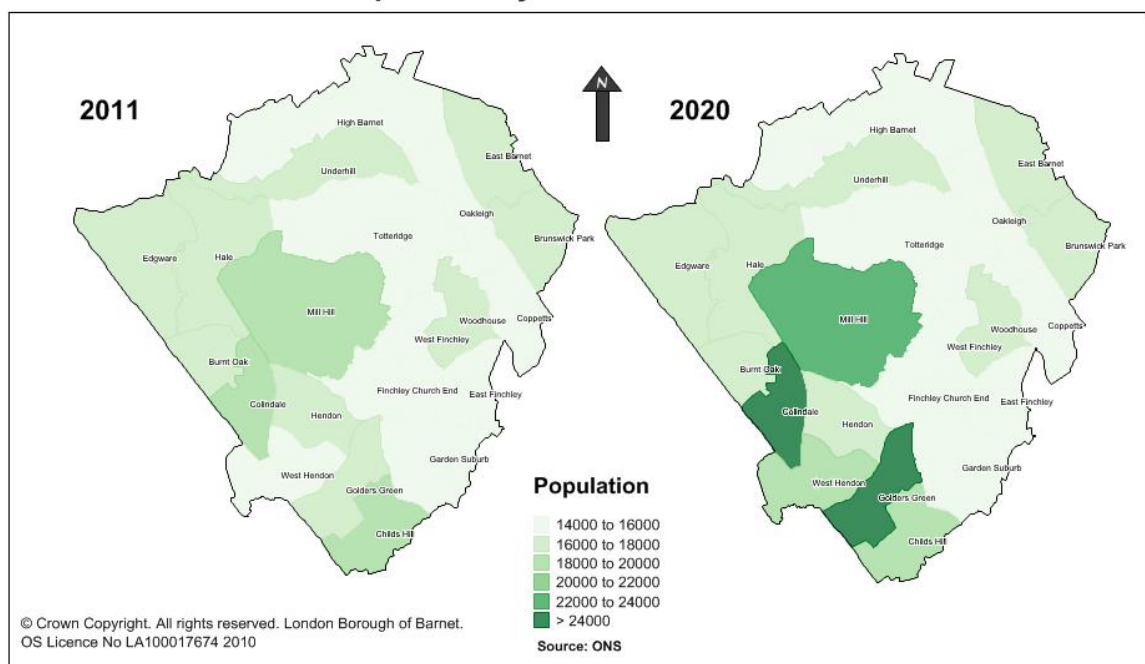
Population growth in Barnet is due to an increase in new births and migration. The population growth from new births is expected to remain steady and significant for the next ten years. Growth from migration is predicted to decline to 2020. There is a net loss in migratory numbers of people moving between Barnet and other parts of England and Wales, though growth in migration is driven by international in-

migration. The number of migrants moving to and from the borough is significant; 7.5% of residents are new to Barnet each year.

4.4.1 Barnet's Age Profile

Barnet has an ageing population. The table below shows the percentage increase for each 10 year age band. The greatest increase is in the 50-59 age bracket, growing by 18.9%, or 7,500 people[7]. Based on Barnet's hybrid solution and current population figures, Golders Green and Colindale wards will experience the greatest increase across all ages. Growth in the younger age groups is limited to those areas undergoing regenerative development. In ages 0-9, while Golders Green and Colindale wards are predicted to grow by approximately 1,900 and 3,000 people respectively, the 0-9 populations of all other wards are expected to either stay the same or decrease from 2011 figures. The most marked decrease in 0-9 year olds will be in Hale and Garden Suburb which will decrease by around 300 people.

Age Band	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70+	Total
Population 2011	46,962	40,679	45,169	63,062	54,150	39,733	28,006	32,038	349,800
Population 2020	49,897	45,653	47,613	62,339	59,939	47,236	30,567	35,638	378,883
% Change	6.3	12.2	5.4	-1.1	10.7	18.9	9.1	11.2	8.3

4.5. Regeneration areas and transport

For the next 10 to 15 years five developments are planned that will see the majority of Barnet's population growth. The largest of these is the Brent Cross Cricklewood development to the south of the borough. Scheduled for completion in 2026, 7,500 new homes are planned, along with development of transport routes and three new schools. The Stonegrove / Spur Road Estate is in the midst of development. The final development will replace 603 homes with 937 new homes which will be a combination of rental, private and low-cost housing. Dollis Valley regeneration area, in the north of Barnet, will redevelop 436 existing flats and replace them with up to 850 new homes. Grahame Park is Barnet's largest housing estate. The current 1,700 houses are to be developed and replaced by 3,000 new homes over the next 15 years. Inglis Barracks regeneration area is to be a high density development built on ex-Ministry of Defence land. The development aims to yield 3,500 homes by 2025. Combined, the five regeneration areas will increase the number of households in Barnet by nearly 23,000 households over the next 15 years, an increase of 17%.

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[7] Age by ward breakdown is based on the total population figures for the listed source apportioned according to listed Population Projections. Population projections by age bracket are not available at ward level.

Barnet Regeneration Areas

Legend

Green Spaces
Regeneration Areas
Libraries
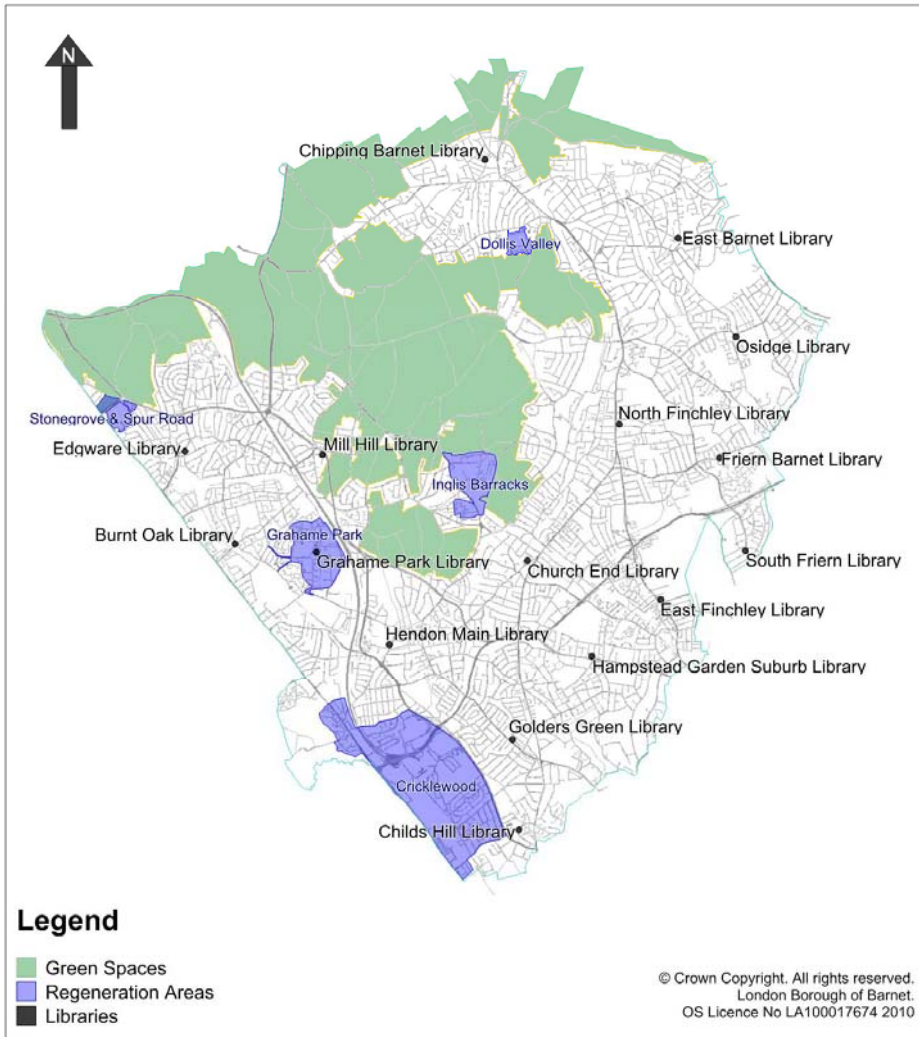
4.5.1. Transport in Barnet

Being situated in Outer London, public transport access is less ubiquitous than in Central London. East-west travel by public transport within the borough is only viable by bus which is made difficult due to expanses of green spaces and poor east-west corridors. As such, 73% of Barnet households have access to a car, compared to 71% for other Outer London boroughs.

Barnet's best located libraries are Edgware and Golders Green and are situated close to planned regeneration areas and could expect a sharp rise in customers over the next ten years. The next most accessible libraries are Chipping Barnet, Burnt Oak and Church End libraries. In the east of the borough Osidge, East Barnet and North Finchley libraries are all difficult to access, though are situated in areas which are expected to grow in the next 15 years. Hampstead Garden Suburb is has more difficult access; as does Grahame Park in its current site.

4.6. Barnet's demographic geographies

This section illustrates the distribution and differences of various socio-economic indicators to provide insight into the diverse communities found in Barnet with the aim of detailing the range of customers accessing Barnet libraries.

4.6.1. Deprivation

The map below shows the Index of Multiple Deprivation scores for each Local Super Output Area (LSOA) in the borough. Clusters of more deprived areas can be found primarily in the west of the borough around the areas of Burnt Oak, Grahame Park and Colindale, in East Finchley in the east and Dollis Valley in the north. These areas all fall within the 30% most deprived LSOAs in United Kingdom (LSOAs recording a score of over 31 are in the 30% most deprived LSOAs nationally).

Deprivation in Barnet
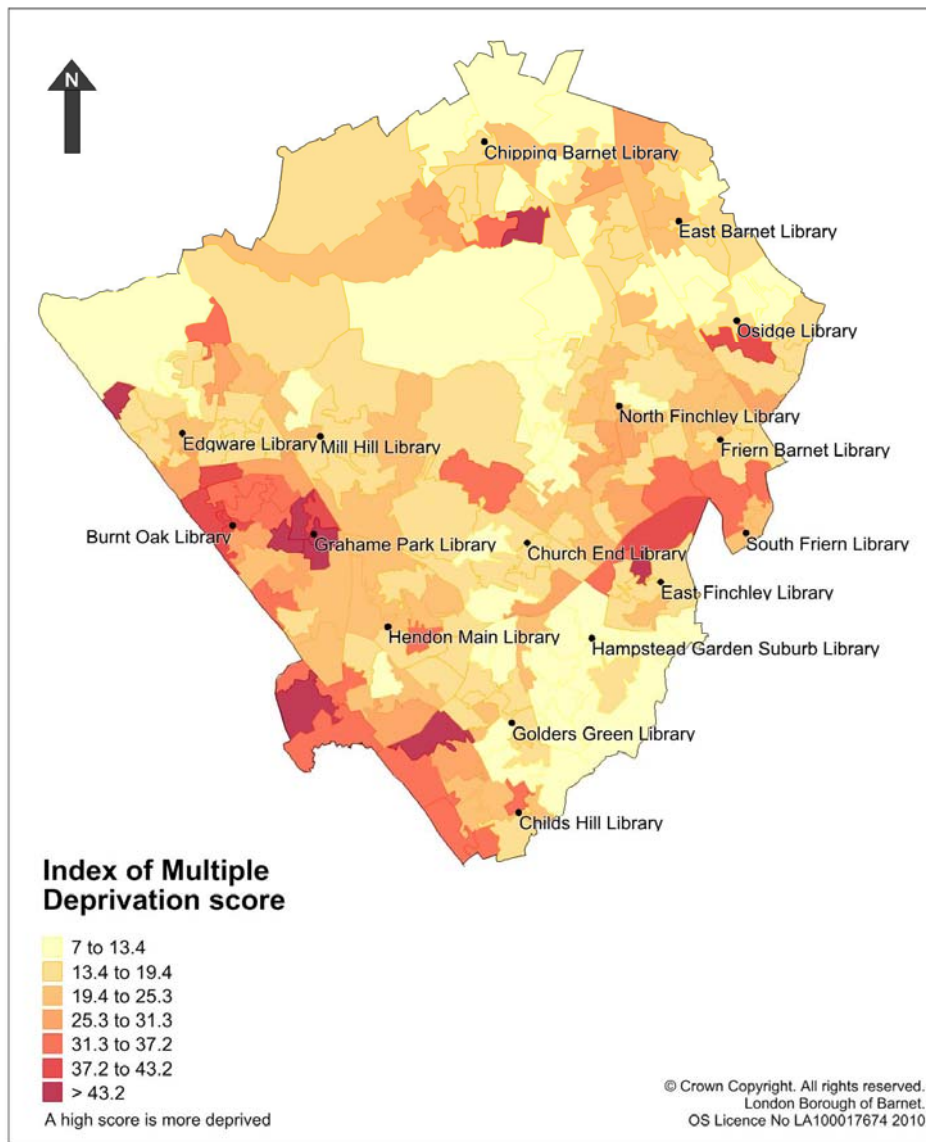
There is a similar distribution of benefit recipients for each benefit type. In line with concentrations of high deprivation and low household income, beneficiary claimants are clustered in the west, near Burnt Oak and Grahame Park libraries, and in the east near East Finchley library.

4.7. Barnet wide Mosaic analysis

4.7.1 Catchment Analysis

It is important to note that each library's catchment does not encapsulate the area in which 100% of customers reside. The table below lists shows the percentage of customers that reside within each catchment area (based on sample analysis of 2,977 library users who completed the CIPFA survey in 2009). Hendon Library's catchment has the lowest percentage of customers actually reside within its catchment, though has easily the most visitors of any library in Barnet. Church End, North Finchley and Chipping Barnet are heavily frequented libraries in the borough and have a relatively low percentage of people residing in their catchment areas,

with a wider draw into surrounding Local Super Output Areas (LSOAs). This shows that larger libraries will attract customers from further afield, with people bypassing their local libraries to patronise them. Two sample catchment maps documents below highlight the difference in the reach and catchment of two Libraries – North Finchley, with library customers coming from a wide catchment, and Hampstead Garden Suburb based around a small catchment area.

Hampstead Garden Suburb Library   **North Finchley Library**
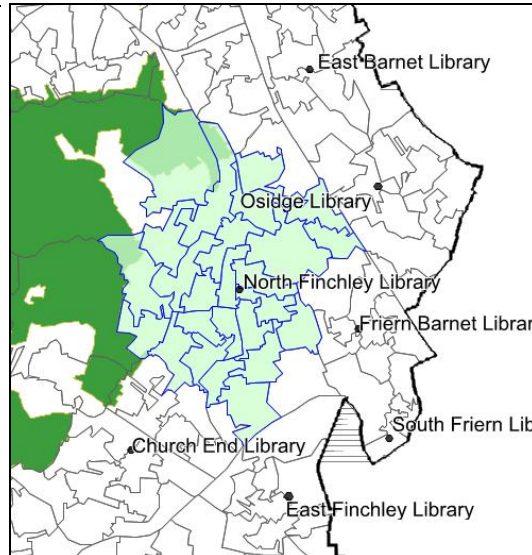
Conversely, those libraries that draw a high percentage of customers from their immediate area tend to be smaller libraries with fewer visitors. In the case of South Friern, Childs Hill and Hampstead libraries, this could be exacerbated being in areas that do not have very good access via public transport. Perhaps unsurprisingly, the larger libraries tend to encourage visitors to travel greater distances. This may be due to ease of public transport or range of services. Important to note is the role that Childs Hill, South Friern, Grahame Park and Mill Hill libraries play in serving their local areas. A high percentage of customers come from the immediate catchment areas and also, few people within their catchment areas tend to travel a great distance to visit other libraries.

4.7.2. Mosaic analysis

The map shows the distribution of the various Mosaic Groups across the borough. The predominant Mosaic Groups in Barnet are Symbols of Success and Urban Intelligence comprising 56% of the total number of households. Both groups are well educated, well connected and users of technology. Symbols of Success is made up of the 10% wealthiest people in the country. Those in the Urban Intelligence group are educated, young and often students.

People in the Suburban Comfort group make up nearly 15% of Barnet's households. Households in this Group tend to be established families, financially comfortable and nearing retirement. In Barnet, these households are found to the east near Osidge and East Barnet libraries and to the west near Grahame Park and Hendon libraries.

More deprived areas in the west identified in the previous section have the largest cluster of households in the groups Blue Collar Enterprise and Welfare Borderline. These households are likely to be found in council housing, have low educational attainment and in the case of the Welfare Borderline group, reliant on state benefits.

A number of features stand out from the analysis of individual library catchments:
- In the catchments for Golders Green and Hampstead libraries over 80% of households are from the Symbols of Success or Urban Intelligence groups.
- Catchments for Burnt Oak and Edgware libraries have a range of household groups that make identifying a typical resident in that catchment difficult.
- The largest grouping of people from the Welfare Borderline and Blue Collar Enterprise groups are found in the catchments of Grahame Park, South Friern and Burnt Oak libraries.

Local Authority	Size (Hectares)	No of libraries	No of visits	No of issues	Population per service point	Cost per visit
Bromley	15,014	16	1,98,0206	1,909,499	19,388	£3.39
Hillingdon	11,236	18	1,585,840	1,377,227	14,583	£3.73
Havering	11,570	11	1,555,447	1,141,223	21,282	£2.07
Barnet	8,674	17	2,645,375	1,691,914	20,182	£3.09
Croydon	8,652	13	2,039,027	1,375,115	26,369	£4.10
Enfield	8,220	17	1,655,187	1,336,980	17,129	£4.26

Comparing the six largest London boroughs against one another illustrates the different library service models that are available. Barnet has the largest population and covers a relatively large geographic area. However, Barnet has a comparatively low number of people to service points (with 20 other London boroughs having higher numbers of population to service point).

5. Review of existing estate and future options

5.1. Asset management
An internal report to assess the condition of each library (building condition, electrical, mechanical, and accessibility) was undertaken. The aim of this review to gain a robust baseline for the condition of the library estate. This report did not comment on costs to create improved customer environment, or modifications to internal structures as is outside the scope of the asset report.

The London Borough of Barnet has invested both capital and revenue funding into libraries in recent years. This has included creation of a new library in South Friern (2009); redevelopment of Burnt Oak library into a customer service centre (2008);

creation of children's centres spaces in five libraries – Edgware, Mill Hill, Church End, North Finchley, and Chipping Barnet. In addition, customer facing spaces in several libraries have also received investment to create better spaces. Revenue investment into libraries has been sustained, for key maintenance tasks (such as replacing damaged roofing), and some elements of planned maintenance. In 2009 – 2010, total spend on building works was £204,000.

The library estate comprises 14 library buildings owned by the London Borough of Barnet. The majority of the estate is inherited from the three former local authorities from which the London Borough of Barnet was formed in 1965. Since then two new library buildings have been added - Chipping Barnet and South Friern. The building stock ranges in age from 1900 through to 2009, with the majority dating from the 1930s, 1950s, and 1960s.

With the exception of Childs Hill and Hampstead Garden Suburb the buildings were all purpose built as public libraries. Although efforts have made over the years to update and improve many of these buildings some require significant electrical and mechanical works to meet statutory standards and legislation. A key concern is that most were built in an era when accessibility was not addressed so that they have floors which can no longer be properly assessed except by stairs.

To arrive at the cost for building works, condition surveys were commissioned to look at the condition of all library buildings externally and internally. The condition of the electrical installation at each library was based on assessment of electrical tests certificates; and condition of the mechanical installations was taken from cyclical maintenance service sheets. The costs of electrical and mechanical works were based on recent tenders for similar works.

This report identified that an estimated c.£2m spending is required over the next five years to ensure all libraries are ensure all sites are operable and brought up to standard so that deterioration is halted. All sites should be accessible, comfortable, fit for purpose, and meet statutory requirements. To achieve this, a number of library sites will need investment but such investment should be balanced with long-term needs and demands of the service.

5.2. Property report

Property services were instructed to give due consideration to the library property portfolio. The investigation included:

- Site inspection work of the portfolio
- Meetings to review findings and discuss outcomes and conclusions
- Review existing management files
- Review historic management files
- Liaise with internal departments
- Reviewing condition reports
- Investigate the current property market conditions

Following a robust review of each building, looking at the strengths, weakness, opportunities and potential for:

- Property refurbishment
- Property sharing, with other Council properties, other public sector properties including neighbouring local authorities.
- Potential for property relocation to improve access to services.
- The property as part of the whole portfolio.

The property services investigations have raised a number of issues and opportunities for the library service to consider for the future. This report does not make specific proposals, as the library service will need to consider this report along other sources of information when setting a future strategy. However, it is noted that there are different ways the current portfolio could be improved and developed. This should include:

- Co-location of other public services into library buildings
- Shared use of other public buildings
- Refurbishment or improvement of some sites
- Exploring opportunities to improve provision through redevelopment projects and S106 funding

The library service portfolio contains a range of buildings, of different size, quality, and condition. As above, there are a range of opportunities to consider, aiming to ensure that all library buildings are fit-for purpose, utilised, and the estate is sustainable.

6. Governance of libraries

As part of the library review, the library service has engaged with the London Library Change Programme, and reviewed progress of the national Future Libraries Programme. Both initiatives are supported by the Museums, Libraries and Archives council.

6.1. Existing models
The market for alternative service delivery (non in-house provision) for library services is limited. Two models of alternative delivery are current used within the sector, with low levels of application: Charitable Trust status; and outsourced provision. In addition, new shared services arrangements are now being explored within the library sector – for example, Essex have been commissioned to operate Slough library service. Given this limited mixed economy, Barnet's library service aims to learn from the Future Libraries Programme and consider options to work more closely with other local authorities, to reduce costs and improve service delivery.

In addition, the London Library Change programme has enabled review of a range of different governance models, with workshops, case studies, presentations and discussions outlining the various models available and the strengths and weaknesses of different models. Barnet's library service has reviewed all potential governance structures assess key characteristics, strengths, and weaknesses. Key

findings are that: outsourcing of the library service would be a high risk strategy, as only one authority in England is provided through a private sector contract (and is currently consulting on an option to reduce the number of libraries operated from 11 to 3); two library authorities provide services through a larger cultural service trust; however, a standalone trust for Barnet's library service would incur a high level of risk as the size and capacity of the service falls below the expected benchmark of a charitable trust; and a fully shared services arrangement may not meet our objectives to retain local accountability for the service, and could limit our capacity to deliver a wide-ranging change programme.

Within the Future Libraries programme, a range of alternative service models are being considered and reports will be available soon

- 10 councils are testing the feasibility of a single Greater Manchester Library service.
- Northumberland and Durham are exploring how IT and digital resources can be used to provide service to rural communities.
- Herefordshire and Shropshire are looking together at new partnership models for delivery at individual library level, including community management.
- Four authorities in the East of England are reviewing options to provide services across shared boundaries, reviewing the needs of users in the 'corridors' along authorities shared boundaries and develop a framework for alternative service provision – be that communities themselves; third sector; trusts, local authority or private sector.
- Suffolk is considering delegating budgets and transferring assets to communities, for example, through town or parish councils or community organisations.
- The South East London Performance Improvement Group (7 authorities) are aiming to increase collaboration of some support functions - Inter Library Loans, Bibliographic Services – and some specialist functions.
- Kensington & Chelsea, Hammersmith & Fulham and Westminster are engaged in a project to create an integrated service, with local branding and delivery. (This work forms part of wider co-operative work between the three boroughs.)
- Bradford is developing a remodelled service with major urban library facilities supported by a network of library service points located in shared outlets with extended opening hours, and exploring retail partnerships.
- Cornwall, Devon, Plymouth and Torbay are pursuing a single library provider to provide services across all four councils, with additional digital services.
- Kent County Council is considering how to provide access to stock, information, community space and knowledgeable staff; and the relationship with community activity.

7. Conclusions
The strategic library review has provided a wealth of information on:
- Customer use of libraries.
- The views of library customers, non-users, and particular communities.
- Performance of Barnet's library service.

- The condition of each of our buildings, and options to improve the property network.
- Options for smarter governance of the library service.

7.1. Summary of peer review recommendations

The Museums, Libraries and Archives council-led review of Barnet's library service presents a number of recommendations to inform our future strategy, and will be used to underpin the library strategy. Key recommendations from the peer review are as follows:

- The library strategy should set out a vision for the service; inform future service provision, aligned closely to corporate priorities.
- The future design of the service should be based on an analysis of the options and opportunities in each locality (e.g. shared services, co-location, and e assessed taking into account budgetary & resource constraints, local priorities and customer service levels).
- Ensure that a digital strategy is developed and develops the role of the library service in helping people to get online.
- Future service design should continue to be primarily based on community, customer and stakeholder needs.
- Consider alternative governance models which directly involve communities in governance and service delivery, including consideration of trialling/extending volunteer schemes.
- Assess opportunities arising from potential strategic external partnerships (e.g. neighbouring Library services).
- Progress the development of a core services offer and detailed assessment of branch library configuration and evaluation of alternative delivery models.
- Develop a phased, structured change programme to design and implement the service and operational changes required to deliver the agreed future strategy.
- Develop a structured staff development plan to provide skills and capabilities required to deliver the redefined services.
- Ensure the appropriate ICT infrastructure and tools are in place to support effective customer service delivery by staff.
- New performance measures should be defined which would include impact and outcomes.
- To formally benchmark performance both within the borough and with neighbouring boroughs. This approach will extend beyond existing CIPFA benchmarking to provide evidence of efficiency improvement gains and highlight areas for future focus.

7.3. Review of library service performance

As noted above in the findings above it is clear that public use of library services remains strong, and there is considerable appetite for a public library service which provides good access to books and information resources, community and study spaces, and takes a role in promoting reading, learning and literacy. Although the library service has experienced a decline in the number of visitors and book issues across England, the soaring number of visits to library websites and the increasing number of children's fiction issues, suggest that the declining use of the library is

reversible if the library service can adapt the services it offers to match the changing needs of its communities.

The review of the performance of Barnet's library service has produced useful information which can be used to inform the future strategy.

7.3.1. Comparative data

High-level benchmarking of the performance of Barnet's library service using CIPFA benchmarking data - visits, issues, customer base, cost, and efficiency – suggests that there are opportunities for Barnet's library service to further improve efficiency of services.

At £3.09 per visit, Barnet has the eighth lowest cost per visit of any London authority. However, there is an opportunity for Barnet to consider more efficient deployment of staff. Barnet is in the top-third of London library authorities for the number of visitors (a proxy for service use) per member of staff; and is also among the more efficient library services in London for workforce deployment, with a lower than average number of staff per site. However, there are ten London authorities with lower ratios of staff per site. Extension of additional self-service to all sites and improvements to key transactions and processes should be considered to unlock further efficiency.

Barnet has a relatively low population per service point (with 20 other London boroughs having higher numbers of population to service point) – suggesting that in addition to efficiency savings, a review of the service points used by the library service could provide further savings, while meeting the needs of Barnet's residents.

Though Barnet is recognised as a high-performing library service, there are opportunities to improve our core service:
- Improve customer satisfaction
- Increase the number of children who are library members
- Take action to increase issues of books
- Target particular communities and groups to encourage use of library services
- Address the need to improve online services and digital access
- Promote reading and literacy to all communities

7.3.2. Performance within Barnet

Analysis of the performance of library branches in Barnet demonstrates significant differences between branches – notably variations in the efficiency and use of library services. The strategic library review has not set out to purely ration the existing service but to ensure that we have a model which is fit for the future and both comprehensive and efficient.

It is notable that our four busiest libraries account of 60% of Barnet's total number of annual visits, and almost 90% of all visits to libraries can be attributed to ten sites.

In addition, the data shows a clear relationship between larger sites with a greater range of materials and services, and the level of use and efficiency of the library. The 2007 library strategy created a network of leading libraries, all receiving investment, including customer self-service technology, WiFi, some refurbishment. This investment was centred around several of Barnet's larger libraries, typically

featuring larger collections of books, broader event and activity programmes, dedicated children's and teenage space, accessible high street locations, better quality relaxation and community space, and additional PCs and technology. As a result, these larger libraries attract a greater user base, drawn from a wider area.

Of the 16 libraries in Barnet it is notable that five have managed to avoid the declining trend in library visits between 2005 and 2009/10, increasing the number of visitors (Burnt Oak, Chipping Barnet, Edgware, Golders Green – are all designated 'leading libraries' and as a 'local library' only Mill Hill is an exception). In addition, Hendon library only saw a small decrease over this period of time; and the only 'leading library' to see a significant decline in use during this time was North Finchley.

The majority of 'local libraries' in Barnet also received some additional funding to improve key customer areas. Within this model, there are five libraries with low levels of visits, low levels of book issues, and lower levels of efficiency and cost effectiveness:

- Childs Hill
- Friern Barnet
- Grahame Park
- Hampstead Garden Suburb
- South Friern*

(* South Friern reopened in September 2009 after lengthy closure, and data from 2009 – 2010 is skewed as a result)

There is a relationship between the size and range of services available, and the level of use and efficiency. The contrast between our least efficient sites (such as Hampstead Garden Suburb) and our most efficient and highest performing (Hendon) is stark, and reiterated by analysis of the catchment of each library – suggesting that larger, well stocked, well located libraries have a much greater reach and level of use than smaller sites. The five least visited sites receive slightly more visits that our fifth largest library – Golders Green.

Excluding South Friern, the sites with the least visits (and issues) typically have similar characteristics which influence their levels of use:
- Small sites with limited space (excluding Grahame Park)
- Located away from main town centres
- Limited space and capacity to offer events, or host larger levels of stock or IT
- Small catchment area restricted to the immediate Local Super Output area

In addition, some of the smaller libraries are located close to another library service point: such as the relatively close proximity of Friern Barnet with South Friern (and North Finchley); or the overlap in catchment area between Child's Hill and Golders Green.

There are a number of differences between the smaller sites, and how the services are used. For example, Grahame Park has higher number of visitors (60,000 in 2009 - 2010) compared to other smaller sites, but significantly fewer loans of books and a high cost per book issue. However, it does have a notably high proportion of

teenage and children members, and a significant ICT training suite. There are informal specialisms in Grahame Park library: use of the space as a community centre; use of ICT learning infrastructure (led by Barnet College); and use by children and young people for study and homework. There is significantly less use of the core reading/loan element of the service.   Child's Hill library bears some similarity, with a high number of children registered with the library and a large number of children attending events in the library – driven by class visits from schools. However, the study space and ICT provision in the library is limited (owing to the size and configuration of the library). The overall number of loans, visits, and regular users is relatively small, and the cost effectiveness comparatively high.

Hampstead Garden Suburb provides a restricted service, limited by the size of the building – with small stock holdings, and very limited space for any community activities or library events.   There are only two PCs available for public use, and no study space. Owing to the constraints of the site, only 153 children attended learning events in Hampstead Garden Suburb in 2009 – 2010. The number of book issues is significantly lower than any other library; and the number of visits is far below any other library (50% lower than the next library, excluding South Friern).

Of the smaller libraries, Friern Barnet has a more 'traditional' role, issuing more books (excluding estimates for South Friern), has slightly more active users, and receives more visitors than Child's Hill or Hampstead Garden Suburb. The use of the library differs from Child's Hill and Grahame Park, with low levels of children attending events and activities.

Since reopening in September 2009, South Friern received a high number of new library users – over 2,500 new members. The estimated number of visitors over a 12 month period was 43,000 (2010 – 2011 estimate data); and the projection of book issues over a twelve month period (based on 6 month data to end of March 2010) would be c.47,000 book issues – more than the other five small libraries. In addition, 2,673 children attended sessions in the library in the first twelve months.

As before, use of smaller libraries tends to be limited to a smaller number of people, from a relatively small catchment area – though the focus of the services is different: Grahame Park offering more of a community facility, with strong use from younger people and children; Child's Hill attracting children, and some more traditional book lending; Hampstead Garden Suburb being largely restricted to book loans; and Friern Barnet mostly focussed on book loans and local use.

In developing a future strategy, this performance data is useful as highlights the significant success of Barnet's larger libraries, their growing use, the efficiency of the model, and the attractiveness to a large customer base.   They are typified by:
- Larger stock holdings
- Better community space and study space
- Good locations and better buildings
- Utilisation of technology

In shaping the future strategy, the success of these larger sites should be considered and some of the elements of success – whether better buildings, better community space, or better locations – applied to other libraries to give a better overall service.

Further, the future model of library service delivery should not purely be driven by existing performance, reducing or rationing our current model. For example, to remove our least visited six libraries would still provide a service which caters for at least 90% of the current user base. However, this would not provide sufficient coverage across the borough, fair access, or focus the library service on development. Instead the future strategy should consider how development of services, improvement to buildings, relocation or redevelopment of sites, or integration of sites with sympathetic public services could improve overall provision. The strategy should also consider the overall network and location of sites, and the characteristics of the smaller sites to consider alternative service delivery options, to achieve an improved overall service model, better access, and efficiency – not simply a reduction in service.

8. Defining and remodelling the library offer
Future service design should continue to be primarily based on community, customer and stakeholder need

8.1. Consultation analysis – customer needs
As noted in the full consultation report, Barnet's library service is valued and well regarded by library users. The consultation – via surveys, workshops, focus groups – engaged with library users, non-users, and a cross-section of the population. This has provided a strong evidence base of customer needs and preferences and must be the backbone of our future service design.

8.1.2. A clear role for libraries in the future: the lending of books, provision of study space and ready access to computers should be retained as an integral part of the service. Libraries should focus on improving adult literacy, promoting reading and informal learning for children and for adults, and tailoring parts of the libraries for activities, relaxation, socialising, creativity, and study.

8.1.3. Generating income: Residents keen to see revenue generation driving the reduction of any deficit: generating a return from the buildings, hiring out rooms; widening out charges for services, including increased charges for (e.g.) overdue items; additional retail opportunities should be sought.

8.1.4. Attracting new users: Amore extensive online offering and recommendation service would be welcomed, increasing publicity of services through traditional channels, the internet, displays, and events.

8.1.5. Achieving financial savings: The increased digitisation of services and increased self-service was seen as a sensible and cost-effective way forward, as long as lending services are continued. Co-location with arts or cultural venues or in shopping hubs was seen as a good way forward. Co-management with other boroughs carried much appeal too, to reduce running costs without (in theory) being too detrimental to service delivery. The greater use of volunteers would be welcomed by younger users and by non-users.

8.1.6. Property implications: Consultation showed that there are high expectations for library buildings - well located, with good facilities and spaces – though older, more established users were also the least responsive to changing to fewer, bigger, better libraries; but they seemed more open now than in the 2007 review. Access is at the heart of the argument, and some advocates of fewer, bigger, better libraries argued that this (and the in-home service) needs to be retained.

8.2. Customer insight

A detailed customer insight report was commissioned to help understand: demographics within the borough, and projections for the next decade; the position of libraries related to centres of population, measures of deprivation or complex needs; and analysis of the use of the service.

8.2.1. Planning for the future: Growth is concentrated in the west of the borough with Cricklewood and Golders Green, increasing by approximately 16,000 and 12,000 respectively; with growth focussed on the five regeneration areas, increasing the number of households by nearly 23,000 households over the next 15 years, an increase of 17%. As Barnet's library service plans for the future, it must ensure access to services in these areas of significant growth. The greatest increase is in the 50-59 age bracket, growing by 18.9%, or 7,500 people. Growth in the younger age groups is limited to those areas undergoing regeneration development, with a decrease in the number of children in Hale and Garden Suburb.

8.2.2. Transport and access: Barnet's best located libraries are Edgware and Golders Green, situated close to planned regeneration areas and likely to increase the number of customers over the next ten years. The next most accessible libraries are Chipping Barnet, Burnt Oak and Church End libraries. The level of use of larger libraries is connected with their accessibility, and this should inform future design. Hampstead Garden Suburb is has more difficult access; as does Grahame Park.

8.2.3. Deprivation: Clusters of more deprived areas (and recipients of other benefits) can be found primarily in the west of the borough around the areas of Burnt Oak, Grahame Park and Colindale, in East Finchley in the east and Dollis Valley in the north – this should inform the future property network.

8.2.4. Local catchments: This analysis suggests larger libraries will attract customers from further afield, often in preference to another site – with Hendon and Chipping Barnet having a large user base and a wide appeal. Important to note is the role that Childs Hill, South Friern, Grahame Park and Mill Hill libraries play in serving their local areas, with few people within their catchment areas travelling to other libraries. The future service design should be informed by the success of larger-well located sites, but consider options to provide local access in specific areas – particularly where there is concentration of more complex service needs.

9. Review of existing estate and future options

The asset management investigations and report identified that an estimated £2.18m additional spending is required over the next five years to ensure all libraries are operable and brought up to standard so that deterioration is halted. All sites should be accessible, comfortable, fit for purpose, and meet statutory requirements. To

achieve this, a number of library sites will need investment but such investment should be balanced with long-term needs and demands of the service. Prioritisation of which sites to invest in should be made alongside decisions on the future service model, and consider opportunities for redevelopment or co-location with other public services to give better overall value for money, asset utilisation, and access to services.

A full review of the property estate considered options for each site, including: co-location of other public services into library buildings; shared use of other public buildings; refurbishment or improvement of some sites; exploring opportunities to improve provision through redevelopment projects and S106 funding. Having reviewed the performance of the library, the local need, and the network of sites across the borough, and the condition of the site, high level options for different sites are considered below.

Library	Prioritisation for action	Strategic options
Burnt Oak	**Level of recent investment** Received over £1m capital investment in 2008 – 2009 to become Library Customer Services Centre. **Building maintenance condition** Good condition. **Building suitability for other council services delivery** Site shared with Customer Services and other partners	**Planned developments** Cricklewood, West Hendon, Mill Hill East. **Proximity to other public/community sector services** A range of local community services. **Potential to relocate to other public sector service point** Limited opportunities.
Childs Hill	**Level of recent investment** Core maintenance and investment in replacing windows. **Building maintenance condition** Significant maintenance backlog exists **Building suitability for other council services delivery** Space would require modernisation and remodelling, and site is under utilised.	**Planned developments** Cricklewood, Granville Road. **Proximity to other public/community sector services** Community centre, children's centre, schools, Golders Green library. **Potential to relocate to other public sector service point** Potential to co-locate, dependent on size and location.
Chipping Barnet	**Level of recent investment** Improvements to ground floor, and creation of community spaces. **Building maintenance condition** Requires additional maintenance works to maintain high standard of facility. **Building suitability for other services delivery** Capacity is available.	**Planned developments** Dollis Valley **Proximity to other public/community sector services** Community facilities, schools and Barnet College **Potential to relocate to other public sector service point** Limited – site is high quality in good location.
Church End	**Level of recent investment** Some improvements to key customer spaces. **Building maintenance condition** Significant maintenance backlog and site requiring modernisation. First floor is inaccessible. **Building suitability for other services delivery** Limited capacity in constrained site.	**Planned developments** Mill Hill East redevelopment **Proximity to other public/community sector services** Arts Depot, Avenue House, community infrastructure **Potential to relocate to other public sector service point** Potential to consider redevelopment/relocation in new site?

East Barnet	**Level of recent investment** Some improvements to key customer spaces. **Building maintenance condition** Maintenance backlog, including electrical infrastructure, and first floor. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** Dollis Valley **Proximity to other public/community sector services** Nursery, schools, clinic, community buildings **Potential to relocate to other public sector service point** Limited opportunities in area.
East Finchley	**Level of recent investment** Some improvements to key customer spaces. **Building maintenance condition** Maintenance backlog, including electrical infrastructure, and first floor. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** **Proximity to other public/community sector services** The Institute, schools, Arts Depot, community infrastructure **Potential to relocate to other public sector service point** Limited opportunities in area.
Edgware	**Level of recent investment** New extension, improvements to ground floor, and community spaces. **Building maintenance condition** Some additional investment required. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** Stonegrove **Proximity to other public/community sector services** Community infrastructure **Potential to relocate to other public sector service point** Limited – site is good quality in good location.
Friern Barnet	**Level of recent investment** Limited cosmetic investment **Building maintenance condition** Some maintenance backlog at the site, limited opportunities to extend services. **Building suitability for other services delivery** Limited capacity in constrained site.	**Planned developments** **Proximity to other public/community sector services** Schools, community infrastructure, Arts Depot (further away). **Potential to relocate to other public sector service point** Limited opportunities in area.
Golders Green	**Level of recent investment** Some improvements to key customer spaces. **Building maintenance condition** Maintenance backlog at the site. **Building suitability for other services delivery** Limited capacity to offer additional services.	**Planned developments** Cricklewood **Proximity to other public/community sector services** Community infrastructure, Child's Hill library. **Potential to relocate to other public sector service point** Limited opportunities in area.

Grahame Park	New facility planned within Grahame Park redevelopment,	New facility planned within Grahame Park redevelopment – consider options to co-locate and integrate with local partners to give a fit-for-purpose facility.
Hampstead Garden Suburb	**Level of recent investment** Continued investment in structure and responding to water damage. **Building maintenance condition** Some maintenance backlog at the site, no opportunities to extend services in a challenging site. **Building suitability for other services delivery** No capacity.	**Planned developments** **Proximity to other public/community sector services** Community building **Potential to relocate to other public sector service point** Limited opportunities in area.
Hendon	**Level of recent investment** 2004 investment, and more recent investment to update customer areas, and add local studies centre **Building maintenance condition** Some maintenance backlog at the site. **Building suitability for other services delivery** Some scope for additional services.	**Planned developments** West Hendon, Cricklewood **Proximity to other public/community sector services** Community buildings, Middlesex University **Potential to relocate to other public sector service point** Limited – site is high quality in good location.
Mill Hill	**Level of recent investment** Improvements to ground floor, community spaces, and roof repairs. **Building maintenance condition** Some additional investment required. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** Mill Hill East **Proximity to other public/community sector services** Clinic, community infrastructure, Grahame Park library, **Potential to relocate to other public sector service point** Limited – site is good quality in good location.
North Finchley	**Level of recent investment** Improvements to ground floor, community spaces, and roof repairs. **Building maintenance condition** Significant additional investment required, including accessibility. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** **Proximity to other public/community sector services** Clinic, community infrastructure, Arts Depot **Potential to relocate to other public sector service point** Potential to co-locate to create a central library for Finchley.

Osidge	**Level of recent investment** Limited recent investment. **Building maintenance condition** Maintenance backlog at the site, including electrical infrastructure, building structure and first floor. **Building suitability for other services delivery** Some capacity for additional services.	**Planned developments** **Proximity to other public/community sector services** Clinic, schools, nursery **Potential to relocate to other public sector service point** Potential – depending on size, location, and capacity.
South Friern	**Level of recent investment** Rebuilt in 2009 into a new library. **Building maintenance condition** Very good condition. **Building suitability for other services delivery** Some capacity.	**Planned developments** **Proximity to other public/community sector services** Friern Barnet library. **Potential to relocate to other public sector service point** Potential – depending on size, location, and capacity.

10. Governance

10.1. Future governance of libraries
The objectives for the future management and governance of the library service are to: reduce service costs, improve services and make the best use of our resources. The governance model would need to provide a sustainable service and capacity to develop.

The review of existing and planned governance models suggests that Barnet should consider two elements of the future governance model: partial shared services with local authorities, including options to share infrastructure costs, or trade across boundaries; and a partnership with a third sector organisation to build a proactive approach to reading and literacy promotion, develop third sector capacity, and build improved models of outreach and engagement.

Enclosure 3: Equality Impact Assessment

Proposed library strategy – Equality Impact Assessment

1.1. The following sections set out findings from an overall assessment of the proposed library strategy; and the assessment of specific impacts in parts of the borough where significant change is proposed. The assessment aims not only to remove potentially negative impacts, but to identify ways to promote equality of opportunity and ensure greater access to services. This equality impact assessment (EIA) is part of the Council's commitment to assessing equalities as set out in the corporate plan 20101-13.

1.2. Barnet's library service has an established track record in delivering a citizen-focussed service, offering a service to meet the needs of local communities. This has included development of Sunday opening hours in parts of the borough with higher levels of Jewish users; specialist collections of stock e.g. (Hebrew, Indic languages, Japanese) to meet the varied needs of Barnet's residents; and locally sensitive self-service machines available in languages spoken in particular areas. The proposed strategy aims to continue to provide a high quality, flexible library service to meet the needs of all Barnet's residents. However, mindful of the need to reduce expenditure as part of the Council's overall medium term financial strategy, this report notes that there might be adverse impact on communities regarded as having 'protected characteristics as set out in the Equality Act 2010'.

1.3. The results reported here have been subject to an extensive consultation process that has been used to inform the proposed strategy. Early review of data (demographics, and customer use) resulted in some options being excluded. For example, performance data (visits to libraries) indicated that 10 libraries accounted for almost 90% of visits to libraries. However, withdrawing funding from our least used libraries would result in an unequal model of access across the borough and would impact on specific communities, so we have not considered blanket closure of those sites. In addition, we have not proposed major reductions to opening hours or stock spend, given the poor fit with the identified customer needs, and the potential adverse impact on specific groups.

1.4. To generate this EIA, a wide range of data sources have been considered:
- Strategic library review – summary report bringing together a range of areas of research and investigation to help set a clear strategy to meet customer and resident need, providing financial and service sustainability
- Library service performance data (visits, issues, borrowers, financial data)
- National-level data from the Museums, Libraries, and Archives Council (MLA) on the needs and use of library users (and non-users)
- Data from CIPFA survey of adult library users (2009)
- Data from CIPFA survey of children library users in Barnet (2011)
- Data from LBB consultation report (2011)
- Data from consultation focus groups and survey (2011)
- Demographic and spatial data from customer insight report (2011)

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1.4. Table A gives a summary of the data collected on library users in order to compile the EIA. Table B1 shows the overall assessment of the impact on the different equality strands of the council's proposed library strategy. Tables B2 – B5 show the assessment of the impact on the different equality strands of the changes in

specific parts of the borough. Table D gives the decision and reasons for the decision recommended to Cabinet.

1.5.   The Equality and Human Rights Commission's guide to decision makers in using the equalities duties to make fair financial decisions state that the equality duties do not prevent the council from making decisions which may affect one group more than another. The equality duties should be used to ensure financial decisions are made in a fair, transparent and accountable way, considering the needs and the rights of different members of the community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on different equality groups.

1.6   Therefore, the potential impact has not been based purely on numbers of people affected, and evidence of significant impact affecting a small number of individuals has been noted.

1.7   As pointed out in the guidance, an assessment of impact must be carried out at a formative stage so that the assessment is an integral part of the development of a proposed policy, not a later justification of a policy that has already been adopted. To develop a full, thorough and comprehensive EIA, a broad consultation process took place between October 2011 and December 2011 to assess the views, needs and priorities of residents. This was used to shape a proposed strategy to best meet those needs with the resources available; and a financial plan has been developed in line with this strategy. Cabinet will consider the proposed library strategy on 29 March 2011. Should the proposed strategy be approved by Cabinet, a second phase of consultation related to the specific proposal will be undertaken. Following this, a final report with an updated EIA will be presented to Cabinet.

Table A: Data Summary

Library user data:
Between 2nd and 7th November 2009, the London Borough of Barnet carried out a CIPFA Plus survey in all libraries. A total of 4,826 questionnaires were completed.

Age
The libraries are used by persons of all ages, with the greater part of customers being between 26 and 64 years of age. Almost four in ten visitors overall stated that they were 25 to 44 years of age (39%); and a quarter of adults were aged 45 to 64 years (25%).

Gender
There are more female than male users at all sites. This trend is evident in all age groups. Just over six in ten respondents overall were female (61%). For all seventeen libraries, most visitors were female, but this was especially so at Hampstead Garden Suburb and the mobile library, where almost eight in ten customers were female (78% both); and higher concentrations (65% - 68%) at Golders Green, East Finchley, Mill Hill, Osidge, Grahame Park, Child's Hill, and South Friern.

Children's CIPFA 2011: Survey returns suggest that moderately greater numbers of girls than boys currently use library services (57% girls to 43% boys). Usage by age is broadly consistent from site to site, with Friern Barnet, East Finchley, North Finchley, Golders Green and Church End reporting higher than average usage by under 5s and Grahame Park greater use among 11 – 15 year olds.

Disability
Fewer than 15% of customers reported a disability of one sort or another. Of these, customers are fairly evenly distributed amongst library sites, the exceptions being a higher than average set of hearing impaired users at Friern Barnet and a generally less able group of customers accessing the Mobile Library. Mobility impairment may be an issue given that most people access one site only and travel less than 2.3km to make their visit.

Over eight in ten respondents stated that they did not have a disability / condition (85% none / not applicable). Where visitors did report that they had a disability or long term limiting illness, the results were outlined by type of disability and library used: hearing; mobility; eyesight; mental health problems

Children's CIPFA 2011: Disability information is not elicited by the survey.

Race/ethnicity
Library users are predominantly white British or white other (60%), with a notable proportion of Indian customers and other Asian backgrounds (11% and 12% respectively), and African (9%). There are significant groups of customers of Asian origin at all sites and particularly at Burnt Oak library. Grahame Park also serves a higher number of Chinese, Black/African/Caribbean library users than other library sites (36%). Hendon (14%) and Burnt Oak (20%) also serve a higher than average proportion of Black/African/Caribbean library users.

National data from the MLA indicates as many as seven in 10 respondents (70%) from a minority ethnic background regard libraries as essential or very important to them personally, compared to 48% of white respondents; and that people from a BME background are much more likely than people from a white background to have visited a library in the last year.

Children's CIPFA 2011: Like their adult counterparts the majority of child library users define themselves as British. Data regarding languages spoken in schools dating from 2009 indicates that next to English the most widely spoken home languages amongst children and young people are Somali, Gujarati, Farsi, Arabic and Polish.

Sexual orientation
96% of respondents identify as heterosexual; 1% reporting themselves to be gay/lesbian; 1 bi-sexual; and 2% other – using a spread of library sites.

Gender reassignment
There is no evidence available on this group.

Pregnancy and maternity
There is limited data available, and the analysis below uses data related to those who report themselves to be parents.

Religion/belief
The data indicates a relative majority of library users are Christian (39%), but with high proportions of those of no religion (20%); Jewish (17%); Hindu (10%); and Muslim (10%).

The survey data suggests a higher concentration of Jewish users at Hampstead Garden Suburb (42%); Golders Green (32%); Edgware (29%); Mobile (23%); Church End (20%); and Hendon (19%). In addition, there are a significant number of Hindu users at Burnt

Oak (25%), and several sites with an above average number of Hindu users – ranging from 11% - 14% (Mobile, Friern Barnet and Hendon). In addition, there are a similarly higher number of Muslim users at Grahame Park (24%), Hendon and Burnt Oak (15% each); and a smaller concentration of Buddhist users at Burnt Oak (6%), North Finchley and Golders Green (4% each).

The percentage of Christian library users varies greatly, from higher than average concentration (52% in Osidge and Grahame Park), to 26% (Golders Green and Hampstead Garden Suburb). Those reporting to be of no religion vary from 8% (Mobile) to 37% (East Finchley).

Mosaic analysis – profile of Barnet's library users compared to the wider population
Using the CIPFA survey data, customers at each library were mapped according to postcode and by the library that each visited (customers residing outside the Borough were removed). The total number of customers surveyed that live in Barnet was 2,977 people. Analysis of this data by catchment area and Mosaic profile suggests that both Borough-wide and in the individual catchments of each library, the Mosaic profiles of library customers are similar to that of the wider community.

Data from library service consultation (2011)

Base = all respondents	General Population online survey		Young Person's
	Users (1499) % (% after weighting)	Non-users (121) %	(58)
Barnet Residents	96% (97%)	91%	93%
Male	34% (36%)	53%	40%
Female	66% (64%)	47%	60%
0-10y.	N/A	N/A	24%
11-19y.	N/A	N/A	76%
Under 35y.	12% (13%)	13%	100%
35-54y.	40% (35%)	26%	0%
55y. +	47% (52%)	61%	0%
White British	72% (68%)	78%	69%
BME/ Mixed	28% (32%)	22%	31%
With disability	7% (8%)	15%	10%
Without disability	93% (92%)	85%	90%
Christian	35% (35%)	45%	31%
Other religion	26% (34%)	20%	27%
Agnostic/Atheist/None	37% (31%)	35%	42%
Heterosexual	89% (90%)	94%	N/A
Other	6% (7%)	5%	
Owner occupier	82% (80%)	82%	N/A
Other tenure	18% (20%)	18%	
No children in ho'hold	63% (69%)	79%	0%
1-2 children	31% (25%)	15%	55%
3+ children	6% (6%)	6%	45%
Full-time employment	28% (25%)	29%	
Retired	28% (32%)	36%	
Pre-school/ primary			24%
Secondary School			26%
Sixth form college			21%
Other	44% (43%)	35%	29%

Equalities Impact Assessment

2.1.   The following table shows how are the equality strands are affected. The question asked is: Could the policy outcomes differ according to the following equality strands, for example, because they have particular needs, experiences, concerns or priorities in relation to the issues addressed by the policy or practice?

2.2   The overall impact on each equality strand is shown in the relevant section. These have contributed to the overall decision contained in Table D.

Table B: Equalities Impact Assessment		
1. Implications of the overall strategy The library strategy sets out a number of changes to how the service will be provided in the future. Where a specific area within the borough is likely to be affected, a further impact assessment has been completed (see below). The proposed strategy includes changes to different parts of the service: • Access to libraries • Opening hours • Internal layout of libraries • Resources available through libraries and online • Additional use of technology and self-service systems • Changes to the workforce (deployment and skills) • Learning events, activities and community use • Use of volunteers to support additional service delivery[1]		
Equality strand	**Affected**	**Explain how affected**
Overall impact: There is the potential for all groups to experience a differential impact, being both positively and adversely affected by proposed changes to the library service. Potential adverse impacts on women are noted (as they are a larger user base); older adults and children and families (who may be less mobile); those in specific communities where change is proposed (e.g. a proportion of Jewish users in Hampstead Garden Suburb). A range of borough-wide positive impacts are also noted (longer hours, more books, accessible buildings, more activities and events, and better spaces) which impact different equality strands positively. Reasons for being satisfied with library services also vary between different demographic groups.		
Age	Potential for positive impacts for all groups. However, potential negative impacts for older people and for younger people/	Library services are provided for and used by residents and customers of all ages. Age is an important influence on the way people use libraries. Therefore it is possible for changes to the library service to impact on different age groups in different ways. *1a. Access to libraries* Changes to the property network – including relocation of sites, or limited availability of parking in new sites – may have an adverse effect on older people. The vast majority of respondents overall stated that 'Yes they did think the library was an easy place to get to' (96%: CIPFA survey 2011) *LBB consultation report (2011):* Older people stressed the importance of access – of libraries being near to their home, with sufficient parking provision and disabled access. Those aged 55+ are more likely to travel to a library by bus than those in other age

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[1] The implications of a new partnership with another local authority will be outlined in depth as the proposals are developed

	children.	groups, 15% for 55+ compared to 13% for those under 35, and 10% for those aged 35-54. Fewer people aged 55+ walk to a library than those in other age groups. *LBB consultation report (2011):* Young people were slightly (not quite statistically significant) more likely than the general population to visit by foot or by public transport. *MLA report (2011):* Access to libraries can be a barrier for older people. One in ten of those aged 65+ (10%) say they have difficulty getting to the library, compared with only four per cent overall. **1b. Opening hours** Changes to opening hours would have an impact on customers. *CIPFA (2009):* The opening hours were generally thought of as 'Good' overall (45%). *LBB consultation report (2011):* Younger people were more likely to be dissatisfied (27%) with the opening hours than the general population (15%), and wider opening hours were desirable to young people and those in work. **1c. Internal design of libraries** Changes to internal layout would impact on different groups in different ways. *CIPFA (2009):* Most visitors reported that the provision of seating and tables was 'Good' (45% overall). *LBB consultation report (2011):* 26% of younger people are dissatisfied by study space availability. Inadequate space for younger people can be a barrier to use (MLA). *LBB consultation report (2011):* Children and young people would prefer more bespoke space; and older adults have a preference for additional space and opportunity to undertake community activities. *Asset report (2011):* Several sites require additional works to become fully accessible. **2a. Resources available through libraries and online** Offering additional services online and using the internet as a primary source of information provision could adversely impact older people*,* but positively impact a range of other groups. *LBB consultation report (2011):* Only 54% of people aged 55+, compared to nearly 80% of those aged under 35, use Barnet library services online and people aged 55+ are also less likely than other age groups to use computer, internet or WiFi facilities in the library. 4% of people aged 55+ follow a computer based learning course at a library compared to 10% of those aged under 35. Older people and younger people noted the value of having reference books and resources in libraries. Of people who have never used the internet, 60% are aged over 65 (ONS:2011), and only 54% of over 55s use Barnet's online library service (compared to 78.9% of under 35s). **2b. Changes to the workforce (deployment and skills)** Reduction to the overall level of staffing could impact on older people (availability of support to find information or use computers), and younger people. Increasing customer service and reader

| | | development skills could have positive impact.

LBB consultation report (2011): More than half (53%) of younger people wanted staff who have a friendly attitude to young people, (10% expressed dissatisfion with staff, compared to 3% overall).

3a.Learning events, activities and community use
Any reduction in events, or transfer of events to third sector providers or volunteers could impact on the quantity and quality of events and activities.

LBB consultation report (2011): As noted in the LBB Consultation report, older people would welcome more social events and prominence in the community; young people, children and parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading.

3b. Use of volunteers to support additional service delivery
Use of volunteers and self-service could impact on all users.
LBB consultation report (2011): Use of volunteers noted as an option by a range of consultation respondees, with older people more inclined to continue to emphasise the desire to have paid staff |
|---|---|---|
| Disability | Potential for both positive and negative impacts for those with disabilities | ***1a. Access to libraries***
CIPFA data (2009): 85% of library customers reported that they did not have disabilities. The Learning Disability Partnership Board consultation indicated that the lack of wheelchair ramps and disabled parking bays are disincentives for disabled people visiting a library. Investing in all libraries to ensure that they are DDA compliant is expected to provide better access to people with physical disabilities or mobility needs. Additionally, due to low literacy levels amongst the learning disabled community, using the book loan service has not been a priority. The creation of the reader development partnership is expected to help towards addressing this issue.

1b. Opening hours
Changes or reductions to opening hours may have an adverse impact on those with disabilities; extended hours will be welcomed.

LBB consultation report (2011): 29% of library users and non-users with a disability were dissatisfied with opening hours.

1c. Internal design of libraries
Poor conditions or accessibility of sites adversely impacts those with disabilities; increased accessibility would be welcomed. *LBB consultation report (2011):* People with disabilities were much more likely to identify libraries to be somewhere offering a warm welcome as well as learning, social and personal development opportunities, and more likely to be taking advantage of advisory and community facilities. 11% of people with disabilities said that library buildings need modernising, compared to 8% of those without disability.

Asset report (2011): Several sites require additional works to become fully accessible.

2a. Resources available through libraries and online; and additional use of technology or self-service |

		Use of the internet as the primary source for information could adversely impact those with disabilities.
		LBB consultation survey (2011): 46.8% of people with disabilities used internet access via a library compared to 36.8% of those without disabilities illustrating the community resource aspect of libraries. Analysis of the library service consultation (2010) indicated that 14.4% of those with disabilities do not access the internet compared to only 4.4% of those without disabilities

2b. Changes to the workforce (deployment and skills)
Reduction in the number of staff or skills of staff could have an adverse impact in supporting this client group. *LBB consultation survey (2011):* Only 8% of people with disabilities considered library staff as friendly, helpful and knowledgeable compared to 11% of people without a disability.

3a.Learning events, activities and community use
Any reduction in events, or transfer of events to third sector providers or volunteers could impact on the quantity and quality of events and activities; but improved spaces and programmes would be welcome. *LBB consultation survey (2011):* Data shows that 21% of people with a disability would like improved quality and number of events for adults.

3b. Use of volunteers to support additional service delivery
At present, not known. |
| Race/ ethnicity | Potential for both positive and negative impacts for those from BME groups. | CIPFA (2009): 40% of Barnet's library users (who completed the survey) were from BME groups and 60% from white ethnic groups. Barnet Council's Insight Team data (2008) demonstrated that 32% of the Barnet population are from BME groups and 68% from white ethnic groups, suggesting that there is an over-representation of BME groups using library services in Barnet and that is well valued by these communities. Changes to the library service may have a disproportionate impact on people from BME groups.

1a. Access to libraries
Relocating libraries may have an adverse impact on BME groups. *MLA (2011*): Data suggests that although specific barriers to library use vary across different ethnic groups, non-users from a minority ethnic group are more likely to say libraries are too far away and difficult to reach (20% vs. eight per cent). There is some interest in having libraries in better locations (20% of BME respondents indicated this should be a priority in the future - LBB Consultation research 2011).

1b. Opening hours
Any reductions to opening hours may have an adverse impact on BME groups and longer hours would be welcomed, as there is slightly more demand among BME users for longer hours (1.7% *LBB consultation survey (2011*).

1c. Internal design of libraries
As noted, there is a demand for study space, space for events for children, and communities with 26.3% of BME users (compared to 13% non-BME) seeing this as a priority for the council (*LBB consultation survey (2011):* |

		2a. Resources available through libraries and online; and additional use of technology or self-service Loss of study space or resources would impact those from BME groups, but increasing space would be welcomed. *LBB consultation survey (2011):* Fewer of people from BME groups (39.2%) can access information and internet from means other than their library compared to non-BME groups (61.3%). *MLA (2011):* Studying is an important reason why minority ethnic users use library services - more likely to borrow or use books to study (61% vs. 41% white population) or that they go because the library is a place to study (21% vs. four per cent). ***2b. Changes to the workforce (deployment and skills*** Reduction in the number of staff or skills of staff could have an adverse impact, as BME groups are less likely to see staff as helpful (2.3% vs 12.8% non-BME - *LBB consultation survey (2011).* ***3a.Learning events, activities and community use*** Any reduction in events, or transfer of events to third sector providers or volunteers could impact quantity and quality of events and activities. ***3b. Use of volunteers to support additional service delivery*** *LBB consultation survey (2011):* Slightly less demand for use of volunteers amongst BME groups (13% vs 17%).
Gender	Potential for positive impacts on both groups. Potential for adverse impacts on women in specific locations.	Consultation survey: 66% of library users (who completed the survey) were female and 34% male. This data suggests that any changes to the library service may have a disproportionate impact on women. More women than men take children to an event or an activity in a library (27% compared to 16%). ***1a. Access to libraries*** Relocating libraries may have an adverse impact on women. *LBB consultation survey (2011):* Consultation survey: 61% of women told us that they walk to libraries, compared to 54% of men. Therefore, the provision of a new model of library service could have a disproportionately negative impact on women if a library location is not in walking distance and does not have nearby car parking availability. Parking was much more likely to be sited a problem by women (8.1%) than men (0.9%). ***1b. Opening hours*** *LBB consultation survey (2011):* Women were more likely to cite a desire for longer opening hours (23% vs 16.7%). ***1c. Internal design of libraries*** MLA (2011): women users are more likely than men to say they go to the library because it is somewhere to take the children (19% vs. eight per cent), suggesting there is a demand for bespoke space. Responses from male users suggest a preference for better study space. ***2a. Resources available through libraries and online; and additional use of technology or self-service*** *LBB consultation survey (2011)* suggests consistency between men

		and women in how they use library services, though noting: a greater proportion of men (65.5%) use Barnet's online library services, compared to (60.2%) women; with women more likely to access books from Barnet libraries. A greater focus on more online resources at the expense of books has potential to adversely impact women.
		2b. Changes to the workforce (deployment and skills Similar percentage of respondents, male and female, recognised the skills of staff (11.3% vs 11.4%) and being understaffed (0.9%).
		3a.Learning events, activities and community use Any reduction in events, or transfer of events to third sector providers or volunteers could impact quantity and quality of events and activities provided. This may have a greater adverse impact on women, who were more likely to support additional events for children and families (27.7 % vs 17.4%, *LBB consultation survey (2011)*; though the data suggests a greater proportion of men would prioritise additional study space.
		3b. Use of volunteers to support additional service delivery *LBB consultation survey (2011):* Slightly less demand for use of volunteers amongst men (12.3% vs 19.8% women), which suggests there could be an adverse impact on men through greater use of volunteers.
Sexual orientation	At present, limited data available.	*MLA (2011):* The MLA report did not break down their data according to this group, so no conclusions can be identified at a national level using this report. *LBB consultation survey (2011):* 89% of library users identified as heterosexual and 6% identified as other. 94% of library non-users identified as heterosexual and 5% identified as other. *CIPFA data (2009):* 96% of library users identified themselves as heterosexual, 1% reported themselves to be gay/lesbian, 1% reported themselves to be bisexual, 2% reported themselves to be other. *LBB consultation survey (2011)* has very limited data set related to sexuality, and assessment of needs and priorities of those of varying sexual orientation cannot be drawn from the data set. Area-specific data on the overall number or proportion of library users of a particular religion or faith is noted in Tables B2 – B5.
Gender reassign-ment	At present not known	We do not have data pertaining specifically to gender reassignment. *MLA:* The MLA report did not break down their data according to this group, so no conclusions can be identified at a national level.
Pregnancy and maternity	At present, limited data available.	We have limited data pertaining specifically to pregnancy and maternity, reporting findings related to parents (including those of older children) and focus group Community Barnet focus group with women. However, there are some key points to note: **1a. Access to libraries** When using libraries, parents are more likely to use the car (31.1% compared to 24.4% overall), and relocation of libraries or

		redevelopment that resulted in fewer car parking facilities could have an adverse impact.
		1b. Opening hours *LBB consultation survey (2011):* 43% of those with children in their households made use of the opportunity in the survey to make comments about opening hours. Extending opening hours would have a positive impact on this group .
		1c. Internal design of libraries *LBB consultation report (2011):* Parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading or writing.
		2a. Resources available through libraries and online; and additional use of technology or self-service *LBB consultation survey (2011):* Those with children are more likely to use the internet away from a library (65%), and slightly more likely to use Barnet library services online.
		2b. Changes to the workforce (deployment and skills Support for the skills of paid staff is consistent between parents and non-parent as noted in *LBB consultation report (2011).*
		3a. Learning events, activities and community use Any reduction in events, or transfer of events to third sector providers or volunteers could impact quantity and quality of events and activities could impact parents adversely. *LBB consultation report (2011):* Parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading or writing (42.8% see improving the quality of children's learning events as a priority, vs 23.5% overall)
		3b. Use of volunteers to support additional service delivery *LBB consultation survey (2011):* Slightly less demand for use of volunteers amongst parents (14.3% vs 18.1% without), which suggests there could be an adverse impact on parents/families through greater use of volunteers.
Religion/ belief	At present, limited data available.	The MLA report (2011) noted that previous research (Barauskas, 2008) has shown a difference in participation between religious groups, although the drivers for this are not fully clear. For example, analysis of Taking Part data for 2006/7 showed that library use was significantly higher amongst Muslims than other religious groups. *LBB consultation survey (2011)* has a limited data set related to religion/belief, and assessment of needs and priorities of those of different religions or beliefs cannot be drawn from the data set. Area-specific data on the overall number or proportion of library users of a particular religion or faith is noted in Tables B2 – B5.

What action has been taken already to mitigate this?

The report acknowledges that the proposed library strategy has the potential to have an adverse impact on library users from all groups covered by the 'protected characteristics', noting that data related to sexual orientation and pregnancy and maternity is high-level (sexual orientation) or a proxy (pregnancy and maternity). No data is available for gender reassignment.

However, while the report notes that there is potential for adverse impacts on a range of users from all equality strands, there are a range of actions and changes outlined through the strategy to improve library services across Barnet and mitigate these impacts. Indeed, there are many beneficial equalities impacts associated with the proposed strategy.

The LBB consultation report (2011) indicated the service needs and priorities of a wide range of user and non-user groups within Barnet, segmenting the data across the 'protected characteristics'. This indicated that different age groups used the services in different ways, and saw different areas of priorities. The overall library strategy sets out to improve provision across Barnet for all customer and resident groups, improving access by providing: a larger and improved collection of books; longer opening hours; fully DDA compliant buildings; extended collections in three Landmark Libraries; a better range of online resources; clear prioritisation of support for literacy and reading; use of volunteers to extend activity and learning programmes; new and extended community and study spaces; easier self-service transactions; a better information service and use of the internet; retaining a borough-wide network for easy access for all residents; and a better targeted service in areas of deprivation.

Other consequences of this proposal are:

1. The potential reduction of service within Hampstead Garden Suburb ward, partially offset by the improvements made by the overall strategy, but with adverse impacts for a range of current users.
2. A different service model for Friern Barnet and North Finchley via the Arts Depot proposal, which offers both an improved overall service for library users and residents (longer opening hours, better range of stock, accessible site, well located on the transport network, additional events and activities), and ability to draw in new users. There are some adverse impacts, including the potential for some current users to travel further for services.
3. A different service model for Grahame Park and Child's Hill, aiming to provide additional study and learning space, better community meeting space, maintain stock holdings, and offer additional partner services; though potentially offering a less 'traditional' service for current users.
4. A different service model for Church End, offering the benefits of the nearby Landmark Library (noted above), and a locally sensitive library – though potentially reducing opening hours, stock holdings, and requiring some users to travel to the new larger site for additional services.

Changes to the library service are likely to create a range of reactions, because of the high public regard for the library service. While the strategy aims to provide an improved, sustainable and fit-for-purpose service, there will be unavoidable but very limited adverse impacts in specific parts of the borough (noted above), which is likely to be unpopular with users in those areas.

Table B: Equalities Impact Assessment		
2. Remodelling services in Hampstead Garden Suburb		
Equality strand	**Affected**	**Explain how affected**
Overall impact: All groups and residents will be adversely impacted by the remodelling of library services in Hampstead Garden Suburb, with particular adverse impacts noted for women (given the larger user base); older adults and those with disabilities (requiring additional travel, less access to service, or the requirement to use the mobile library service); and children and families.		
Age	Potential for adverse impacts for all age groups,	CIPFA (2009) data shows that only 11% of visitors to Hampstead Garden Suburb library were under 24, a low proportion of users; 51% of users are aged (35 – 54); and 25% of users were aged 55+. Therefore the greatest impact will be on those aged 35 – 54. Older people could potentially be negatively impacted by the

	especially older adults and children and their families	remodelling of services in Hampstead Garden Suburb. In addition, Table B1 noted that families with children are more likely to drive to a library, and remodelling of services in the area – by providing a self-service collection in via another community/public building – could also have an adverse effect on this equality strand. As stated in paragraph 1.6, although the use of Hampstead Garden Suburb is very low, a change in provision in this area would have a considerable impact on the few local users. While the overall library strategy sets out to improve library services across the borough for different age groups (as noted above), the change to services in Hampstead Garden Suburb would impact on all age groups.
Disability	Potential for negative impacts for those with disabilities	Of those that responded to the *CIPFA survey (*2009*)*, 84% that visited Hampstead Garden Suburb said that they did not have a disability – this is similar to the overall percentage of Barnet library users. Of this number, 6% have mobility disabilities; 6% hearing disabilities; 4% eyesight disabilities; 1% disabilities affecting hands and fingers and 3% other. The overall library strategy aims to provide a better service for those with disabilities to respond to the identified needs of those with disabilities: accessible buildings, improved range of activities and events for adults; longer opening hours; proactive marketing. However, ceasing direct provision of a library service in the ward – replacing it with a self-managed collection in another service point, upgrade of nearby libraries, and improvements to the home and mobile services for those who are eligible – has the potential for adverse impact for current users with disabilities by reducing available services (public space, resources, staff skills and knowledge, and internet resources).
Race/ ethnicity	Potential for adverse impact as a proportion of all affected	*CIPFA data (2009)* showed that Hampstead Garden Suburb has a low number of BME service users (13%). The majority of people surveyed identified themselves as English/Welsh/Irish/British (59%), Irish (1%) and any other white background (28%). This indicates that moving the service from this location would have a lower negative impact upon those from BME groups. *LBB consultation survey (2011):* BME groups are more likely to travel by bus or car, suggesting that BME groups are marginally less likely to be impacted by a library removing its services from a location that is within walking distance, if there are libraries that are easy to access by car or public transport. Though the overall strategy sets out to improve services and better meet the identified needs of BME groups (better study spaces, some interest in better located bigger libraries, improvement to online resources), data also suggests that non-use of libraries by BME groups is more likely to occur when libraries are too far away – and the remodelling of the service of Hampstead Garden Suburb could therefore have an adverse effect.
Gender	Potential for adverse impact as a	*CIPFA survey (2009):* 78% of library users in Hampstead Garden Suburb are female, indicating that the remodelling of services in the ward is likely to have significant adverse impact on women. *LBB consultation survey (2011):* 61% of women told us that they walk

	proportion of all affected	to libraries, compared to 54% of men. Therefore there may be a disproportionately negative impact upon women that live locally and walk to the Hampstead Garden Suburb library.
		The overall library strategy sets out to improve services for men and for women by providing services and changes that are identified as priorities (see Table 1a, including longer hours, additional events and activities, better designed spaces, more online resources), the remodelling of services in Hampstead Garden Suburb could have a disproportionately negative effect on women.
Sexual orientation	Proportion of overall impact	CIPFA survey (200) indicated that all respondents identified themselves as heterosexual, and therefore the overall adverse impact of the change to the service model would have an impact on this group.
Gender reassign-ment	At present not known	We do not have data relating specifically to gender reassignment.
Pregnancy and maternity	At present not known. Data on user trends among parents suggest potential adverse impacts.	*LBB consultation survey (2011):* responses from residents suggest 32% (weighted) of Hampstead Garden Suburb library users have children under 17. The library strategy as a whole aims to improve service for parents (including parents-to-be or those on maternity leave) by improving opening hours, extending events and activities for children and families, and providing better spaces for children and families. However, the remodelling of services in Hampstead Garden Suburb could adversely impact on those who are pregnant or on maternity leave – as it removes the current service, replacing it with a self-service facility. The effect would be more significant for those who do not have access to a car, ability to walk far, or use public transport.
Religion/ belief	Potential for adverse impact	The CIPFA (2009) data shows that 42% of visitors to Hampstead Garden Suburb are Jewish and the second largest group are those that describe themselves as Christian (26%), with 23% having no religion, and Hindu (5%), Muslim (2%) and Muslim (2%). This indicates that the proposal to remodel services in Hampstead Garden Suburb – removing the public library service – would have a more significant adverse impact on those who are Jewish.

What action has been taken already to mitigate this?

In 2009/10 Hampstead Garden Suburb had 20,424 visitors, far fewer than any other library (teh equivalent of 12 visitors per hour) and had 22,173 book issues.   The 2011 Customer Insight report noted that the location of Hampstead Garden Suburb meant that it was difficult to access using public transport. There are no study spaces and no community spaces at Hampstead Garden Suburb Library, owing to the restricted size of the building.   This restricts the range of activities and services which can be provided from the space, and the ability to meet the needs of all residents. The limited space, size and opening hours impact on the accessibility and use of the site.

This is part mitigated by the close proximity of other services (East Finchley, Golders Green, Church End, mobile library) and the developments proposed by the library strategy: larger and improved collection of books; longer opening hours; fully DDA compliant buildings; extended collections in three Landmark Libraries; a better range of online resources; clear prioritisation of support for literacy and reading; use of volunteers to extend activity and learning programmes; new and extended community and study spaces; easier self-service transactions; a better information service and use of the internet; retaining a borough-wide network for easy access for all residents; a continued – and better targeted – service in areas of deprivation. fully accessible buildings;

In addition, the reduction of service in Hampstead Garden Suburb is also part mitigated by moving the book collection to a partner/community venue to provide some access to service.

Table B: Equalities Impact Assessment		
3. Merger of two libraries – North Finchley and Friern Barnet – into a proposed co-located site within the Artsdepot as a Landmark Library		
Equality strand	**Affected**	**Explain how affected**
Overall impact: Potential for positive impacts by providing improved services and access from a new merged site; however, there is potential for adverse impacts on specific equality strands – particularly related to mobility.		
Age	Potential for both positive and negative impacts. Potential for adverse impacts for older adults and children and their families	*CIPFA (2009)* data shows that the age breakdown of library users in Friern Barnet library is as follows: under 35 (30%); 35 – 54 (36%); and 55+ (34%). North Finchley age breakdown is under 35 (25%); 35 – 54 (36%); 55+ (40%). *Library user data (2011):* Friern Barnet: 69% of registered borrowers are adults, 6% are teenagers and 25% are children. North Finchley: 72 % of registered borrowers are adults, 5% are teenagers and 22% are children This proposed new model of service would form a larger, accessible library with additional resources, activities, community and learning spaces and longer opening hours – would impact on all groups, and therefore it is not anticipated that there will be a disproportionate impact of this proposal on any particular age group. The change to services in Friern Barnet and North Finchley however, could have an adverse impact on all age groups for different reasons: • Older adults who currently use the sites and services and may have limited mobility could find it difficult to travel to the proposed new location. • Similarly, local children (including their parents and families) may experience mobility restrictions. • There may be a general adverse impact on those of working age who use the library to access books, information, and the internet; and younger people who use the library to access books, information, and the internet as the proposal could require additional travel.
Disability	Potential for both positive and negative impacts.	*CIPFA survey (2009)* data tells us that 81% of Friern library users consider themselves to have no disability. Similarly, 84% of North Finchley library users consider themselves to have no disability. The forms of disability of users are relatively consistent with overall figures for the library service (mobility, 6%); eyesight (2%); mental health (4% - 5%); though there is a higher percentage of users with hearing difficulties using Friern Barnet library (9%),with Friern Barnet reporting only a slightly lower than average number audio loans as a proportion of overall loans. The new library strategy aims to provide a better service for everyone. The Council understands that the current library service did not meet

| | | the needs of Barnet's diverse disabled communities. The new strategy aims to redress this by improving both the physical accessibility of libraries and also through the development of our staff. North Finchley library is not fully accessible, with ground floor access restricted. We believe disabled people will benefit from improved, fully accessible services in the new facility and could offer an improved range of services to a wider audience.

However, moving the existing services also has potential adverse impacts – noting that those with disabilities who are very local to existing sites may be adversely impacted. |
|---|---|---|
| **Race/ ethnicity** | Potential for both positive and negative impacts. | *CIPFA data (2009)* indicates higher percentages of those from white backgrounds than BME backgrounds use both Friern and North Finchley libraries.

Though the overall strategy sets out to improve services and better meet the identified needs of BME communities (better study spaces, some interest in better located bigger libraries, improvement to online resources), data also suggests that non-use of libraries by BME groups is more likely to occur when libraries are too far away. Creating a new landmark library, merging Friern Barnet and North Finchley, can offer the wider range and depth of services, better opening hours, and more community/study spaces. However, there is the potential for adverse impacts on those from BME communities who are less inclined or able to travel further for enhanced services. |
| **Gender** | Potential for both positive and negative impacts

Potential for negative impacts for women. | *CIPFA survey (2009):* indicates that the majority of library users in both Friern Barnet and North Finchley are female - 57% and 62% respectively, indicating that the remodelling of services in the area is likely to have significant impacts on women.

The proposed library strategy sets out to improve services for men and for women by providing services and changes that are identified as priorities (see Table 1a, including longer hours, additional events and activities, better designed spaces, more online resources).

However, as indicated by *LBB consultation survey (2011)* results: 61% of women told us that they walk to libraries, compared to 54% of men, and therefore there may be a disproportionately negative impact upon women that live locally and walk to either library, and may have to travel further for library services. |
| **Sexual orientation** | Proportion of overall impact | *LBB consultation survey (2011):* Data tells us that 89% of library users identified as heterosexual and 6% identified as other. CIPFA data (2009): indicated 99% of library users in Friern Barnet library and 95% of library users in North Finchley identify their sexuality as heterosexual – broadly similar to the overall data provided by library users. Therefore, no specific adverse impacts are noted. |
| **Gender reassign-ment** | At present not known | We do not have data pertaining specifically to gender reassignment. |
| **Pregnancy and maternity** | At present not known. Data on user trends among | *LBB consultation survey (2011):* responses from residents suggest 37.5% (weighted) of Friern Barnet library users have children under 17, and North Finchley 33.8%.

LBB consultation report (2011): shows that parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading or writing. The library |

| | parents suggest potential adverse impacts. | strategy as a whole aims to improve service by improving opening hours, extending events and activities for children and families, providing better spaces for children and families. This is partly delivered by creating a new Landmark Library in Finchley to provide enhanced services.

However, the remodelling of services in Friern Barnet and North Finchley could adversely impact on those who are pregnant or on maternity leave and are very local to the library – as moves the current service into a new, improved site. The effect would be more significant for those who do not have access to a car, ability to walk far, or use public transport. |
|---|---|---|
| **Religion/ belief** | Impacted as proportion of overall users | *CIPFA data (2009):* Of those who use Friern Barnet library, the majority are Christian (45%), followed by those who have no religion (23%), and Hindu (10%) – all above the borough-wide average. (Percentage of all other users of different religions/beliefs below borough-wide average). Of those who use North Finchley library, 37% are Christian (slightly below the borough-wide average, followed by those who have no religion (25% - above average), and all other respondents of different religions/belief below borough-wide average, except Buddhist (4% vs 2% overall, other 4% vs 3% overall).

There is no disproportionate impact on any religious group. |

What action has been taken already to mitigate this?
The development of the Landmark Library model as part of the proposed library strategy aims to mitigate a range of the impacts noted above. It would provide a very well located site for public transport access, between the two current sites, would provide a DDA complaint site, additional events and activities for adults and children, a larger stock holding, extra opening hours – including Sundays - extra study space and facilities, and additional community meeting room. This would meet a wide range of the service needs of the various equality strands; though noting that for some users a further journey may be more difficult and may restrict use or service availability.

Table B: Equalities Impact Assessment
4. Link Libraries: Grahame Park and Child's Hill

Both Grahame Park and Child's Hill will become link libraries as proposed by the new library strategy. The Grahame Park site will be redeveloped as part of the Grahame Park redevelopment programme. Collaboration is currently being sought with local partners to offer a range of services to meet the needs of the local community. Collaboration is also being sought to share with partners in a new facility in Child's Hill, to offer an improved range of services and meet local needs.

A full assessment of the impact of a new service in the Child's Hill ward is limited as an options appraisal to develop a new shared facility is yet to be completed and therefore the location and scale of the service is unconfirmed. A further EIA will be completed as part of the project to consider options to develop a Link Library in Child's Hill. |

Equality strand	**Affected**	**Explain how affected**
Overall impact: Potential for positive and negative impacts by designed in a new form of library service in these areas.		
Age	Potential for both positive and negative impacts.	*CIPFA (2009)* data shows that the age breakdown of library users in Child's Hill library is as follows: under 35 (19%); 35 – 54 (44%); and 55+ (37%). Grahame Park age breakdown is under 35 (47%); 35 – 54 (37%); 55+ (13%).

Grahame Park has disproportionately high use by younger people; |

		disproportionately low numbers of older users. Conversely, Child's Hill has higher proportions of users over age 55; and though the number of under 35 users (adults) is low, an estimated 34% of registered borrowers are children.
	Potential for adverse impacts for older adults and children and their families	This suggests that a change in the how the service is provided – aiming to build new fit-for-purpose libraries, in a shared facility with other local partners – would have a greater impact on children and younger people in both wards, a disproportionate impact on younger adults in Grahame Park, and a new model of service may also impact on older people. As set out by the library strategy, the intention of Link Libraries is to provide better community space, study space, additional services provided by partners in a shared local facility. This is likely to have positive impacts on a range of groups (better facilities, events, activities, spaces, information provision, ICT skills). However, as older people are more likely to identify with existing library services – and are a high proportion of the user base in Child's Hill – the creation of new shared libraries with additional services or targeted literacy programmes may have a disproportionate impact on perception by that group.
Disability	Potential for both positive and negative impacts.	*CIPFA survey (2009)* data tells us that 85% of Child's Hill library users consider themselves to have no disability. Similarly, 83% of Grahame Park library users consider themselves to have no disability. The forms of disability of users are relatively consistent with overall figures for the library service (mobility, 4 - 5%); hearing (4 – 5%), though loans of audio materials (proportion of overall loans) is broadly consistent with the Barnet-wide average. The overall library strategy aims to provide a better service for those with disabilities to respond to the identified needs of those with disabilities: accessible buildings, improved range of activities and events for adults; longer opening hours; proactive marketing. Additional use of self-service technology, volunteers could have an adverse impact on those with disabilities, but the provision of improved spaces and promotion of community rooms and partner events could provide an improved service for those with disabilities.
Race/ ethnicity	Potential for both positive and negative impacts, with dispropor- tionate effects	*CIPFA data (2009)*: The survey data shows that at Childs Hill library the largest user group is English/Welsh/Scottish (57%), with a total of 74% of respondents reporting themselves to be any white background – far above the borough-wide average. There are fewer Black/African/Caribbean library users than the borough average. Grahame Park has a very different pattern of library use, with a total of 35% of users reporting themselves to be white, well below the borough-wide average for library users (60%); slightly fewer Asian users than the borough-wide average. However, at Grahame Park the largest user group are African users (27%), well above the borough average (9%); and an overall 36% of users are Black/African/Caribbean compared the borough-wide average (11%). Therefore, while impacting on all groups, any changes to the library model would have a have a disproportionate impact on Black/African/Caribbean in Grahame Park.

		Though the overall strategy sets out to improve services and better meet the identified needs of BME groups (better study spaces, some interest in better located bigger libraries, improvement to online resources), data also suggests that non-use of libraries by BME groups is more likely to occur when libraries are too far away. Link libraries are intended to provide a very local service.
Gender	Potential for both positive and negative impacts with greater impact on women	*CIPFA (2009):* data shows that in line with national and local statistics, at both Childs Hill and Grahame Park significantly more women then men use the library service; and as such would be disproportionately impacted by changes to the library services. The overall library strategy sets out to improve services for men and for women by providing services and changes that are identified as priorities (see Table 1a additional events and activities, better designed spaces, more online resources). *MLA (2009):* The national picture shows that female library users are more likely than men to say they go to the library because it is somewhere to take the children (19% compared to 8%). This means that female library users will be particularly positively impacted by the proposal to develop community spaces in these libraries and by the library strategy's objective to increase the number of children's books bought, and offering greater range of activities and events.
Sexual orientation	Proportion of overall impact	*CIPFA (2009)* data shows that at both Childs Hill and Grahame Park there were very low numbers of visitors that identified themselves as lesbian/gay, bisexual or other (99% at Childs Hill and 96% at Grahame Park said that they were heterosexual), broadly consistent with the overall figures from library users. Therefore, no specific adverse impacts are noted.
Gender reassign-ment	At present not known	We do not have data pertaining specifically to gender reassignment.
Pregnancy and maternity	At present not known. Data on user trends among parents suggest potential adverse impacts.	*LBB consultation survey (2011):* responses from residents suggest 32.4% (weighted) of Child's Hill library users have children under 17 – close to overall borough average; and Grahame Park 56%, indicating that there may be disproportionate impacts on this group. *LBB consultation report (2011):* shows that parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading or writing. The library strategy as a whole aims to improve service by improving opening hours, extending events and activities for children and families, providing better spaces for children and families. Within Link Libraries, the intention is provide improved study and learning spaces, and maintain – and develop – literacy opportunities for children and adults, suggesting there may be a positive impact for this group.
Religion/ belief	Impacted as proportion of overall users	*CIPFA 2009*: Data shows that at the Childs Hill library, Christian (49% compared to overall 39% average) and people that described themselves as having no religion (23%,slightly above borough-wide figures) were the two largest user groups, relatively large numbers of Jewish users 13%, though below borough-wide average of 7%); and Muslim users (12%, above average of 10%).

		At Grahame Park library the two largest user groups are Christian (52%, above borough average) and Muslim (24%, above borough-wide access).

What action has been taken already to mitigate this?

A new model of library service delivery - in new buildings, with different spaces, additional partner services, self-service, and volunteers – could be both positively and negatively received, as the library becomes a wider community service point – which may be viewed negatively by those who currently use core library services. However, the new service will be designed around the needs of local communities and additional consultation will be carried out.

There is greater demand for access to other public services or information through their libraries (Child's Hill 87.5% and Grahame Park 96.4%) than the borough average (75.4%), high deprivation in both wards, and low use of Barnet libraries online services. There is a need to improve services for children (e.g. in Grahame Park – 8% dissatisfied with events for children and families, and community events - the highest proportion in the borough). There is also dissatisfaction with the comfort and standard, of the existing buildings (7.7% Child's Hill; 12% Grahame Park), well above Barnet average (3.7%), and only Church End has such a high level of dissatisfaction.

As set out by the library strategy, the intention of Link Libraries is to provide better community space, study space, additional services provided by partners in a shared local facility. This is likely to have positive impacts on a range of groups (better facilities, events, activities, spaces, information provision, ICT skills). The focus on literacy skills for adults and children will be noted (higher than average support for this), strong support for promotion of digital access, and access other services – along with an aim to improve stock.

Table B: Equalities Impact Assessment

5. Finchley Church End

The Library strategy proposes to develop a new fit-for-purpose, accessible library in Church End, to work in conjunction with a new Landmark Library (proposed to be the Arts Depot site).

This would ensure an accessible site, with the new Finchley Landmark Library offering extended opening hours, specialist stock collections, additional events and activities, study space, and community meeting space.

 Within this model, it is anticipated that the new Church End facility will be fully accessible (unlike at present); a bookable community space; and further study spaces. However, it is anticipated that there may be a reduction in opening hours, staffing levels, and possible collection of books – owing to the presence of larger collection in the new Landmark Library.

Equality strand	Affected	Explain how affected
Overall impact: Potential for positive and negative impacts by designed in a new form of library service in these areas.		
Age	Potential for both positive and negative impacts. Potential for	*CIPFA (2009):* Church End had a relatively even spread of library users under 35 (30%); 35 – 54 (35%); 55+ (37%), suggesting that a new model of service would impact equally on all groups. The new Landmark Library - accessible library with additional resources, activities, community and learning spaces and longer opening hours; and a new, accessible library in Church End would benefit all groups.

	adverse impacts for older adults and children and their families	While the overall library strategy sets out to improve library services across the borough for different age groups (as noted above), the change to services in Finchley could also have an adverse impact on all age groups: • This would have a particular adverse impact on older adults who currently use the sites and services and may have limited mobility, or ability to reach the new Landmark Library, and are more likely to support the current service model. • In addition, there may be some adverse impact on children (including parents and families) who are very local to the existing site, and may have some mobility restrictions. • There may be adverse impacts on younger people who use the current site, space and collection for research and study. as the proposal could require additional travel for a greater range of services. . • There may be a general adverse impact on those of working age who use the library to access books, information, and the internet as the proposal could require additional travel for a greater range of services. • A reduction in book stock and opening hours would impact all groups.
Disability	Potential for positive and negative impacts for those with disabilities	Of those that responded to the CIPFA survey (2009), 83% that visited Church End library said that they did not have a disability. This data tells us that the numbers of Church End library users that have disabilities (17%) are slightly higher than across library users in the borough as a whole (15%); with a slightly greater proportion of users with eyesight or using hands/fingers disabilities compared to the rest of the borough. The overall library strategy aims to provide a better service to respond to the identified needs of those with disabilities (as noted above). At present, Finchley Church End library is not fully accessible, with first floor access restricted. Those with disabilities will benefit from improved, fully accessible services in the new facility. Additional use of self-service technology, volunteers could have an adverse impact on those with disabilities, but the provision of improved spaces and promotion of community rooms and partner events may provide an improve service for those with disabilities. Any reduction in existing services (opening hours, space, or stock holding) also has potential adverse impacts - those with disabilities who are very local to existing sites may be adversely impacted.
Race/ ethnicity	Potential for positive and negative impacts	*CIPFA data (2009),* there is a slight overrepresentation of white library users, compared to library users across Barnet (66% vs 60%), and relatively high numbers of Asian and Black/African/Caribbean users – though slightly fewer than the borough-wide average. *MLA (2011):* BME library users were more likely than white users to say they borrow or use books to study (61% compared to 41%). Therefore BME service users could be particularly negatively impacted by the possibility of Church End reducing its book stock; though increasing study space is likely to be welcomed.
Gender	Potential for both positive and	The *CIPFA 2009* data showed that 64% of the visitors to Church End library were female and 36% were male. This suggests that any changes to library provision at the Church End site will have a larger impact upon women.

	negative impacts with greater impact on women	*LBB Consultation survey (2011)* 61% of women told us that they walk to libraries, compared to 54% of men. As such, those who walk to their library may be negatively impacted by the Church End library possibly reducing its book stock and its opening hours. It is expected that the larger 'landmark' library situated at a new site in Finchley, will encourage people to use public transport, or their own transport where they are not close enough to walk. Additional community or event space may help better meet the needs of female library users.
Sexual orientation	Proportion of overall impact	CIPFA survey (2009) indicated that 97% respondents identified themselves as heterosexual, 1% reported themselves to be gay/ lesbian, 1% reported themselves to be bisexual, and 1% reported themselves to be other. The proportion of those reporting themselves to be heterosexual is slightly above the borough average for library users. Therefore, no specific adverse impacts are noted.
Gender reassign-ment	At present not known	We do not have data pertaining specifically to gender reassignment.
Pregnancy and maternity	At present not known. Data on user trends among parents suggest potential adverse impacts.	*LBB consultation survey (2011):* responses from residents suggest 28.3% (weighted), slightly below the average for Barnet library users. *LBB consultation report (2011):* shows that parents called for more facilities for children of all ages, as well as activities, events and educational assistance such as with reading or writing. The library strategy as a whole aims to improve service by improving opening hours, extending events and activities for children and families, providing better spaces for children and families. This is partly delivered by creating a new Landmark Library in Finchley to provide enhanced services. However, the remodelling of services in Church End could adversely impact on those who are pregnant or on maternity leave and are very local to the library – as focuses a greater service in a new, improved site, with a smaller and locally sensitive service offered in Church End. The effect would be more significant for those who do not have access to a car, ability to walk far, or use public transport
Religion/ belief	Proportion of overall impact	The breakdown of the religions/beliefs of users of Church End are very consistent with the overall Barnet-wide breakdown *(CIPFA 2009)* with several being within 1 % of the Barnet-wide library user average: no religion, Christian, Buddhist, Hindu, Sikh and other religions. However, there is a small overrepresentation of Jewish users (20% compared to 17% overall) and an under representation of Muslim users. This suggests that whilst all groups will be impacted by the proposed changes, there is the potential for a disproportionate impact for Jewish users. The intention to extend opening hours and offer Sunday opening in the new Finchley site may offer mitigation, which could have a positive impact for Jewish library users.

What action has been taken already to mitigate this?

Library strategy research indicated relatively high levels if dissatisfaction with the current Church End site. Recent investment in the site has improved services for children and young people, and good study space is available (for those who can access the first floor). Recent developments have included an improved range of services for children; and a broad selection of stock for all users.

As noted in table 1b, there is significant demand for an improved library service – longer hours, accessible, better range of stock, more events and activities, and a fit for purpose building.   The creation of a Landmark Library in close proximity to Church End gives access to improved services, which would be intended to cater for a number of current Church End users.

The development of the Landmark Library model as part of the proposed library strategy aims to mitigate a range of the impacts noted above. The proposed site will be in a well located site for public transport access, would provide a DDA complaint site, additional events and activities for adults and children, a larger stock holding, extra opening hours – including Sundays, extra study space and facilities, and additional community meeting room. This would meet a wide range of the service needs of the various equality strands; though noting that for some users a further journey may be more difficult and may restrict use or service availability.

Though opening hours and stock levels may be reduced in a new Church End facility (with adverse impacts on a range of equality strands), it is part mitigated by providing an accessible building, a community meeting room, and improved study space to meet the needs of local communities.

1. **Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?**

Implications of the overall strategy
There is the potential for all groups to be positively and aversely impacted by proposed changes to the library service. Potential adverse impacts on women are noted (as are a larger user base); older adults and children and families (who may be less mobile); those in specific communities where change is proposed (e.g. a proportion of Jewish users in Hampstead Garden Suburb). Changes to the library service are likely to result in both positive and negative reaction, owing to the high public regard for the library service. While the strategy aims to provide an improved, sustainable and fit-for-purpose service, there are adverse impacts in specific parts of the borough (noted above), which are likely to be unpopular with users in those areas.   Measures will be taken to re-dress differences:

- Maintain home and mobile library service, offering access to all with mobility difficulties
- Developing a programme of work to ensure all libraries are accessible and DDA compliant
- Improving opening hours in remaining sites (opening earlier at 9.30am and the new Finchley Landmark Library opening on Sundays)
- Increase spending on books
- Offering more community and study space; wider activity programmes, and promotion to a range of different groups

Hampstead Garden Suburb
All groups and residents will be adversely impacted by the remodelling of library services in Hampstead Garden Suburb, with particular adverse impacts noted for women, older adults and those with disabilities (requiring additional travel, less access to service, or the requirement to use the mobile library service); children and families; and Jewish residents owing to the high level of use. Measures will be taken to re-dress differences:

- Offer the home library service to all with mobility difficulties
- Developing a programme of work to ensure all libraries are accessible and DDA compliant to improve access to other libraries

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- Offering an enhanced online service
- Improving opening hours in neighbouring sites
- Increase spending on books in the borough
- Offering more community and study space; and wider activity programmes in other libraries

Landmark Library

The creation of a new Landmark Library, merging North Finchley and Friern Barnet libraries has potential for positive impacts by providing improved services and access from a new merged site; however, there is potential for adverse impacts on specific equality strands – particularly related to mobility. There are potentially adverse impacts for older people, those with disabilities, and children and families. Measures taken to re-dress differences are outlined in the proposal to create a Landmark Library:

- Use a proposed site in well located site for public transport access, between the two current sites
- A DDA complaint site
- Additional events and activities for adults and children
- A larger stock holding
- Extra opening hours – including Sundays
- Extra study space and facilities, and additional community meeting room

Link Libraries

As set out by the library strategy, the intention of Link Libraries is to provide better community space, study space, additional services provided by partners in a shared local facility. There may be some adverse impact on specific equality strands (older adults, those with mobility difficulties) as the new service model aims to offer a wider range of services to meet local needs. Measures taken to re-dress the differences are:

- Maintaining spend on stock
- Additional consultation with groups to outline the design of new services
- Providing improved buildings
- Offer the home library service to all with mobility difficulties

Finchley Church End

The Library strategy proposes to develop a new fit-for-purpose, accessible library in Church End, to work in conjunction with a new Landmark Library (proposed to be the Arts Depot site). Opening hours and stock levels may be reduced in a new Church End facility (with adverse impacts on a range of equality strands), and there is significant potential for adverse public reaction in a reduction in service in the immediate area. The service change may impact on more established users, those with limited mobility or opportunity to access the new Landmark Library facility. Measures taken to re-dress differences are outlined in the proposal to create a Landmark Library:

- Use a proposed site in well located site for public transport access, between the two current sites
- A DDA complaint site
- Additional events and activities for adults and children
- A larger stock holding
- Extra opening hours – including Sundays
- Extra study space and facilities, and additional community meeting room

And by the creation of a new, accessible facility in Church End (DDA compliant, earlier opening hours, improved study and community space).

2. Will the delivery of any proposed new services or functions change satisfaction ratings amongst different groups of residents'?

Implications of the overall strategy
The proposed strategy is likely to change resident satisfaction with the library service. Changes to the library service receive significant public scrutiny, and perceived reduction in service results in reduced satisfaction. There are likely to be some positive changes in satisfaction as a result of several elements of the library strategy (improved buildings, additional stock, longer-hours, more personalised services) but merger of sites or changes to sites are likely to result in short-term decline in satisfaction.

Hampstead Garden Suburb
The proposal to remodel services in Hampstead Garden Suburb is likely to result in reduced satisfaction amongst local residents.

Landmark Library
The proposal to develop a new Landmark Library is likely to result in improved satisfaction in the wider area; though may result in reduced satisfaction of some current users of Friern Barnet and North Finchley libraries.

Link Libraries
The proposal to create new Link Libraries is likely to result in improved satisfaction from some groups in the local community; though may result in reduced satisfaction in the short-term of some current users who favour a more traditional core library service.

Finchley Church End
The proposal to remodel services in Finchley Church End is likely to result in reduced satisfaction amongst local residents, in closer proximity to the site.

3. Does the proposal change Barnet's reputation as a good place to work and live?

Implications of the overall strategy
The library strategy is likely to impact Barnet's reputation positively, as the council is setting a clear library strategy for coming years to improve services while needing to reduce costs, and using innovative methods to achieve this balance. However, any reduction in the branch network could diminish Barnet's reputation,

Hampstead Garden Suburb
The proposal to remodel services in Hampstead Garden Suburb could adversely impact Barnet's reputation.

Landmark Library
The proposal to develop a new Landmark Library is likely to enhance Barnet's reputation, though the merger of two long-standing library branches may adversely impact Barnet's reputation.

Link Libraries

The proposal to create new Link Libraries should enhance Barnet's reputation as a borough which aims to meet the needs of local communities, including those in areas of deprivation.

Finchley Church End
The proposal to remodel services in Church End is likely to have some adverse impact Barnet's reputation.

4. Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts it business?

Implications of the overall strategy
The library strategy is likely to make communities respond in different ways: with some groups and communities recognising the strategy is drawn from extensive consultation and is a response to local need. However, where changes to the branch network are proposed, this may have an adverse local impact.

Hampstead Garden Suburb
The proposal to remodel services in Hampstead Garden Suburb is likely to make the local community less confident about the council.

Landmark Library
The proposal to develop a new Landmark Library is likely to make communities respond in different ways: some support for a new and improved model of service; some challenge related to the changes to long-used library buildings.

Link Libraries
The proposal to create new Link Libraries is likely to make communities respond in different ways: primarily support for new, targeted services and protection for areas of deprivation; but some concern over the future of the services.

Finchley Church End
The proposal to remodel services in Church End is likely to make the local community less confident about the council in the short-term.

5. How will the new proposals enable the council to promote good relations between different communities?

The new strategy sets out a programme of work to engage citizens and customers with the library service – offering volunteering opportunities for communities to come together, improved community and study space to be used by different groups, and based around an accessible set of libraries which can be used by all communities. There will be additional marketing and promotion to under-represented groups, those with high literacy or digital literacy needs, improved stock collections for all groups, and a greater focus on those who need additional support.

New performance measures will be established to ensure the service benefits all communities, and reaches those with more complex needs.

6. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?

Details of the consultation process can be found in the strategic library review report; and the associated background paper (listed in the Cabinet paper).

Decision

Table D: Decision and comments				
1. Decision on impact				
No impact	Positive impact	Neutral impact	**There are some positive and neutral impacts**	Negative impact or impact not known
The overall outcome of the assessments undertaken on the impact of the proposals on the various equality groups is that there will be some adverse impacts in relation to parts of the proposals but positive impacts on many others.				

2. Comment on decision
It is proposed that the council commences consultation on this proposed library strategy, noting the adverse impacts in relation to some of the proposals as there are positive impacts overall. The proposed library strategy is formed in response to a comprehensive consultation exercise to assess customer and resident need, and designed to best need this meet with resources available. The assessments above have been undertaken with the primary consideration of the council's duty to have 'due regard' to the need to promote equality. The decision has balanced the potential negative impact on some residents and communities in particular parts of the borough with the positive impact on a wide range of users across the borough. The proposed changes to the library service are intended to provide a sustainable service which meets the needs of residents across the borough, providing accessible libraries with sufficient space and resources to meet the needs of all communities. A further consultation period will take place to seek the views of residents.

AGENDA ITEM: 10   Page nos. 10 – 13

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Hendon Football Club**
Report of	Scrutiny Office
Summary	The Committee have requested to undertake pre-decision scrutiny of Hendon Football Club report, scheduled to go before the Cabinet Resources Committee on 28 July 2011

Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:

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020 8359 2014, andrew.charlwood@barnet.gov.uk

1. RECOMMENDATIONS

1.1 That the Committee receive evidence from the Cabinet Member for Resources and Performance and the relevant officers in relation to Hendon Football Club and make appropriate comments/ recommendations in advance of the Cabinet Resources Committee considering the item at their meeting on 28th July 2011.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2 The three priority outcomes set out in the 2011-13 Corporate Plan are: –
- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

3. RELEVANT PREVIOUS DECISIONS

3.1 Cabinet Resources Committee (CRC), 18th September 2003 - approved in principle the freehold sale of the Hendon Football Club site for residential development.

3.2 CRC, 8th July 2004 - approved terms, among other things, to the ultimate transfer of the freehold interest in part of the site to Ealing Family Housing Association for the building of an elderly persons care home and day centre.

3.3 CRC, 18th October 2004 - Outline Planning Consent was granted for 162 two bedroom flats and a care home

3.4 CRC, 26th September 2005 - subject to extensive conditions safeguarding this Council's objectives and the future of Hendon Football Club, approved terms for the sale of the freehold of the site to developer KingsOak North London.

3.5 CRC, 6th December 2006 - agreed to proceed with a sale to Oracle Homes Ltd and City and Docklands Property Group subject to conditions

3.6 CRC, 14th January 2008 - approval was given to the sale of this Council's freehold interest to Hendon Football Club Ltd

4. RISK MANAGEMENT ISSUES

4.1 None in the context of this report.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 The Council's Constitution allows the overview and scrutiny committees to

(i) review and scrutinise the decisions made by and performance of the executive and/or committees and Council officers both in relation to individual decisions and over time; and

(ii) scrutinise decisions, which the executive is planning to take and comment on them to the executive

7.2 As the Cabinet Resources Committee report is not available, no definitive legal comment can be given at this time. However, as this relates to a proposed disposal, any disposal of the land must comply with the provisions of sections 123 of the Local Government Act 1972 in that 'except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained'.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Constitution, in Part 3, Responsibility for Functions, paragraph 3.6 states the functions delegated to the Cabinet Resources Committee including all matters relating to land and buildings owned, rented or proposed to be acquired or disposed of by the Council.

9. BACKGROUND INFORMATION

9.1   At the meeting held on 1st June 2011, the Committee requested to undertake pre-decision scrutiny of the Cabinet Resources Committee (CRC) decision in relation to Hendon Football Club. Due to the reporting timescales for the CRC meeting on 26th July 2011, it will not be possible for the Committee to pre-scrutinise the full CRC report. However, the Cabinet Member for Resources and Performance and relevant officers have been invited to the meeting to answer questions from the Committee on issues relating to the disposal of the Hendon Football Club site. Any comments/recommendations made by the Committee will be reported to the CRC meeting on 26th July 2011.

10.   LIST OF BACKGROUND PAPERS

10.1   None

Legal: JKK
CFO: JH/MC

AGENDA ITEM: **11**   Page nos. 14 – 17

Meeting	Business Management Overview and Scrutiny Committee
Date	11 July 2011
Subject	**Overview and Scrutiny Annual Report 2010/11**
Report of	Scrutiny Office
Summary	The Overview and Scrutiny Annual Report, attached at Appendix A, provides the Council with details of overview and scrutiny work undertaken during 2010/11.

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
	Melissa James, Overview and Scrutiny Officer
	Kim Webster, Openness and Transparency Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A – Overview and Scrutiny Annual Report 2010/11
For decision by	Council

Contact for further information:

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1.	RECOMMENDATIONS
1.1	**That the Committee endorse the Overview & Scrutiny Annual Report 2010/11 as set out at Appendix A for onward referral to Council.**

2.1   The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2   The three priorities in the Corporate Plan 2011-13 are: –

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

3.   RELEVANT PREVIOUS DECISIONS

3.1   Council, 19 May 2009, 'Report of the Special Committee (Constitution Review), 21 April 2009, 'Overview & Scrutiny: New Arrangements'

3.2   Business Management Overview and Scrutiny sub-Committee, 25th January 2010, Call-in Review Interim Report

3.3   Business Management Overview & Scrutiny sub-Committee, 1st March 2010, Call-in Review

3.4   Policy and Performance Overview & Scrutiny Committee, 13th April 2010, 'Scrutiny Review of Effectiveness'

3.5   Special Committee (Constitution Review), 13th October 2010, 'Constitution Review: 2010/11'

3.6   Business Management Overview & Scrutiny sub-Committee, 16th December 2010, 'Overview & Scrutiny Review'

3.7   Special Committee (Constitution Review), 9th February 2011, 'Overview & Scrutiny Review'

3.8   Business Management Overview & Scrutiny sub-Committee, 21st March 2011, 'Overview & Scrutiny Review

3.9   Policy and Performance Overview & Scrutiny Committee, 6th April 2011, Overview & Scrutiny Review

3.10   Special Committee (Constitution Review), 6th April 2011, Overview & Scrutiny Review

3.11   Annual Council, 17 May 2011, Report of the Special Committee (Constitution Review)

4. RISK MANAGEMENT ISSUES

4.1 None

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Pursuant to the Equality Act 2010, the Council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.

5.2 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report

7. LEGAL ISSUES

7.1 Under Section 21 of the Local Government Act 2000, the Council's executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers.

7.2 Legislation applicable to Overview and Scrutiny Committees is as follows:

Health and Social Care Act 2001

Crime and Disorder Act 2006

Local Government and Public Involvement in Health Act 2007

Local Democracy, Economic Development and Construction Act 2009

8. CONSTITUTIONAL POWERS

8.1 The scope of Overview and Scrutiny committees/sub-committees is contained within Part 2, Article 6 of the Constitution

8.2   The Terms of Reference of the Overview and Scrutiny committees/sub-committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3   Overview and Scrutiny Procedure Rule 7 requires that the Business Management Overview and Scrutiny Committee will, each year, produce an Overview and Scrutiny Annual Report for Council.

9.   BACKGROUND INFORMATION

9.1   Revised Overview & Scrutiny arrangements were implemented in May 2009. These comprised three Overview & Scrutiny Committees and three Overview & Scrutiny sub-Committees, together with scope for the establishment of Panels and Task and Finish Groups.

9.2   When the revised Scrutiny arrangements were adopted in May 2009, it was agreed that the effectiveness of the Scrutiny function should be reviewed following one year of operation.

9.3   A review was completed in accordance with the recommendation of Council and a revised Overview & Scrutiny structure was implemented in May 2011.

9.4   **Appendix A** provides a summary of the work undertaken by Barnet's Overview and Scrutiny Committees during 2010/11.

9.5   The Committee are requested to endorse the Overview and Scrutiny Annual Report 2010/11 for reporting to Council on 12 July 2011.

10.   LIST OF BACKGROUND PAPERS

10.1   None.

Legal: SS
CFO: JH/MC

Barnet Council

Overview and Scrutiny Annual Report

2010/11

Introduction

It has been a productive and challenging year for Overview and Scrutiny at Barnet. Building on the peer review findings '*Developing Good Scrutiny in Barnet*' (2010) facilitated by Councillors Ian Ward and Susan Williams on behalf of the IDeA (Improvement and Development Agency), Barnet's team has continuously strived to improve the way in which Scrutiny is delivered. Towards that end we have implemented a number of recommendations made by the review. This includes: formalising the 'call in' process; encouraging more Senior Officer support to Scrutiny Chairman(s) and Committees through greater involvement in the formulation of work programmes and regular attendance at Committee meetings; and encouraging more Member engagement both internally and externally.

We are also in the early stages of developing an Overview and Scrutiny Member Development Programme for 2011/12, with opportunities for Members to develop their knowledge of the wider role of Scrutiny in local government, and enhance their skills in effective Scrutiny. Going forward, the Scrutiny Office hope Members will help us to identify, what areas of further training and support they would like us to provide and what works well.

Aside from the challenges and proposed improvements in delivering an effective Overview and Scrutiny function at Barnet, we have also been keeping abreast of the wider political agenda for local government and its potential impact. The Localism Bill published in December 2010 sets out a series of proposals designed to achieve a shift in power away from Central Government to Local People and will offer new freedoms and flexibilities for local government.

The Bill will undoubtedly have an impact on issues raised for scrutiny in the future and on the way in which Overview and Scrutiny at Barnet continues to evolve

What is Overview and Scrutiny?

The Overview and Scrutiny function was formally introduced in local authorities by the Local Government Act 2000, and later extended under the Health and Social Care Act (2001) for (Health Scrutiny), as part of the, then, government's modernisation agenda.

Overview and Scrutiny is delivered through a committee structure and Councillors who are not part of the Executive sit on these Committees. Overview and Scrutiny Committees hold the Council's Cabinet to account by examining various functions of the Council, asking questions about how decisions have been made and considering whether service improvements are needed. Overview and Scrutiny raises issues that are important to local people and scrutinises the performance of the Council and partner organisations. It is a key mechanism for driving forward service improvement.

The Centre for Public Scrutiny *Good Scrutiny Guide* defines four principles of effective public scrutiny:

1. **Challenge**: to provide a "critical friend" challenge to executive policy-makers, external authorities and decision-makers

2. **Engagement** :to reflect the voice and concerns of the public and its communities

3. **Leadership:** to support Community leadership and effective representation

4. **Performance Improvement**: to drive improvement in public services

Overview and Scrutiny at Barnet

The London Borough of Barnet has 63 Councillors. The Executive (or Cabinet) is made up of the Leader of the Council and nine other Councillors. The other remaining non-executive Councillors are appointed to sit on Overview and Scrutiny Committees or other committees (such as planning or licensing committees) which are responsible for carrying out a range of governance functions for the Council.

In 2010-2011 Scrutiny was delivered under the following structure:

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                          │     COUNCIL      │
                          └──────────────────┘
          ┌──────────────────────┼──────────────────────┐
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│    BUDGET &      │  │    POLICY &      │  │     HEALTH       │
│ PERFORMANCE OSC  │  │ PERFORMANCE OSC  │  │      OSC         │
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┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ADULT SOCIAL       │  │BUSINESS          │  │CHILDREN'S        │
│SERVICES           │  │MANAGEMENT        │  │SERVICES          │
│SUB-COMMITTEE      │  │SUB-COMMITTEE     │  │SUB-COMMITTEE     │
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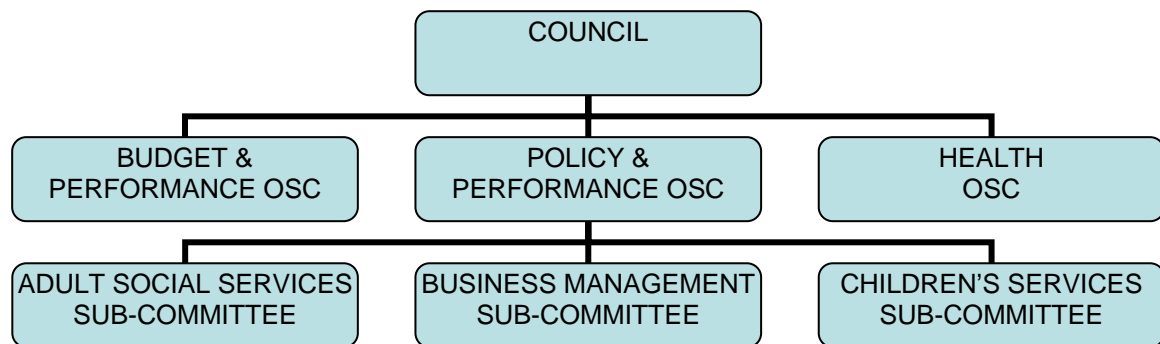
Under this structure there was one statutory committee (Health Overview and Scrutiny Committee, two Committees and three sub-Committees. This structure was revised in May 2011 following a review of the current scrutiny arrangements. The new structure is discussed later on in the report.

Task and Finish Groups and Scrutiny Panels

Task and Finish Groups comprise five elected councillors who work together to undertake in-depth reviews of a service, policy or issue of concern to local people. Task and Finish Groups are time limited and normally complete their review within three months of being established. The membership of each group is agreed by the Business Management Overview and Scrutiny sub-Committee, with the Group determining their own terms of reference and what evidence they wish to receive.

During 2010/11, six Task and Finish Groups were set up to look at issues submitted to the Policy and Performance Committee and Business Management sub-Committee. The Task and Finish Groups undertaken this year include:

- Service Options for Re-modelling Older People's Housing with Support;

- Council Response to Cold Weather;

- Domestic Violence;

- Social Housing Standards;

- Fostering and Adoption Recruitment; and

- Early Intervention and Prevention Services for Children.

Of these six Task and Finish Group reviews, two (Service Options for Older People and Council's Response to Cold Weather) were pre-decision scrutiny studies. The findings of these reviews were considered alongside the main Cabinet report when key decisions were taken on these areas. The outcomes of these two reviews are currently being monitored by the Scrutiny Office. The outcomes of the other reviews are still awaited and will be reported in next year's annual report.

Scrutiny Panels

Scrutiny Panels operate in a similar way to Task and Finish Groups but comprise seven members (with substitutes) and some of their meetings are held in public. Scrutiny Panels also review services, policies or issues of concern to local people. In 2010/11 there were two Scrutiny panels in Barnet:

- Housing Allocations Overview and Scrutiny Panel which considered proposed changes to the Council's Housing Allocations Policy

- One Barnet Overview and Scrutiny Panel which considered key documentation relating to the One Barnet transformation programme including Options Appraisals and Business Cases
.

One Barnet Overview and Scrutiny Panel

In 2010/11, the One Barnet Overview and Scrutiny Panel continued its work of looking in depth at key work streams underpinning the One Barnet Programme. The One Barnet Programme is underpinned by three key principles:

- A one public sector approach

- A relentless drive for efficiency

- A new relationship with citizens

During 2010/11, the Panel looked at a number of Project Briefings, Assessment Plans, Options Appraisals and Business Cases in relation to the following workstreams:

- Development and Regulatory Services

- Transport Review

- New Support / Customer Services Organisation

- Revenue Income Optimisation

- SAP Optimisation

- Adult Social Services

- One Barnet Programme Highlight Report

- Prototyping Project

- Equalities Impact Assessments

- Web Transformation

- One Barnet Business Case

- Governance Matters

The Panel also amended its governance arrangements resulting in changes to its terms of reference to enable Members to make more timely representations to Cabinet and Cabinet Resources Committee, the bodies responsible for making key decisions in this area.

Housing Allocations Overview and Scrutiny Panel

In September 2011, an Overview and Scrutiny Panel was set up to examine in detail the Cabinet's decision to change the way in which housing is allocated in the Borough. The Panel examined in detail the operation of the current housing allocations system and its perceived deficiencies, and the approach to the development of a new allocations policy based on four key changes, including a series of interim measures approved by Cabinet.

As part of this review the Panel received evidence from housing applicants, representatives from other local authorities (the London boroughs of Newham and Islington), the homeless charity Shelter, Housing Officers and the Cabinet Member for Housing, Planning and Regeneration.

The findings of the review were submitted to Cabinet for consideration and all of the Panel's recommendations (which focused on improving the way in which the policy is implemented, the process and criteria of housing assessment, the availability of housing advice) were accepted.

The implementation of the recommendations of this review is currently being tracked by the Scrutiny Office and an evaluation of the introduction of the Council's revised Housing Allocation Policy will be undertaken at six months with a further review after two years. The findings of these reviews will be reported to the appropriate Overview and Scrutiny Committee.
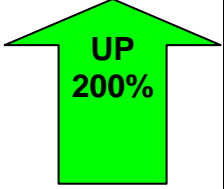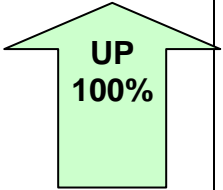
Measuring Outcomes

The Corporate Plan 2010-2013 contained the following strategic objectives and performance targets that fall within the remit of the Corporate Governance Directorate and related to Overview and Scrutiny:

- To improve council policy and decision making through greater involvement by non-executive members
- To improve the effectiveness and transparency of decision-making within the council by ensuring that Overview and Scrutiny in the year 2010/11:
  a. Considers three decisions prior to being taken by Cabinet; and
  b. Initiates three items of policy development

Pre- decision Scrutiny

In 2010/11, all Overview and Scrutiny Committees regularly reviewed the Cabinet Forward Plan at their meetings to determine if there were any decisions that they wished to examine or comment upon before they were made. This involved Overview and Scrutiny Committees requesting reports, questioning Officers and Cabinet Members, and raising the concerns of local people and stakeholders. In some cases, Overview and Scrutiny Committees made comments and recommendations to the Cabinet, which were considered when the proposed decision was taken. In 2010/11 Scrutiny was set a target to consider three decisions prior to being taken by Cabinet. The table below provides a summary of performance against this indicator, alongside the other performance measure (initiating the items of policy development).

Figure 2: Scrutiny Performance 2010/2011

Performance Indicator	Outturn 2009/10	Target 2009/10	Outturn 2010/11	Target variance
Number of decisions considered by Overview and Scrutiny prior to being taken by Cabinet	6	3	**9**	UP 200%
Number of policy developments initiated by Overview and Scrutiny	4	3	**6**	UP 100%

Adapted from the 'Corporate Performance results for Quarter 4 and year end 2010/11' report, presented to the Budget and Performance Overview and Scrutiny Committee on 21 June 2011.

The Member led Task and Finish Groups below represent the six policy developments initiated by Overview and Scrutiny in 2010/11

Name of Task and Finish Group or Panel	Reported to Cabinet
Recycling and Waste Minimisation Task and Finish Group	9th September 2010
Remodelling Older People's Housing Task and Finish Group	20th October 2010
Council Response to Cold Weather Task and Finish Group	20th October 2010
Housing Allocations Overview and Scrutiny Panel	10th January 2011
Contract Monitoring and Community Benefit Task and Finish Group	In progress
Carbon Footprint Task and Finish Group	In progress

As part of the drive to continually improve Overview and Scrutiny at Barnet, a tracking system was introduced to monitor the implementation recommendations made by Task and Finish Groups that were accepted by Cabinet. The data below provides an overview of recommendations from the Task and Finish Group reviews in 2010/2011 and their implementation status. This information was reported to the Business Management Overview and Scrutiny Committee. A more detailed summary of the recommendations can be found in Appendix 1.

Overview and Scrutiny Committees

Policy and Performance Overview and Scrutiny Committee

The Policy and Performance Overview and Scrutiny Committee met twice during 2010/11 to appoint annually to the Overview and Scrutiny Sub-Committees, Overview & Scrutiny Panels and Task & Finish Groups. It also agreed the Overview & Scrutiny Annual Work Programmes, and considered the first annual report on Overview and Scrutiny.

Business Management Overview and Scrutiny Sub-Committee

In 2010/11, the Business Management Overview and Scrutiny Sub-Committee continued its management of the call-in process, appointed to and monitored the work of six Task and Finish groups and Scrutiny panels, and undertook pre-decision Scrutiny of the Cabinet Forward Plan. It also considered the Local Development Framework (including New Barnet Town Centre Framework), the Strategic Library Review and Purchasing and Procurement management within the Council.

Call in

The Business Management Overview and Scrutiny Committee has the (statutory) power to 'call-in' a qualifying key decision before it is implemented. Calling-in a decision allows Overview and Scrutiny Members to review and challenge key decisions after they have been taken but before implementation. Cabinet Members and Officers regularly attend the Business Management Overview and Scrutiny Committee to answer questions and provide information to the Overview and Scrutiny Committee members.

Only key decisions as defined by Article 13 (b) (i) of the Constitution may be called in under Section 21 of the Local Government Act 2000.

A key decision under Article 13 (b) (i)

  a. must involve expenditure or savings in excess of £500,000 as well as otherwise being significant having regard to the council's budget for the service or function to which the decision relates, or

  b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough

In 2010/11, the Business Management Overview and Scrutiny sub-Committee considered 24 requests call-ins. Full details of the items called in during 2010/11 are shown in Appendix 1.

Children's Services Overview and Scrutiny Sub-Committee

In 2010/11, the Children's Services Overview and Scrutiny sub-Committee work programme continued its focus on driving improvements in the provision of education, and social care for children and young people. Throughout the year it examined in detail the Children's Services One Barnet Project which included a review of Children's Centres, the new relationship with schools, the Youth Offer and Early Intervention and Prevention Services. The sub-Committee also examined the changes to the national educational agenda including the Academies Act (2010) and the 14-19 Education Sector. Further scrutiny was also undertaken on local educational provision by looking at school place planning and how the growing demand for more school places in the borough could be met.

Safeguarding remained a key priority for the Children's Overview and Scrutiny sub-Committee. The sub-Committee scrutinised: the work of the Safeguarding Children's Board; safeguarding measures introduced by Schools; the role, structure and processes for Child Protection cases; and the Council's role in promoting Safeguarding as everybody's business. In February 2011, the sub-Committee received a briefing in respect of the Children's Service budget proposals and considered its impact on the delivery of Children's Services within the borough. The sub-Committee made a number of comments and recommendations as part of this consultation process.

Following a recommendation made by the Task and Finish Group on Youth Homelessness in 2010, Members of the sub-Committee undertook regular visits to Barbara Langstone House (a young persons hostel in North Finchley), in addition to their monthly visits to two children's homes in the borough. To date, Members have reported positive changes in the access and provision of services for young people who live there, following Cabinet's acceptance of recommendations made by the Homelessness and Young People Task and Finish Group.

Adults Social Services Overview and Scrutiny Sub-Committee

In 2010/11, the Adults Social Services Overview and Scrutiny sub-Committee examined the proposed changes to the delivery of services for local people in need of Adult Social Services support in the borough. The sub-Committee's work programme reflected the changes in the way in which social care will be delivered in the future in line with the national vision for Adult Social Care: 'Capable Communities and Active Citizens'.

Throughout the year, Members of the sub-Committee scrutinised the benefits and challenges for both Service Users and the Council of the strategies and proposals on the Personalisation of Adult Social Care and Personal Budgets. They also sought further updates on the Council's Fairer Contributions consultation and the business case to support the setting up of a Local Authority Trading Company ("LATC"), for the provision of adult social services, which would involve the transfer of Adult Social Services in-house staff to the LATC.. In April 2011, the sub-Committee were provided with a briefing from Barnet's Health partners on the NHS White Paper 'Equity and Excellence: Liberating the NHS White Paper' and its implications for Adult Social Care. They were also updated on the Council's information, advice, advocacy and brokerage strategy which set out a framework for the development and delivery of a co-ordinated approach to information and advocacy across the borough. Other items subject to Member scrutiny included: the Adult Social Care Annual Complaints report; the Care Quality Commission assessment on the quality of Barnet's social services; and the Annual Report of Barnet's Multi-Agency Safeguarding Board.

Health Overview and Scrutiny Committee

The Health Overview and Scrutiny Committee had a very productive and challenging work programme in 2010/11. The work programme reflected changes facing local NHS services and the wider national health reforms. For the first time the Committee scrutinised the Quality Accounts of Barnet's Acute and Mental Health providers and provided statements for inclusion in each. The Committee also received a briefing on the Finchley Memorial Hospital redevelopment and further proposals for the site. Other items taken to the Committee include Tuberculosis Commissioning, Ear Nose and Throat Services at the Royal Free Hospital, Health Inequalities and proposals for Cardiovascular and Cancer Models of Care.

In September 2010, a special meeting of the Committee was convened to consider the Barnet, Enfield and Haringey Clinical Strategy. At the meeting, Local Health Partners addressed the Committee on key elements of the strategy and the implications arising.

Other notable items subject to Health Scrutiny this year include Alzheimer and Dementia Care, the Quality Improvement Programme at Barnet, Enfield and Haringey Mental Health Trust, and updates on the work of the four Trauma Networks and the London Stroke System, and the development of the GP Consortium.

The Committee's Chairman and Vice Chairman continued to represent Barnet at meetings of the Joint Health Overview and Scrutiny Committee, alongside neighbouring Councils, Enfield and Haringey. These meetings were attended by Senior Staff of NHS services across the North Central London sector where trends, pressures and priorities were regularly discussed.

Budget and Performance Overview and Scrutiny Committee

In 2010/11 the Budget and Performance Overview and Scrutiny continued its regular scrutiny of the Council's performance information and improvement initiatives, and financial performance data. The Committee also received the revised Treasury Management Strategy and the Sustainable Communities Strategy for pre-decision scrutiny. The Committee provided detailed comments and suggestions regarding these items which were formally made to Cabinet and considered alongside its deliberations. The Committee also scrutinised its partners through receiving the annual review of partnerships and Barnet Homes performance information.

Scrutiny of the Council's budget remained the key focus of the Committee and regular reports were received outlining the key medium-term strategic and financial issues for the Council, information on the financial and business planning context and an explanation of the affect of the national context upon the finances of the Authority. In December 2010, the Committee received the Cabinet report on the Budget Headlines for 2011/12-2012/13, considered in the Comprehensive Spending Review grant settlement. The Committee were provided with detailed information on the service pressures and developments, as well as areas of investment. The Committee were briefed on the Council's online budget consultation, including a new 'Ideas' website where residents were given the opportunity to suggest, to the authority, ways of saving money.

Other notable items considered by the Committee included, performance of housing and homelessness delivered by the Council's Housing Service, and ongoing service developments and performance of Customer Services.

Review of the Overview and Scrutiny Function

At the Annual Council meeting on 19 May 2009, the Council adopted revised Overview and Scrutiny arrangements. At that meeting, Council resolved that the effectiveness of the Overview and Scrutiny function should be reviewed following one year of operation. In accordance with Council's recommendation, a review was conducted by the Scrutiny Office between December 2010 and March 2011. The review was conducted through a questionnaire sent to all Members and two sets of focus group meetings which discussed the effectiveness of the current arrangements and possible options for change.

Members were requested to consider the review in the context of the Centre for Public Scrutiny's four principles of good scrutiny (as set out on page 3):

Evidence received during the review highlighted that:

- Members were highly supportive of Task and Finish Groups. Systematic monitoring of the implementation of accepted recommendations made by Task and Finish Groups was viewed as an important element in demonstrating the outcomes from scrutiny work

- Timely and responsive pieces of work, such as the Ad Hoc Scrutiny on East Barnet, and the scrutiny of the One Barnet Programme through the One Barnet Overview & Scrutiny Panel were supported by Members

- Scrutiny carried out at formal meetings was seen to have made a number of valuable contributions to policy development, particularly through pre-decision Scrutiny

- the committee structure lacked clarity and resulted in overlap in a number of areas (for example pre-decision scrutiny requests from multiple committees, and a lack of awareness by committees/sub-committees of Task and Finish Group work that related to their terms of reference).

- the Policy & Performance Overview & Scrutiny Committee had failed to fulfil its terms of reference due to the infrequency of its meetings.

- Members were supportive of a scrutiny specific Member Development Programme being implemented during 2011/12

On 21 March 2011, a special meeting of the Business Management Overview & Scrutiny Sub-Committee received the findings of the review. A number of options for reforming the overview and scrutiny function were presented, and the Sub-Committee were requested to make recommendations to the overarching Policy & Performance Overview & Scrutiny Committee and Special Committee (Constitution Review) on a preferred option for change. The possible options presented were:

Option One – a commissioning based approach to Overview & Scrutiny
Introduction of a single overarching Overview & Scrutiny Committee to commission time limited Ad Hoc Committees, Scrutiny Panels and Task and Finish Groups as it saw fit.

Option Two – revision to the existing structure
Merge the roles of the Policy & Performance Overview & Scrutiny Committee and Business Management Overview & Scrutiny Sub-Committee, and create an overarching Business Management Overview & Scrutiny Committee, two Sub-Committees (to consider One Barnet and Health) and commission scrutiny bodies (Ad Hoc Committees, Scrutiny Panels and Task and Finish Groups) as it saw fit.

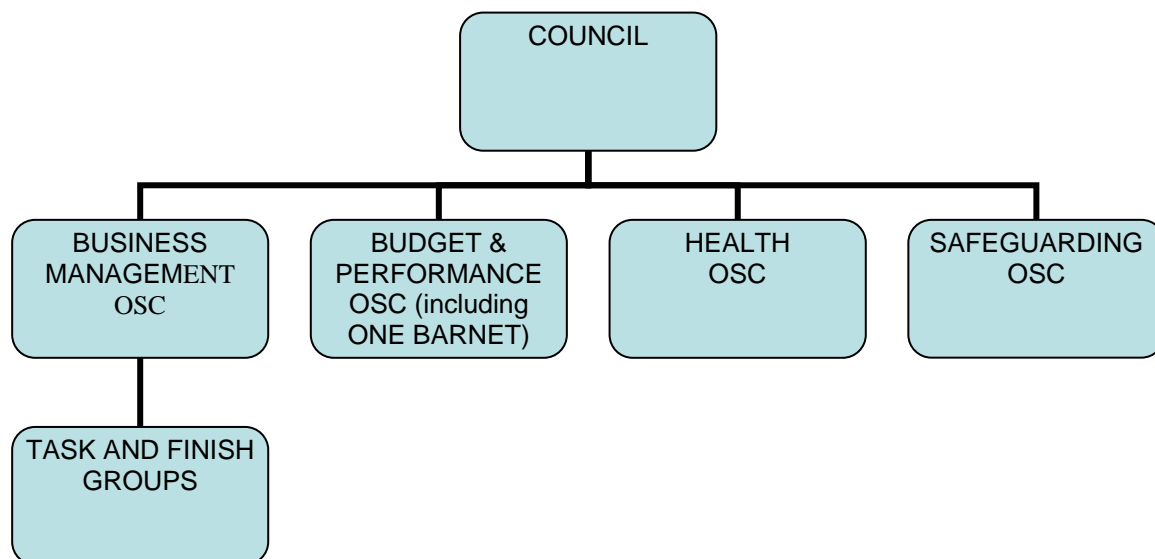**Option Three – freestanding Overview and Scrutiny Committees**
Proposed a reduction in the number of formal Committees/sub-Committees from six to four (Business Management, Budget & Performance, Safeguarding and Health), all of which would report directly to Council.

Option Four – continuation of current structure with reformation of the Policy & Performance Overview & Scrutiny Committee
Proposed the deletion of the Business Management Overview & Scrutiny sub-Committee (with responsibilities of the sub-Committee transferring to the Policy & Performance Overview & Scrutiny Committee).

Following consideration of the various options proposed, the Business Management Overview & Scrutiny sub-Committee recommended Option Two to the Policy & Performance Overview & Scrutiny Committee and Special Committee (Constitution Review). The Special Committee (Constitution Review) endorsed Option Three and recommended that the Council implement this revised structure in May 2011.

Overview and Scrutiny Structure 2011/12

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The Overview and Scrutiny Committee structure above reduced the number of formal Committees to four, with all Committees now reporting directly to Council. To reflect the increasing profile and importance of the One Barnet programme, the One Barnet Overview & Scrutiny Panel has been merged into the formal Budget and Performance Overview & Scrutiny Committee.

The new structure has also established an Overview & Scrutiny Committee for Safeguarding. This Committee fulfil the functions previously carried out by the Adult Social Services Overview & Scrutiny sub-Committee, and the Children's Service Overview & Scrutiny sub-Committee.

The new structure will be reviewed in 12 months time and details of this review will be reported in next year's annual report.

Appendix 1 – Call-ins

Total Number of Call-ins by Year:

Year	Number
2006-07	53
2007-08	45
2008-09	40
2009-10	11
2010-11	24

Detail of Call ins:

Date	Item called in
28 March 2011	Former Watling Boys Club Dryfield Road Burnt Oak HA8 9JU
29 March 2011	Local Development Framework North London Waste Plan
2 March 2011	Customer Services Organisation and New Support Organisation: Options Appraisal
14 February 2011	Options for the Future of Housing with Support for Older People
14 February 2011	Results of the Consultation on Changes to the Fairer Policy and Recommendations
14 February 2011	Proposed Reductions of Children's Centres and Restructured Services in Barnet
14 February 2011	Environment and Operations Fees and Charges
14 February 2011	Budget Council Tax and Medium Term Financial Strategy 2011/12-2013/14

Date	Item called in
13 January 2011	Fees and Charges for Environment and Operations
13 January 2011	Fees and Charges for Environment and Operations
29 November 2010	Adults In-House Service Review – Initiation of Full Business Case
29 November 2010	Future of the Parking Service
29 November 2010	One Barnet Passenger Transport Service
29 November 2010	One Barnet Framework
29 November 2010	Development and Regulatory Services Project – Initiation of Procurement
30 November 2010	Stanley Road Playing Fields and Former Herbert Wilmore Centre
20 October 2010	Housing Support Options for Older People
20 October 2010	Financial and Business Planning 2011-2014
19 July 2010	Monitoring 2010/11
19 July 2010	Conversion of Schools to Academy Status, Transfer of Land
19 July 2010	Refocusing Resources and Activity on the Maintenance & Development of the Borough's Highways
27 July 2010	Award of Implementation Partner Contract
17 July 2010	Final Outturn Position 2009/10
21 June 2010	Review of Barnet's Housing Allocations Policy

Group / Panel Data

Total number of Task and Finish Groups	Total number of Panels	Total number of Recommendations
8	1	38

*Note: data above incorporates recommendations made by Task and Finish Groups and Scrutiny Panels since mid-2009

Implementation Status of Recommendations

	Completed	Green	Amber	Red	To be confirmed	Total
Number	1	17	11	1	8	38
Percent	3%	44%	29%	3%	21%	100%

Figure 3: Recommendations by status as at 31 May 2011

KEY
Recommendation fully implemented. No more action required.
Recommendation implemented, but may require annual refresh
Recommendation partially implemented. Some actions still outstanding
Recommendation not implemented, progress is stalled due to a number of outstanding issues
Recommendation is still within the 6 month period so contact officers have not RAG rated yet

*Details of recommendations made by Task and Finish Groups / Scrutiny Panels (accepted by Cabinet) are retained by the Scrutiny Office and are available on request

AGENDA ITEM: 12   Page nos. 18 – 25

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Fostering Recruitment Task and Finish Group – Draft Report**
Report of	Scrutiny Office
Summary	This report presents the findings and recommendations of the Fostering Recruitment Task and Finish Group.

Officer Contributors	John Murphy – Scrutiny Officer (National Graduate Development Programme)
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Report of the Fostering Recruitment Task and Finish Group
For decision by	Business Management Overview and Scrutiny Sub-Committee

Contact for further information:

John Murphy, Scrutiny Officer (NGDP), 020 8359 2368 john.murphy@barnet.gov.uk

1. RECOMMENDATIONS

1.1 Members of the Committee consider the findings of the Fostering Recruitment Task and Finish Group, as set out in the report attached at Appendix 1.

1.2 Members of the Committee discuss and agree the recommendations of the Task and Finish Group.

1.3 That agreed findings and recommendations of the Task and Finish Group are forwarded to the Executive for their consideration.

1.4 Members of the Committee be requested to give consideration to including in the Overview and Scrutiny Future Work Programme the proposal to establish a Task and Finish Group to consider the reasons behind the shortfall in attracting adoptive parents for children with complex needs and investigate opportunities for improving this situation.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The Overview and Scrutiny Committees, Sub-Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2 The three priority outcomes set out in the 2010/13 Corporate Plan were: –
- Better services with less money
- Sharing opportunities, sharing responsibilities
- A successful London suburb.

2.3 The proposals contained within the report of the Task and Finish Group contribute to the achievement of the 2010/13 Corporate Plan priorities of:

Better Services with Less Money, as the following strategic objectives and top performance targets and improvement initiatives are applicable:
- Increasing the percentage of children in care, aged under 16, who are in London Borough of Barnet foster placements to 54 per cent in 2010/11.
- Make sure that we get the best value from our resources across the public sector, including our people and assets;
- The launching of a new foster carer recruitment campaign to increase opportunities for stable, local placements.

Sharing Opportunities, Sharing Responsibilities, as the following strategic objectives and top performance targets are applicable:
- Working with residents and partners to ensure that every child can reach their potential by drawing on the expertise of our diverse

communities.

2.4 Since the Task and Finish Group completed their review (in April 2011), an updated Corporate Plan has been published for 2011/12 which has the following corporate priorities:

- Better services with less money
- Sharing opportunities, sharing responsibilities
- A successful London suburb

2.5 The proposals contained within the report of the Task and Finish Group contribute to the achievement of the 2011/12 Corporate Plan priorities of:

Better services with less money:

- Focus on improving and streamlining our customers' access and assessment services so residents find them easier to use

Sharing opportunities, sharing responsibilities:

- Everyone should be able to share in Barnet's success, but we recognise that some people need more support than others to achieve this.

- Working with residents and partners, we aim to ensure that every child can reach their potential and that adults in need of support are confident to live independently

Strategic objective:

- Recruit and retain more foster carers to support children in care to have a happy childhood and successful transition into adulthood.

Performance target:

- Increase to 55 per cent the percentage of children in care under 16 that are in council (rather than agency) foster placements.

2.6 Barnet Children and Young People Plan 2010/11- 2012/13 also has a number of priorities that are applicable to the work of this review including:

- Increasing stability of placements of looked after children by increasing from 64 per cent to 74 per cent the stability of placements in terms of length.

- Increase the percentage of children in care, aged under 16, who are in London Borough of Barnet foster placements from 53 per cent to 54 per cent.

3. RELEVANT PREVIOUS DECISIONS

3.1 Policy & Performance Overview & Scrutiny Committee, 2 June 2010, Agenda Item 7 (Overview and Scrutiny Appointments) – the Committee established a Task and Finish Group to consider Fostering and Adoption Recruitment

3.2 Business Management Overview & Scrutiny Sub-Committee, 13 September 2010, Decision 11 (Overview & Scrutiny Appointments) – the Sub-Committee appointed Members to sit on the Fostering and Adoption Recruitment Task and Finish Group.

4. RISK MANAGEMENT ISSUES

4.1 None saved those referred to in the report

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Barnet has the second largest population of children and young people in London, and is increasingly diverse. Within Barnet Council's Corporate Plan (2011-12) a number of priorities have been identified which aim to improve the outcomes of children and young people living in Barnet.

5.2 Barnet Council is committed to monitoring closely the outcomes for the borough's most vulnerable children and young people, through the intelligent use of data analyses and by ensuring that the voices of all parts of the community are heard. This will include children in care who have often had less positive outcomes than other children in Barnet.

5.3 Barnet Council believes that everyone should be able to share in Barnet's success while recognising that some people need more support than others to achieve this. Working with residents and partners in drawing on the expertise of the borough's diverse communities, Barnet Council aims to ensure that every child can reach their potential.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Previous reviews undertaken by the Children's Services which considered the performance of fostering recruitment identified that in-house locally based provision of fostering placements was preferential to placements with independent agencies due to cost and locality of placement. The research suggested that placements through independent agencies are significantly more expensive and may involve placing children outside the borough away from their local community.

6.2 Recommendation one of the Task and Finish Group proposes the introduction of an online electronic or e-form to enable people with an interest in fostering to submit expressions of interest online. The cost implications associated with this recommendation are explored in 6.1.1 and 6.1.2 below:

6.2.1 Currently, the council has a contractual relationship with a supplier of e-forms called Ebase. Ebase build, maintain and host the council's electronic/e-forms forms. Data collected is retained by them, and then e-mailed through to the relevant council departments. In the past, Ebase have charged £1,000 per day to build new forms and the total cost is often proportional to the complexity of the form itself. Accordingly, the precise cost of using Ebase to develop the e-form would be dependent on the requirements of the Fostering Team.

6.2.2 The council's web transformation project, which forms part of the New Support /Customer Services Organisation One Barnet project, is seeking to introduce a new platform for the council's website. The new platform will have a "forms component" that should make it much easier for the council to develop and deploy forms internally. The cost of purchasing the forms component will be built into the web project budget. Accordingly, the cost of using this option for developing and introducing an e-form is expected to be minimal.

6.3 Recommendation three proposes that the Children' Service compare the cost of placements provided by the council with those provided by independent fostering agencies It is anticipated that this assessment will be contained within the existing approved Children's Service budget. Children' Services have suggested that future work could be undertaken to build upon recommendation three, particularly relating to reviewing support services provided by the service to foster carers and children in their care.

6.4 Recommendations two and four proposed by the Task and Finish Group are anticipated to be contained within the existing approved Children's Service budgets.

7. LEGAL ISSUES

7.1 As an English local authority, the London Borough of Barnet's functions and responsibilities in terms of the provision of fostering services are determined by national legislation laid out in the:

- Children Act 1989;
- Children Act 2004; and
- Children and Young Persons Act 2008.

7.2 Furthermore, the Local Authority Social Services Act 1970 requires local authorities, in exercising their social services functions, to act under the general guidance of the Secretary of State. The Children Act 1989 Guidance and Regulations Volume 4, updated April 2011, provides guidance to local authorities on how they should fulfil their statutory requirements. The guidance states that local authorities should comply with national legislation and guidance when exercising their functions, unless local circumstances indicate exceptional reasons that justify a variation.

7.3 In order to operate lawfully, the Fostering Service must also comply with the statutory requirements outlined in various Statutory Instruments, but in particular the Fostering Services Regulations 2002 and the Care Planning, Placement and Case Review (England) Regulations 2010.

7.4 The Children Act 1989 Guidance and Regulations Volume 4, updated April 2011, provides guidance to local authorities on how they should fulfil their statutory requirements. The guidance states that local authorities should comply with national legislation and guidance when exercising their functions, unless local circumstances indicate exceptional reasons that justify a variation.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Item 6 of Business Management Overview & Scrutiny Committee Terms of Reference states that the role of the Committee is to:

"To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body."

9. BACKGROUND INFORMATION

9.1 The membership of the Fostering and Adoption Recruitment Task and Finish Group was approved at the Business Management Overview & Scrutiny Sub-Committee on 13 September 2010.

9.2 Since being established the Task and Finish Group met on seven occasions. The first meeting of the Task and Finish Group took place on 17 January 2011. Councillor Thompstone was appointed as Chairman and, after consultation with Children's Service officers, the following scope was agreed for the Task and Finish Group:

- How can the council improve foster carer recruitment; and

- Identify the key factors that contribute to good foster carer retention and establish how the council can utilise these factors to increase retention of foster carers.

9.3 The Task and Finish Group initially considered investigating the reasons behind the shortfall in attracting adoptive parents for children with complex needs and exploring the opportunities for improving this situation. However, as the Task and Finish Group's work has progressed they have found that, due to the complexity of the issues faced in the recruitment and retention of

foster carers and limited time constraints in which to conduct the review, the Task and Finish Group would produce a more effective piece of work by focusing primarily on the council's fostering service.

9.4   Children's Service officers have suggested that the issue of recruiting adoptive parents for children with complex needs would require a separate Task and Finish Group to review this specific issue independently.

9.5   Since being established the Task and Finish Group met on seven occasions. At the meeting on 17 January 2011, the Group agreed their terms of reference and received from the Acting Director for Children's Social Care who provided an overview of issues and challenges faced in the recruitment and retention of foster carers.

9.6   Over the following weeks, the Task and Finish Group met with key stakeholders in the provision of fostering services across the borough including foster carers, representatives from independent agencies, and senior officers from the North London Fostering Consortium.

9.7   The outcome of the Task and Finish Group's evidence gathering sessions form the basis of the report which is set out in **Appendix 1**.

10.   LIST OF BACKGROUND PAPERS

10.1   None.

Legal: SH
CFO: MC/JH

Fostering Recruitment Task and Finish Group

Final Report

RECOMMENDATIONS

1. That an online enquiry form be created on the Fostering page of the council's website, Barnet Online, to allow people thinking of fostering to register their interest with the Fostering Team.

   Complementing the creation of an online enquiry form, the Fostering Team should update the Fostering Information Pack provided via the Fostering webpage to include clear guidance on the type of personal information applicants will be expected to divulge during the application process.

2. That the Fostering Team, as a means of supporting contact and mutual support among foster carers and looked after children, should assist in facilitating coffee morning meetings for foster carers more locally.

   As foster carers may not be able to attend the regular meetings of the Foster Carers Support Group due to child care commitments, the Fostering Team should identify suitable council properties in the borough to enable foster carers to bring children with them to assist in providing a local support group that meets their needs.

3. The Fostering Team be requested to undertake a review of the cost of placements with independent fostering agencies. The review should report the range of support services provided by independent agencies within their inclusive packages and establish if:

   • The council also provides these support services, and

   • What is the added cost of such services to in-house placements.

4. That the Fostering Team provide six-monthly updates to the relevant Overview and Scrutiny Committee on the Fostering Teams performance in terms of:

   • The number of new recruitments.

   • The number of foster carers de-registering

   • The number of placements of children in care under 16 years of age.

   • The number of children under 16 placed in London Borough of Barnet in-house foster placements.

   • The number of children under 16 placed with independent foster agencies.

- Analysis of the impact of ongoing and previous advertising and marketing campaigns in terms of their success in recruiting foster carers including:

  o Details of the number of any specific "lifestyle" type that marketing campaigns have targeted in terms of their inquiries about fostering with Barnet Council, and subsequent progression through the application process to approval.

1   Background Information

1.1   At the Policy and Performance Overview and Scrutiny Committee on 2 June 2010, the Committee agreed that a Task and Finish Group should be established to look at fostering and adoption recruitment. The Business Management Overview and Scrutiny Sub-Committee appointed Members to the Group at their meeting on 13 September 2010.

1.2   The membership of the Task and Finish Group was appointed as follows:

- Councillor Braun
- Councillor Coakley Webb
- Councillor Khatri
- Councillor Slocombe
- Councillor Thompstone

1.3   Further to the appointment of a Task and Finish Group, the Children's Service undertook a review of fostering recruitment which identified the need to reassess how the Service manages the process of recruiting foster carers. This review of recruitment also identified how the Fostering Team faces a significant challenge in terms of retaining an adequate pool of foster carers.

1.4   The first meeting of the Task and Finish Group took place on 17 January 2011. Councillor Thompstone was appointed as Chairman and, after consultation with Children's Service officers, the following scope was agreed for the Task and Finish Group:

- How can the council improve foster carer recruitment; and

- Identify the key factors that contribute to good foster carer retention and establish how the council can utilise these factors to increase retention of foster carers.

1.5   The Task and Finish Group initially considered investigating the reasons behind the shortfall in attracting adoptive parents for children with complex needs and exploring the opportunities for improving this situation. However, as the Task and Finish Group's work progressed they have found that, due to the complexity of the issues faced in the recruitment and retention of foster carers and limited time constraints in which to

conduct the review, the Task and Finish Group would produce a more effective piece of work by focusing primarily on the council's fostering service.

2 Review Format

2.1 Following protocol guidelines stipulated in the Council's Constitution under Overview and Scrutiny Procedure Rules, the Task and Finish Group undertook a series of evidence gathering meetings with key stakeholders in the provision of foster care in Barnet.

2.2 The evidence gathering sessions were supported by:

- A review of the analysis previously undertaken by the Children's Service;
- Reports produced by the Children's Service;
- Best practice guidance; and
- Research published by service provision experts and leading academics working on foster care provision in the United Kingdom

2.3 The engaged stakeholders included:

- Children's social care professionals from the council's Fostering Team[1];
- Representatives from independent foster agencies;
- The Independent Chairman of the Fostering Panel; and
- The Chairman and Manager of the North London Fostering Consortium.

The Task and Finish Group also received evidence from members of the council's Foster Carer Support Group, assisting in gathering insight from a broad range of the council's in-house foster carers.

2.4 The report of the Task and Finish Group details the findings of these evidence gathering sessions categorised across four key themes relating to foster carer recruitment and retention that emerged during course of the review, namely:

1. Recruitment of Foster Carers

2. Training and Preparation of Foster Carers

3. Foster Carer Support

4. Improving and Measuring Performance

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[1] The Council's Fostering Service is co-ordinated by a number of sub-teams within the Children's Service. These are detailed in Section 4.7. Due to the inter-connected nature of their work, the fact that the Task and Finish Group engaged with these teams collectively, and to avoid confusion within the context of the review the teams will be referred to in the report as the Fostering Team.

3. **Overview - Challenges and Innovation in Foster Carer Recruitment**

3.1 Both national and international research has identified the recruitment of foster carers as a challenging and difficult undertaking with a shortage in recruitment numbers a common experience (Sellick & Howell, 2004).

3.2 For example, in an overview of fostering services in England the Department for Education (2004) notes that:

> *"Recruitment has often been haphazard, poorly targeted and generally unable to convey a positive (but realistic) image of fostering".*

3.3 Furthermore, Clarke (2009) reported a shortfall of at least 10,000 foster carers in the United Kingdom. This shortage of foster carers has significant impacts on the coverage and quality of fostering services including:

- Local authorities being forced to place children where there is a vacancy rather than with a foster family best meeting a child's individual needs.

- Children having to change schools and move away from family and friends.

- Poorly matched carers and children increasing the likelihood of breakdowns in placements with both foster carers and children suffering as a consequence.

3.4 Clive Sellick and Darren Howell, writing in the British Journal of Social Work, undertook a review of multi-sectoral fostering practice across the United Kingdom. In this review they identified a number of innovative fostering practices that they felt might lead to an increase in foster carer recruitment. Their findings included the following observations:

- A significant number of foster carers reported being attracted to fostering after speaking to an existing foster carer.

- Some agencies reported providing financial incentives to foster carers for recruiting new carers.

- An example cited included a city council in southern England paying an initial payment of £20 for introducing a candidate foster carer which was followed up with a payment of £200 upon this candidate being approved and a child being placed with them.

3.5 Overall, research conducted into fostering services suggests that fostering agencies can increase the effectiveness of their recruitment campaigns by targeting their efforts to specific neighbourhoods or demographic groups from which agencies wish to recruit.

3.6   These reviews also report that general efforts to improve recruitment included the employment of designated staff to:

- Implement a recruitment strategy for foster carers.

- Design material for marketing purposes.

- Liaise with local press.

- Produce and deliver information packs.

- Follow up expressions of interest in a timely and professional manner.

3.7   Some local authorities and Independent Fostering Agencies (IFAs) place an emphasis on promoting foster caring as a career option and place advertisements in the jobs section of the local press. Sellick and Howell's (2004) review also identified a West Country local authority that targeted potential foster carers from socially and economically disadvantaged areas. The idea behind this approach was the prospect of bringing regeneration to the area through training and employment as foster carers to previously socially excluded people. The strategy was also intended to help keep children close to their birth families community.

4.   Fostering in Barnet

4.1   As an English local authority, the London Borough of Barnet's functions and responsibilities in terms of the provision of fostering services are determined by national legislation laid out in the:

- Children Act 1989;
- Children Act 2004;
- Children and Young Persons Act 2008.

Furthermore, the Local Authority Social Services Act 1970 requires local authorities, in exercising their social services functions, to act under the general guidance of the Secretary of State. In order to operate lawfully, the Fostering Service must also comply with the statutory requirements outlined in various Statutory Instruments, but in particular the Fostering Services Regulations 2002 and the Care Planning, Placement and Case Review (England) Regulations 2010. The Children Act 1989 Guidance and Regulations Volume 4, updated April 2011, provides guidance to local authorities on how they should fulfil their statutory requirements. The guidance states that local authorities should comply with national legislation and guidance when exercising their functions, unless local circumstances indicate exceptional reasons that justify a variation.

4.2   The council's Corporate Plan 2010/13, as part of the objective of 'Better services with less money', identified the launching of a new foster carer recruitment campaign to increase opportunities for stable, local placements as one of nine council wide top improvement initiatives.

4.3   In support of this objective, increasing the percentage of children in care, aged under 16, who are in London Borough of Barnet foster placements to 54 per cent in 2010/11 was identified within the Corporate Plan as a top performance target.

4.4   Historically recruitment and retention have been problematic both locally and at a national level. For example, 2009/10 saw 5 families recruited to the council's pool of foster carers with 5 de-registering. In 2010-11, 6 de-registered with 7 recruitments (As of the end of March 2011, 12 applicants were under assessment). Recruitment in the 6 months leading up to September 2010 had showed signs of improvement, with 26 families under assessment, compared to an overall total of 12 for the previous year. This was attributed to increased and improved training for potential foster carers and a committed recruitment drive by the Fostering Team.

4.5   In comparison to previous years 2010-11 saw fewer new enquiries being received by the Fostering Team, but higher proportions of applicants proceeding through to assessment by social workers (See Table 1 below).

Table 1. Fostering Recruitment Overview by Financial Year
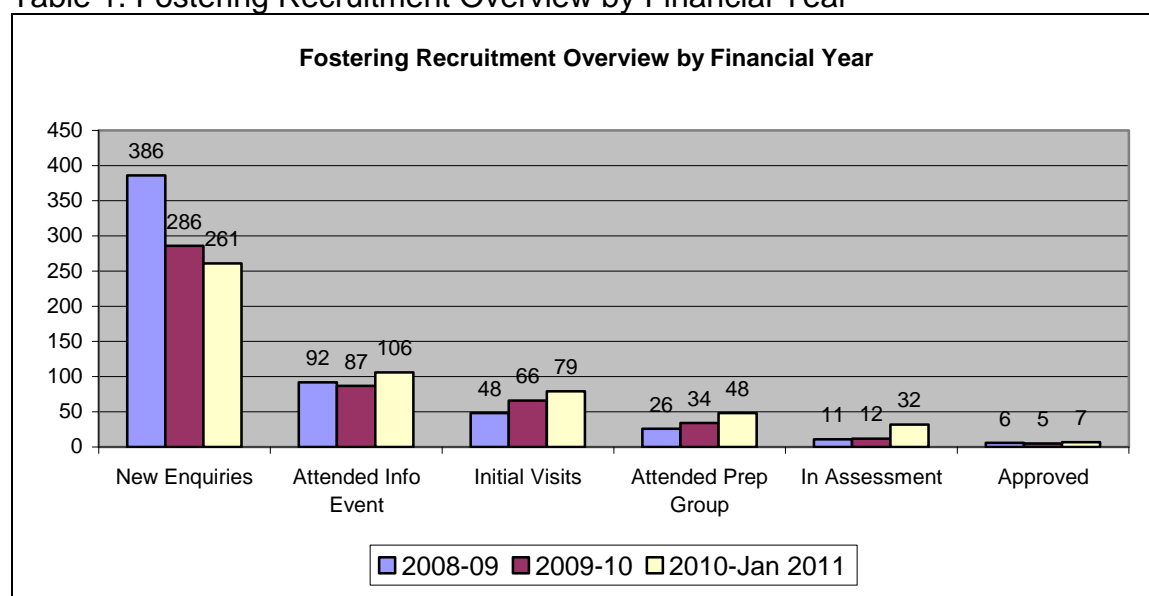
Source: London Borough of Barnet Fostering Recruitment Team, 2011. By the end of the financial year in addition to the 7 approved applicants a further 12 were awaiting final assessment.

4.6   Excluding care provided by family and friends, foster care is the preferred option of the council for most Barnet children who come into the care of the local authority. Children are placed both with in-house London Borough of Barnet carers and with carers provided by IFAs.

4.7   In-house London Borough of Barnet carers are recruited by a Recruitment and Training Team, and supervised by a Fostering Support Team. Placements are co-ordinated by the Placements Team in Children's Social Care. The Placements Team will seek to place children with in-house carers in the first instance, dependent on availability and approval criteria. Failing any spare in-house capacity, the team will contact a range of IFAs to check for availability and negotiate on prices. The majority of IFAs used

by the Team are registered under the London Care Placements Framework Agreement, to which London Borough of Barnet is signed up. This commissioning framework, which is subscribed to by 33 London boroughs, evaluates providers, benchmarks costs and negotiates fees.

4.8   As of the end of November 2010 there were 240 under-16s in care in the borough, with 109 of these in London Borough of Barnet foster placements. This equates to approximately 45 per cent, with the target identified within the council's corporate priorities for 2010/13 being 54 per cent. The figure of 45 per cent is indicative of year on year decreases in the amount of under-16s cared for in foster placements.

4.9   Overall, including placements with IFAs, the number of children placed in foster care within the borough is reflective of the borough's statistical neighbours[2] (See Table 3).

Table 2: Number of Looked After Children Under-16 in London Borough of Barnet (November 2010)
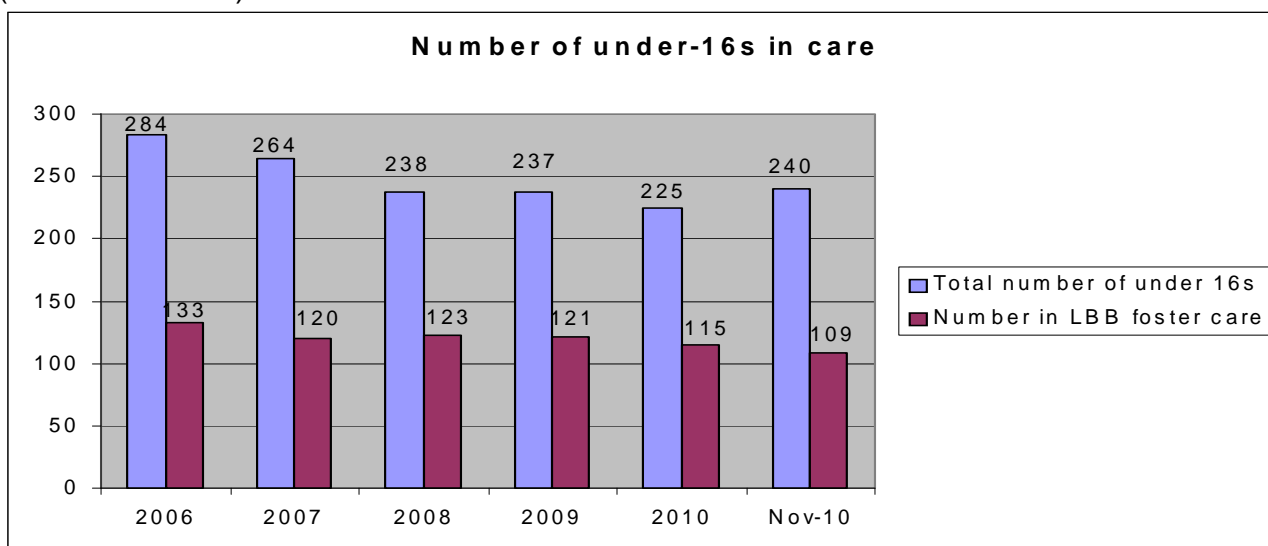
Source: Children's Service, London Borough of Barnet, 2010

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[2] *Statistical neighbour models provide one method for benchmarking progress. For each LA, these models designate a number of other LAs deemed to have similar characteristics. These designated LAs are known as statistical neighbours. Any LA may compare its performance (as measured by various indicators) against its statistical neighbours to provide an initial guide as to whether their performance is above or below the level that might be expected (Department for Education, 2011).*

Table 3: Percentage of Looked After Children in Foster Placements Including IFAs. Comparison of London Borough of Barnet with Statistical Neighbours (March 2010).

Percentage of children looked after at 31 March 2010 in foster placements

[Bar chart showing percentage of children looked after at 31 March 2010 in foster placements for: England (~73), Outer London (~72), Barnet (~72), Bromley (~69), Hillingdon (~68), Hounslow (~73), Kingston Upon Thames (~66), Merton (~72), Redbridge (~75), Richmond Upon Thames (~80), Sutton (~81), Reading (~78)]

Legend: □ Percentage of children looked after at 31 March 2010

Source: Department for Education, 2010

Table 4: Number of children looked after by placement provider (March 2010)

Number of Children Looked After by Placement Provider in Barnet and Statistical Neighbours

[Bar chart with Number of Children on y-axis (0 to 450) and Local Authority on x-axis showing three series for Barnet, Hillingdon, Hounslow, Kingston Upon Thames, Merton, Redbridge, Richmond Upon Thames, Sutton, Reading]

Legend: ■ Number of Looked After Children   ■ Children Under Authorities Own Provision   □ Children Under Private Provision

Source: Department for Education, 2010

5   Previous Analysis on Fostering in Barnet

5.1   In preparation for the 2010-11 Fostering Recruitment Strategy the Children's Service commissioned a "mosaic"[3] analysis. The analysis

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[3] Mosaic is a classification system originally designed to identify groupings of consumer behaviour for households and postcodes for marketing purposes. It is produced by a private

sought to help identify what types of people were more likely to become foster carers.

5.2 The study identified three "lifestyle types" that were over-represented among Barnet foster carers: settled minorities; original suburbs; and Asian enterprise (The overall ethnic makeup of London Borough of Barnet foster carers is detailed in Table 5). Using Geographical Information System (GIS) mapping the main areas where these "types" lived were identified as:

- The west of the borough including Edgware, Burnt Oak, Colindale and Cricklewood.

- The north east of the borough including High Barnet, East Barnet, Oakleigh Park, Brunswick Park and Friern Barnet.

- An area in the centre of the borough covering Mill Hill East.

5.3 The Fostering Team utilised the data gathered in the mosaic analysis to target advertising campaigns, including promotional adverts placed in London Underground Stations, towards these key lifestyle types.

5.4 Further recruitment analysis conducted by the Barnet Fostering Recruitment Team which compared the in-house carer population with that of a sample IFA has shown that in terms of age structure the current in-house carer population has fewer carers under the age of 40 and more carers over the age of 60 compared to the IFA sample (Table 6 details the current carer age profile).

Table 5. Foster Carer Population by Ethnicity, London Borough of Barnet (March 2010)

Ethnicity	Carer Numbers March 2009	Percentage	Carer Numbers March 2010	Percentage
Any Other Ethnic Group	4	5%	5	6%
Asian/Asian British	5	6%	5	6%
Black/Black British African	10	12%	10	12%
Black/Black British Caribbean	16	20%	15	18%
Mixed	4	5%	4	5%
White British	37	46%	38	46%
White Other	5	6%	6	7%
Total	**81**	**-**	**83**	**-**

Source: London Borough of Barnet Fostering Recruitment Team, 2011.

5.5 However, these figures are reflective of national trends in foster carer age profiles. The Fostering Network[4] suggests that an aging carer population is a source of concern as a significant number of older carers may choose to

company called Experian. Classifications are created using data from different sources and different levels of geography. Approximately 54% is sourced from the 2001 census and 46% includes the Electoral Roll, Experian Lifestyle Survey information, and Consumer Credit Activity, Post Office Address File, Shareholders Register, House Price and Council Tax Information and ONS local area statistics (London Borough of Barnet, Children's Service, 2010).

[4] The Fostering Network is a leading UK charity specialising in supporting fostering services.

retire in the coming years. Therefore, an aging foster carer population emphasises the need to increase the number of younger carers recruited (Clarke, 2009).

5.6   The Fostering Team's experience support this hypotheses reporting that in-house carers are being lost due to "natural wastage" such as carers retiring rather than to carers leaving to work with independent agencies.

Table 6. Age Profile Comparison of Foster Carer Population London Borough of Barnet (March 2010)

Age Group	Carer Numbers March 2009	Percentage	Carer Numbers March 2010	Percentage	Sample National IFA percentage	England Percentage (March 2009)
20-29	0	0%	0	0%	2%	N/A
30-39	8	10%	4	5%	15%	6%
40-49	27	33%	32	38%	36%	29%
50-59	33	41%	29	36%	35%	38%
60-69	13	16%	17	20%	12%	24%
70+	0	0%	1	1%	0%	3%
Total	**81**	**-**	**83**	**-**	**-**	**-**

Source: London Borough of Barnet Fostering Recruitment Team, 2011; Clarke, 2009.

5.7   A further consideration to emerge from the 2010-11 Recruitment Strategy related to how subtle issues may influence the successful recruitment of foster carers. A specific example relates to how the Fostering Team processed enquiries from applicants who did not follow up their initial enquiry. Standard practice was to send closing letters to those applicants who the Fostering Team unsuccessfully tried to contact. However, a study by the Fostering Network (Clarke, 2007) suggests that approximately half of the people who had made an initial enquiry about fostering, but had not taken the enquiry any further, were still considering fostering. Therefore, instead of sending closing letters the Fostering Team suggested setting up a mail merge system whereby they would send bi-monthly reminder letters/e-mails in order to keep Barnet fostering in these potential foster carers' minds. It is hoped that this simple process will help recruit these potential foster carers.

5.8   Previous research conducted in 2006 for the council's Fostering Team found that foster carers involvement in recruitment campaigns was very valuable. This may be partially because people thinking about becoming foster carers get the opportunity to meet those who have actually entered into fostering. Thus they receive a valuable insight from the perspective of carers themselves rather than council officers. Suggested means of utilising foster carers included their participation at information evenings and preparation groups.

5.9   Further to this finding the Fostering Team has also considered engaging foster carers, for a nominal fee, to visit applicants so they can hear first hand accounts of what it is like to foster.

6.   Task and Finish Group Key Findings – Recruitment

6.1   The North London Fostering Consortium[5] (NLFC) is working towards establishing a protocol that member authorities turn to each other first when they have insufficient places available before outsourcing to IFAs. It is envisaged that this would reduce the cost of retaining IFAs.

6.2   The Independent Chairman of the Fostering Panel offered the following advice to the Task and Finish Group in relation to first contact with possible applicants:

- A key point is that the local authority must have a recruitment strategy in place.

- There is also the important issue of the foster service provider's first response to prospective applicants. It should be remembered, most applicants will be comparing agencies, and so it is vitally important to quickly respond to their enquiry.

- Local authorities need to present their fostering service in an accessible manner that is welcoming to potential applicants and avoids coming across as cold and bureaucratic.

- People are nervous when applying. Recruitment teams need to give them encouragement and reassurance while at the same time sensitively screening out unsuitable candidates in an efficient manner.

6.3   The council's Insight Team are currently (April 2011) working with the Children's Service to update the previous mosaic analysis of current foster carers and provide up-to-date guidance on improving the selection process, targeting advertising and increasing the retention rate of those who begin the process.

- Using customer profiling tools to analyse the Children's Services records, a summary of a typical Barnet foster carer will be created. This will provide detailed information not only on where foster carers are located, but also on how receptive they are to methods for interacting with council services, and how they find out information.

- This will initially enable the current advertising methods to be reviewed, but will also provide broader understanding of how the foster carers in the borough fit into Barnet's population as a whole. Further analysis will enable comparisons to be made within the wider borough and potentially enable the Fostering Team to tap into groups who may care about fostering, but have previously not had contact with the fostering process in Barnet.

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[5] The North London Fostering Consortium is a partnership of five local authority fostering agencies: Barnet, Camden, Enfield, Haringey and Islington. The objective of the Consortium is to provide the best possible service for children in care and for foster carers through working in partnership to process enquiries from prospective foster carers and find new homes for children in a more efficient and timely manner (North London Fostering Consortium, 2011).

- Insight and Children's Services will also be able to use this knowledge to compare Barnet's foster carer population to those of neighbouring boroughs and independent foster agencies. This will enable the council to identify whether there are individuals who are choosing to become foster carers elsewhere, but are not doing so through the council's fostering process.

- As with many fostering organisations, Barnet Council wishes to improve the retention rate of individuals who start on the path to becoming foster carers. As the council manages the assessment process, it can be difficult to collect accurate reasons regarding why individuals may decide to stop the process. The Insight Team has many years of experience in undertaking consultations through independent bodies. It is intended that a consultation process will be undertaken with individuals who have started, but decided to stop the process of becoming a foster carer.

- Analysis is currently ongoing and a consultation paper is due to go to Children's Services in June 2011.

6.4   Preliminary findings from Insight's analysis indicate:

- Over the last 3 years the borough's population has grown significantly, creating more households and moving many of the previously identified "lifestyle types" around the borough.

- Analysis has identified approximately 40 households in the borough who are providing care for children via other London boroughs. However, further clarification is needed at this point to identify whether these are placements via independent agencies or through foster carers who are actually working directly for other local authorities.

- It has become apparent through the analysis that there is a marked difference in the mosaic types of the council's in-house foster carers and non-council carers. For example, of the 40 households identified above there is a higher prevalence of the C11 or "creative professional seeking involvement in local communities" lifestyle type. This group accounts for approximately 1.69 per cent of London Borough of Barnet foster carers but closer to 19 per cent of foster carers living within the borough but choosing to foster with other agencies.

- Mosaic analysis strongly suggests that C11 households are technical, like to use the internet and other new media, and not likely to get information from local papers. In addition, they are more likely to have more than one car in their family, meaning that they will not use public transport much. This rules out the two main methods of advertising currently used (papers and bus stop advertising) by the council to target recruitment campaigns.

- Furthermore, the C11 group tends towards self service provision and would engage with online tools.

6.5   Overall, the review conducted by the Task and Finish Group has found that in terms of following best practice guidelines recommended by government, service practitioners and academia, the council's Fostering Team already has in place many of the key recommendations. These include targeted recruitment campaigns, and designated staff developing a foster carer recruitment strategy, as well as promotional materials.

6.6   During the course of the review, the Task and Finish Group noted the growing significance of having a strong online presence in terms of attracting and engaging with people thinking about becoming foster carers. The Task and Finish Group also noted the sophistication of some of the websites used by the independent fostering sector.

6.7   These observations are supported by national surveys, for example, the Fostering Network notes that:

> *In recent years fostering services have reported a growing amount of interest and activity on their websites from prospective foster carers. In 2006-07, 13 per cent of applicants either completed an online enquiry form or emailed an expression of interest. In 2010, 30 per cent of fostering services reported that the majority of their enquiries came through online and we anticipate that this trend will continue.*
>
> (Fostering Network, 2011)

6.8   The Fostering Team notes that 43 per cent of enquirers in 2010/11 stated that they first heard about the council's fostering service through the internet. The Fostering Team report that this figure is growing year on year. At present the only way to contact the council's fostering service online is through email. Below is a typical example of the type of enquiries the Fostering Team receives:

> *I have been thinking about fostering children for some time now, but until recently it would not have been practical. I am now in a position to look into it further. Please could you send me some information?*

6.9   As can be observed there is no name, no address, no contact number and no relevant information about the enquirer other than an email address. The Fostering Team report that this makes it very difficult to follow up the enquiry or give the enquirer information that it is tailored specifically to them. For example, if the Fostering Team knew that the enquirer did not have a spare room they could immediately advise the enquirer that they would only be able to foster children under two years of age. Or if it was apparent that the applicants address was too far away from Barnet for the council to take on the Fostering Team could advise the enquirer which local authority to contact.

6.10   Significantly, the Fostering Team reports that an online enquiry form (e-form) would allow them to quickly and efficiently move positive enquiries on to the next stage and immediately screen out unsuitable applicants saving time and resources on follow ups. It would also allow the Fostering Team to compete more effectively with independent agencies, the majority of which have interactive websites with online enquiry forms.

6.11   Presently Barnet Council has a contractual relationship with a supplier of e-forms called Ebase. Ebase build, maintain and host the council's forms and the data they collect is kept by them and also emailed through to the relevant departments within the council. In the past, Ebase have charged £1,000 per day to build new forms and the total cost is often proportional to the complexity of the form itself. Going forward the council's next website will have a "forms component" that should make it much easier for the council to develop and deploy forms. The cost of purchasing the forms component is built into the web transformation project budget. The council's Web Team are currently unaware of any internal cost that might be included in developing or deploying these forms in the future.

6.12   A strengthened online presence for the council's fostering service is also fundamental to attracting foster carers from the C11 "Creative Professional" lifestyle type who, as identified above, have been shown to work with the independent fostering sector but are, by comparison, under represented among the council's in-house foster carer pool.

6.13   Further to improving the effectiveness of the application process, and following the advice of the Independent Chairman of the Fostering Panel in terms of sensitively screening out unsuitable candidates in an efficient manner, is the issue of informing applicants of the nature of scrutiny they will have to undertake in order to become foster carers.

6.14   During the course of the review the Task and Finish Group were informed by the Fostering Team of applicants who had progressed through the application process up to final assessment only to drop out when it became apparent that they would be required to provide information relating to previous partners.

6.15   If these applicants had understood at the point of their initial enquiry that they would have to provide such information and were unwilling to do so, they could have been eliminated from the application process without the expenditure of the Fostering Teams time and limited resources.

6.16   Thus, providing clear guidance as a means of efficiently eliminating applicants who may not pass the Barnet Council's high vetting standards as early in the process as possible compliments the key corporate objective of a relentless drive for efficiency.

6.17   Discussions held with Barnet Council's in-house foster carers also highlighted the importance of clear guidance to those thinking of fostering. The Task and Finish Group were informed that enquirers should be informed clearly of what is expected of foster carers both during the

application process and upon approval. Complimenting details of the criteria necessary to become a foster carer should be information outlining the support services the Fostering Team provides as well as the financial allowances paid to foster carers.

<u>**Recommendation 1**</u>

"That an online enquiry form be created on the Fostering page of the council's website, Barnet Online, to allow people thinking of fostering to register their interest with the Fostering Team.

Complementing the creation of an online enquiry form the Fostering Team should update the Fostering Information Pack provided via the Fostering webpage to include clear guidance on the type of personal information applicants will be expected to divulge during the application process."

7.   Training and Preparation – An Issue for Both Recruitment and Retention

7.1   Training foster carers has been widely acknowledged as playing a key role in maintaining a properly functioning fostering service. Three key issues in particular have been identified:

- Managing contact between fostered children and members of their birth families.

- Coping with foster children with difficult behaviour issues.

- Providing the right support for fostered children's education including liaising with schools.

                                                                                    (Sellick & Howell, 2004)

7.2   As part of the process of becoming a foster carer, applicants must undergo preparation training where they learn about the needs of children coming into foster care. They also receive visits from a social worker who prepares a report recommending whether or not the applicants should become foster carers. This report is presented to the Independent Fostering Panel for consideration.

7.3   The 2010-11 Fostering Strategy noted a suggestion by the Fostering Team that proposed holding preparation groups every month rather than bi-monthly. The Team also questioned whether the practice of taking a break in holding groups during August was resulting in potentially missing out on applicants who work term time and have experience working with children, for example, teachers.

7.4   The strategy also noted that an issue had been identified regarding the capacity of social workers to deliver monthly preparation groups. A suggestion has been made that other Fostering Team members could be trained to provide cover for this role.

7.5   A key aspect of training provided to foster carers is guidance through the process of successfully passing the *CWDC Training, Support and Development Standards for Foster Care*. However, in addition to this support training is often viewed as being complimentary to advocating foster caring as a career option.

7.6   A common practice is for foster carers to take a national qualification such as an NVQ Level 3 Caring for Children and Young People. Some foster carers already hold relevant higher educational qualifications and so may not be encouraged by NVQs. In response to this, a number of foster agencies have offered access to professional social work training courses, giving foster carers the opportunity to further their development and also handle more challenging placements.

8   Task and Finish Group Key Findings – Training

8.1   The NLFC is considering the running of sequenced training and preparation groups to cut down both the cost to individual boroughs and also the time potential foster carers have to wait to complete the application process.

8.2   During the Task and Finish Group meeting with the Foster Carers Support Group, the carers were asked how much training they received and whether it was helpful. Some of the carers found they would prefer training that was more orientated towards day to day childcare rather than "technical" issues. The foster carers suggested that training was not necessarily timed to best fit with their caring and family responsibilities. Nevertheless, the group generally were happy to receive training.

8.3   In addition to conventional training, the NLFC has proposed training foster carers to act as parenting capacity assessors:

- Following a change in legal aid provision for parents involved in care proceedings, including an end to funding for placements in family assessment centres, local authorities must pay the cost if they decide such a placement is necessary. This can result in costs ranging from £32,000 to £60,000 for a standard three month placement.

- A more economic means of conducting these assessments is to place the parent and child with a foster carer rather than in a residential home.

- Although it is not feasible for individual boroughs acting within the consortia, it may be possible to train foster carers in parenting viability assessments. This would mean that the consortium would have access to a pool of trained foster carers. These foster carers would then work alongside psychologists and other professional assessors to complete the process of evaluation.

- The Fostering Team has committed to participating on the NLFC working group that is being set up to explore the feasibility of this proposal.

8.4 The Fostering Team have demonstrated a history of engaging with the borough's foster carers in order to fully utilise the skills base this pool of carers represents. As part of this philosophy, a position currently being recruited to is for a foster carer who has responsibility for coordinating the involvement of other foster carers in the recruitment and training of prospective foster carers.

8.5 This model for growing the involvement of foster carers within the functions of the fostering service is being trialled within the recruitment and preparation phase, with the intention of then spreading it to growing their involvement in providing peer support, such as "buddying up" experienced carers with new recruits. The Fostering Network has provided a useful model for peer mentoring schemes, which is being used to support London Borough of Barnet's Fostering Teams local development.

9. Foster Carer Support – How to Encourage Foster Carer Retention

9.1 There is a wide body of evidence linking the retention of foster carers with the levels and quality of support they receive. A number of key areas have been identified in terms of support packages. These include:

- Respite.

- Out of hours support (e.g. telephones help lines).

- Well managed payment systems.

- Access to specialist help and advice.

- Good working relationship with social workers and collaboration with other foster carers.

9.2 International reviews of fostering services suggest that:

> *Issues such as lack of specific information about the child's welfare system, not being included in case planning, difficulties with child care or respite, and the foster carer's own unrealistic or unmet expectations are also sources of stress.*
> (Whenan, Oxlad and Lushington, 2009:753)

9.3 Aside from financial compensation, support in the form of respite has been identified as a significant issue particularly for those who foster children with challenging behaviour. For these carers, respite provides temporary relief from the stress of challenging placements and the opportunity for rejuvenation. McGregor et al's (2006) review of fostering

parents' needs identified how respite provision is not only valued by foster carers, but how its absence can contribute to carers giving up fostering.

9.4   McGregor et al (2006) also reported that foster carers valued "in-home" support from another carer as being particularly helpful when caring for special needs children.

9.5   A 2004 review of good fostering service practice conducted by the Social Care Institute for Excellence noted that the London Borough of Redbridge were operating a flexi-scheme whereby those foster carers with spare capacity were paid by the hour to relieve other foster carers enabling the carers, for example, to attend training sessions. These carers were also utilised for respite provision.

9.6   The provision of clear guidance as part of any support package has featured in recent statements from the Department of Education. Further to this, the issue of delegated authority[6] has featured prominently in the national press as contributing to problematic issues arising between foster carers and agencies, particularly in relation to local authorities. Formal guidance on best practice relating to delegated authority has been included in the recently updated Children's Act 1989 Guidance and Regulations Vol. 4, while the Department for Education has encouraged local authorities to establish early in their relationship the terms and conditions of responsibility so as to avoid uncertainty.

9.7   The Children's Act 1989 Guidance and Regulations Vol. 4 states the following:

> *Delays and missed opportunities for looked after children as a result of poor planning around delegation of authority can be a bar to children experiencing a fulfilled childhood and feeling part of the foster carer's family. Looked after children say that problems obtaining parents' and local authorities' consent to everyday activities can make them feel different from their peers, causing them embarrassment and upset. It is therefore very important to agree upfront who can make which decisions about a looked after child, and that this is understood by all key parties and reviewed regularly.*
>
> *Foster carers should be given the maximum appropriate flexibility to take decisions relating to children in their care, within the framework of the agreed placement plan and the law governing parental responsibility (PR). Except where there are particular identified factors which dictate to the contrary, foster carers should be given delegated authority to make day to day decisions regarding health, education, leisure, etc.*

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[6] Authority is delegated to foster carers in order that they can provide the child with a normal family experience. The extent of the delegation will vary depending on the type of placement, the legal status, the views of the child and their parents, and the experience of the foster carers.

10   Task and Finish Group Key Findings - Foster Carer Support

10.1   Discussions between the Task and Finish Group and the Foster Carers Support Group raised respite provision as an important issue. Foster carers stated:

> *"You need a pool of respite carers. Then you can offer challenging placements. Say, look we're going to offer you a weekend off."*

> *"I need respite; I was promised once a month, I haven't had any since November. I feel sorry for the child; you can't leave the child with just anybody because of special needs. I need to find somewhere"*

10.2   However, meetings with several other parties including the IFA, Supported Fostering Services, and the Independent Chair of the Fostering Panel also identified the need to balance the wishes of foster carers with the needs of looked after children. There is a need to consider what impact being placed with respite carers will have on a child's sense of self.

10.3   At the meeting with the Foster Carers Support Group, at least one of the foster carers expressed dissatisfaction with being under utilised. This was attributed to a shortfall in infants requiring fostering during the previous twelve months.

> *"My time has been cut tremendously. I'm underused. Yes, I'm specialised in disabled children, I am still a carer. I am not busy."*

10.4   The Fostering Team, however, indicate that this was an unusual occurrence that arose from a specific set of circumstances whereby the Fostering Team experienced a situation were they had "baby carers" with vacancies. Two foster carers from this category at the time stated that unless they had a child placed in the very near future they would need to seek work outside of fostering.

10.5   The Fostering Team are keen to emphasise that it is difficult at times for the team to predict the age groups of children needing placements and that they are not in a position to guarantee foster carers a consistent income that can be relied on as their only form of income. The team report that for the last two years they have needed a constant supply of baby carers and have often had very short periods of sometimes days between placements.

10.6   The Fostering Team must consider the suitability of foster carers' homes in relation to the care plan and support package of children needing to be placed with carers. For example, despite a foster carer being available for undertaking a placement if they do

not have a spare bedroom available for fostering, it is correct that they are not considered for placements where this is required.

10.7 As stated above the Fostering Team is currently developing initiatives such as buddy schemes to increase the involvement of foster carers in the recruitment and training of other foster carers. It is intended that this will further help embed support mechanisms among the council's pool of carers.

10.8 As a response to addressing the issue of respite the Fostering Team are specifically recruiting more respite foster carers, to ensure respite care is available for all carers who need this help. The Fostering Team suggest that some of these new respite carers as well as some Barnet LINk carers could also help with unmet childcare needs when foster carers attend training.

10.9 The Fostering Team suggest that it is possible that when the peer mentoring or "buddy" scheme is underway, people who act as support carers for particular foster carers could be recruited to offer childcare for other foster carers.

Recommendation 2

"That the Fostering Team, as a means of supporting contact and mutual support among foster carers and looked after children, should assist in facilitating coffee morning meetings for foster carers more locally.

As foster carers may not be able to attend the regular meetings of the Foster Carers Support Group due to child care commitments, the Fostering Team should identify suitable council properties in the borough to enable foster carers to bring children with them to assist in providing a local support group that meets their needs."

10.10 The Fostering Team also welcomed the new national guidance relating to fostering service regulations which came into force on 1 April 2011. These new guidelines address many of the issues relating to delegated authority. The newly introduced reduction in the requirements for local authority vetting of support carers will mean that foster carers will have greater freedom in the future to organise for childcare themselves, without needing their chosen carer to be approved by the Fostering Service. It is hoped that the new guidance will help nurture a more natural family environment within foster placements while contributing to easing the burden of bureaucracy placed on foster carers.

10.11 The Fostering Team has committed to improving the communication of foster carers delegated authority to ensure they have a clear understanding of the new regulations and the decisions they can take responsibility for on a day to day basis.

10.12 An example of how this information would be communicated is the inclusion of guidance in the new edition of the foster carer's handbook which all carers receive. This handbook will also be made available in electronic form.

10.13 The Fostering Service has reported that they are about to launch a new online resource for foster carers, Fosternets. This new online resource will host forums for foster carers to communicate with each other, sharing experiences and advice. The online resource will also host information about training and related events, the latest government guidelines, and policies relevant to foster carers.

10.14 The Fostering Team have ensured that all Barnet's in-house foster carer's have a personal computer in their home to help increase their access to online tools and resources.

10.15 The objective of providing these Information Technology tools and online support services to foster carers is to compliment the council's One Barnet Framework. In particular, the need to create a new relationship with citizens, including saving residents time when interacting with the council and enabling Barnet's residents to lead independent and successful lives. The One Barnet Framework has identified how digital technology continues to change and develop, as do the ways that people use it to change and grow.

10.16 In response to queries relating to the support provided to foster carers in the process of attaining support services such as educational support for fostered children the Fostering Team informed the Task and Finish Group that the services social workers can and do assist foster carers in the process of attaining services.

10.17 All fostered children's educational needs are reviewed within two bi-annual review processes as well as within the Fostering Teams 'virtual school' arrangement (which tracks their progress).The Education Panel, which approves requests for additional support, meets fortnightly.

10.18 Officers reported that some level of delay in the arranging of agreed provision is inevitable, but recent improvements in tracking tutor requests and a new contract with an additional provider have reduced delays. Most new tutor requests can be met within two months; there is an adequate budget and 69 of the 312 children currently (April 2011) in care are receiving some form of educational support outside of school.

10.19 A final issue that arose from the Task and Finish Group's meeting with foster carers was dissatisfaction among carers relating to the efficacy of the current system of categorising carers into three levels and how this reflected skills recognition, difficulty of placement, and compensation.

10.20 Children's Service officers have acknowledged the concerns of foster carers on this issue assuring them that their work is very much appreciated. Children's Service officers report that the system of using

levels to categorise carers could be reviewed, admitting that the Children's Service do not always get it right, while re-stating that the council needs to make sure that foster carers can cope with difficult cases. Children's Service officers have suggested that at the next service review the issue of whether the council should reconsider the categorisation structure will be considered.

11   Improving and Measuring Performance

11.1   The Corporate Plan 2010-13 highlights the strategic challenges the council faces in terms of how Barnet residents and taxpayers expect high quality, flexible and responsive public services.

11.2   The Corporate Plan 2010-13 identified the launching of a new foster carer recruitment campaign to increase opportunities for stable, local placements as one of nine council wide Top Improvement Initiatives. Furthermore, increasing the percentage of children in care, aged under 16, who are in London Borough of Barnet foster placements to 54 per cent in 2010/11, was identified within the Corporate Plan as a top performance target.

11.3   Further to this, the One Barnet Framework stipulates the new conceptual framework around which the council will deliver its services in partnership with Barnet's residents. Citizens will be responsible for taking the opportunities that are offered, as the council provides them with the information they need to hold the council to account.

12   Task and Finish Group Key Findings - Improving and Measuring Performance

12.1   The Corporate Plan 2010-13 identified the launch of a new foster carer recruitment campaign to increase opportunities for stable, local placements as a Top Improvement Initiative. However, following the launch of the recruitment campaign the number of children under 16 in care placed with the council's in-house foster carers remains (as of March 2010) below the 54 per cent top performance target.

12.2   The Fostering Team being aware of this shortfall have undertaken joint work with the Insight Team to engage further analysis of current foster carers and provide updated guidance on improving the selection processes, targeting advertising and increasing the retention rate of those who begin the application process.

12.3   As part of Barnet Council's drive for increased efficiency, the Task and Finish Group reviewed the services provided by independent foster agencies and the cost to the council of utilising these agencies.

12.4   The Task And Finish Group received evidence from the independent agency, Supported Fostering Services (SFS), suggesting that the commonly held belief that independent agencies are always more expensive than in-house local authority provision may not be accurate.

12.5   SFS suggested that although their initial charge for providing fostering services is more than that estimated for in-house provision their fee is inclusive of additional support services. They further suggested that if these support services costs were included within London Borough of Barnet in-house costings, alongside overhead expenses, the SFS fee would compare favourably with that of the council.

Recommendation 3

"The Fostering Team be requested to undertake a review of the cost of placements with independent fostering agencies. The review should report the range of support services provided by independent agencies within their inclusive packages and establish if:

- **The council also provides these support services, and**

- **What is the added cost of such services to in-house placements."**

12.6   The Fostering Team reported to the Task and Finish Group that having to engage elected Members through the Scrutiny process has assisted in focusing attention on the Teams performance and engagement with foster carers. As such, the Acting Director of the Children's Social Care has requested that a formal process for the Fostering Team to report to Scrutiny be put in place.

12.7   Further to this positive response to scrutinising the Fostering Teams performance the Task and Finish Group noted that the service has undertaken a number of analyses of recruitment campaigns as well as continuing to develop their recruitment strategy. However, the Task and Finish Group found that it is not always apparent how this ongoing body of analysis and evolving marketing campaigns and strategies delivers improved performance.

Recommendation 4

"That the Fostering Team provide six-monthly updates to the relevant Overview and Scrutiny Committee on the Fostering Teams performance in terms of:

- **Recruitment of foster carers.**

- **The number of foster carers de-registering.**

- **The number of placements of children in care under 16 years of age.**

- **The number of children under 16 placed in London Borough of Barnet in-house foster placements.**

- **The number of children under 16 placed with independent foster agencies.**

- **Analysis of the impact of ongoing and previous advertising and marketing campaigns in terms of their success in recruiting foster carers including:**

  - **Details of the number of any specific "lifestyle" type that marketing campaigns have targeted in terms of their inquiries about fostering with Barnet Council, and subsequent progression through the application process to approval."**

13   Conclusion

13.1   The Task and Finish Group has considered in detail the ongoing performance of Barnet Council's in-house fostering service. They have concluded that across many areas of the service, recommended best practice guidelines are in place and acted upon. This includes the ongoing review and updating of a foster carer recruitment strategy.

13.2   The Task and Finish Group has identified a number of aspects of the fostering service where there is some scope for improvements and refinements to be made. In particular the Task and Finish Group has identified the need to keep pace with how Barnet's residents engage with each other and access the public services they use through the use of online technology.

13.3   The Task and Finish Group has also raised the need to continually monitor foster carer recruitment and retention performance in order to meet the council's corporate objectives, in particular the relentless drive for greater efficiency.

13.4   The Task and Finish Group would like to thank all those who contributed their insight to the review, particularly the foster carers who invited Members to their support group meeting to gain an understanding of fostering in Barnet from the foster carers' perspective. The Task and Finish Group would also like to thank the representatives from the IFA, Supported Fostering Services, the Independent Chairman of the Fostering Panel, officers from the North London Fostering Consortium, Children's Service officers, The Insight Team and the Cabinet Member for Education, Children and Families.

13.5   The Task and Finish Group is satisfied that it has achieved the aims and objectives of the review, as set out in the scoping paper. The Task and Finish Group hope that the conclusions and recommendations reached will assist Cabinet and others in the ongoing work of delivering a continually improving fostering service that meets the needs of Barnet's residents.

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PROJECT PLAN

Topic for Review	**Fostering Recruitment and Retention of Carers**
Membership	**Councillor Maureen Braun** **Councillor Sury Khatri** **Councillor Reuben Thompstone** **Councillor Agnes Slocombe** **Councillor Pauline Coakley Webb**
Link to Corporate Plan	A Corporate priority for 2010-13 is to launch a new foster carer recruitment campaign to increase opportunities for stable local placements. The Corporate Plan 2010-13 Top Performance Targets identifies increasing the percentage of children in care, aged under 16, who are in London Borough of Barnet foster placements to 54 per cent in 2010/11.
Background	At the Business Management Overview and Scrutiny Sub-Committee meeting of 13 September 2010 it was decided by Members that a Task and Finish Group should be established to review the councils fostering recruitment policy. The membership of the Task and Finish Group was appointed as follows: - Councillor Braun - Councillor Coakley Webb - Councillor Khatri - Councillor Slocombe - Councillor Thompstone Further to the appointment of a Task and Finish Group, the Children's Service undertook a review of fostering recruitment which identified the need to reassess how the Service handles the process of recruiting foster carers. This review of recruitment also identified how the Fostering Team faces a significant challenge in terms of retaining foster carers. The first meeting of the Task and Finish Group took place on 17 January 2011. Councillor Thompstone was appointed as Chairman and, after consultation with Children's Service officers, the following key lines of enquiry were agreed for

	the Task and Finish Group:
	
	    • What are the factors that contribute to good foster carer retention and how can Barnet increase retention;
	
	    • How the council can improve foster carer recruitment including for groups of hard to place children.

Scope and Purpose of Review	The Task and Finish Group will review:
	
	    • How Barnet Council can improve recruitment of foster carers
	
	    • What are the factors that contribute to good foster carer retention and how can Barnet Council increase retention.

Format of Review	**Methodology**
	    • Scrutiny office to conduct desk research
	
	    • Members to meet with and receive reports from relevant Barnet Council officers
	
	    • Best practice and engagement as appropriate with other boroughs

Key Evidence (internal & external)	**Documents required** Fostering Recruitment Strategy 2010-12 Fostering Recruitment Analysis 2008-11 **Witnesses/stakeholders** Marion Ingram, AD Children's Social Care Debbie Gabriel, Service Manager – Provider Services (Children's Service) Mr. Paul Adams, The Independent Chairman of the Fostering Panel. Claire Dutton, Practice Manager SFS Alan Fisher, Director of Care SFS The Foster Carers Support Group Liz Hill, Chairman of North London Fostering Consortium Peter Stevens, Manager of North London Fostering Consortium

Timescales	Overview and Scrutiny arrangements recommend that Task and Finish Groups should be completed within a timescale of three months. It is envisaged that this review be completed in April 2011 with updates reported to the Business Management Overview and Scrutiny Committee.
Expected Outcomes	The Task and Finish Group will make up to four clear and concise SMART (Specific, Measurable, Achievable, Realistic and Timely) recommendations to the council's Cabinet.
Follow up	Implementation of recommendations is to be monitored by the Scrutiny Office.

AGENDA ITEM: 13   Page nos. 26 – 47

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Task and Finish Groups – Recommendation Tracking**
Report of	Scrutiny Office
Summary	This report provides the Committee with an update on the implementation of recommendations made by Overview & Scrutiny Task & Finish Group accepted by Cabinet.

Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix A – Task & Finish Group Recommendations
	Appendix B – Winter Gritting Pilot Scheme Summary
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:

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1. **RECOMMENDATIONS**

1.1 **That the Committee are requested to consider and comment on the progress made in implementing Task & Finish Group recommendations accepted by Cabinet, as set out in Appendix A.**

2. **CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

2.1 **The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.**

2.2 **The three priority outcomes set out in the 2011-13 Corporate Plan are: –**
- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

2.3 **In relation to the recommendation made by the Council's Response to Cold Weather Task and Finish Group relating to a Winter Gritting Pilot Scheme, the following Corporate Plan priority, strategic objectives, initiatives and delivery milestones are applicable:**
- **Corporate Plan priority: Sharing opportunities, sharing responsibilities**
- **Strategic Objective: Support the development of the Big Society**
- **Initiative: Pilot winter gritting scheme with schools and residents that empower the community to make immediate surroundings safe during adverse weather**
- **Delivery milestones: Achieve a target of seven participating schools and two residential roads for the pilot by winter 2012**

3. **RELEVANT PREVIOUS DECISIONS**

3.1 Cabinet, 20 October 2010, Decision 5 (Reference from Business Management Overview & Scrutiny Sub-Committee: Task and Finish Group Review: Remodelling Older Peoples Housing with Support)

3.2 Cabinet, 20 October 2010, Decision 8 (Reference from Business Management Overview & Scrutiny Sub-Committee: Task and Finish Group Review: Council's Response to Cold Weather)

3.3 Cabinet, 10 January 2011, Decision 6 (Report of the Housing Allocations Overview and Scrutiny Panel)

4. RISK MANAGEMENT ISSUES

4.1   Failure to monitor the progress made by Cabinet/Officers in implementing recommendations made by Task & Finish Groups and Overview & Scrutiny Panels which have been accepted by Cabinet carries a reputational risk to the authority through a failure to demonstrate the outcomes from overview and scrutiny work.

5. EQUALITIES AND DIVERSITY ISSUES

5.1   Pursuant to the Equality Act 2010 ("the Act"), the council has a legislative duty to have 'due regard' to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.

5.2   In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the responsibility of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1   Task and Finish Group reviews have the scope to consider value for money issues which identify how well the Council is managing and using its resources to deliver value for money and better and more sustainable outcomes for local people.

7. LEGAL ISSUES

7.1   Under Section 21 of the Local Government Act 2000, the Council's executive arrangements are required to include provision for appointment of an Overview and Scrutiny Committee with specified powers, including the power to make recommendations in respect of council functions. In respect of the exercise of the Sub-Committee's powers to coordinate and monitor the work of overview and scrutiny task and finish groups, it is good practice to monitor the progress and impact of recommendations made.

8. CONSTITUTIONAL POWERS

8.1   The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2   The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3   Item 6 of Business Management Overview & Scrutiny Committee Terms of Reference states that its role is to:

"To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body."

9.   BACKGROUND INFORMATION

9.1   Revised overview and scrutiny arrangements were introduced following the Council meeting in May 2009.

9.2   As part of the revised arrangements, Council adopted a 'Task & Finish' group approach to some of their overview and scrutiny work. Council agreed that task and finish groups would be time-limited to ensure that recommendations were made to the relevant decision-making body in a timely manner. On the whole, task & finish groups have completed their work over a three-month period. However, this timescale is flexible where circumstances mean that a review should be run over a shorter or extended period.

9.3   Since May 2009, a total of ten task and finish groups and scrutiny panels have concluded their work on the following topics:-

➢   Enterprise in the Borough (3rd February 2010)
➢   School Places Planning (3rd February 2010)
➢   Advice Provision in the Borough (22nd February 2010)
➢   Homelessness and Young People (12th April 2010)
➢   Road Resurfacing (12th April 2010)
➢   Recycling and Waste Minimisation (6th September 2010)
➢   Remodelling Older People's Housing with Support (20th October 2010)
➢   Council's Response to Cold Weather (20th October 2010)
➢   Housing Allocations Overview and Scrutiny Panel (10th January 2011)
➢   Domestic Violence (7th March 2011)

Dates that these groups reported their findings to Cabinet are detailed in brackets.

9.4   Further task and finish groups have recently completed their work or are ongoing on the following topics:-

➢   Early Intervention and Prevention Services (Children's Services)
➢   Fostering and Adoption Recruitment
➢   Contract Monitoring and Community Benefit
➢   Safeguarding in Organisations Working with Children
➢   Carbon Footprint
➢   Secondary School Places Overview and Scrutiny Panel

9.5 In order for the Committee to have an effective oversight of the work of task and finish groups, it is important for council services (or external bodies) to evidence the extent to which recommendations accepted by the Cabinet (or external agency) have been implemented. To this end, the Scrutiny Office requested that services provide an update on the implementation of accepted recommendations at six-monthly intervals (from the date of reporting to Cabinet or external agency).

9.6 The Business Management Overview and Scrutiny Sub-Committee received reports at their meetings on 1st November and 16th December 2010, and on 28th February and 11th April 2011 which provided the six and 12 month updates on progress made in implementing task and finish recommendations from the following task and finish groups:-

➤ Enterprise in the Borough;
➤ School Places Planning;
➤ Advice Provision in the Borough;
➤ Homelessness and Young People;
➤ Road Resurfacing; and
➤ Recycling and Waste Minimisation

9.7 Updates are now due in relation to the following task and finish groups and overview and scrutiny panel:

➤ Remodelling Older Peoples Housing with Support;
➤ Council's Response to Cold Weather; and
➤ Housing Allocations Overview and Scrutiny Panel;

9.9 An update from services is set out at **Appendix A**. The Committee are requested to consider the information provided in the update report and make any comments/recommendations to the Cabinet/Officers as appropriate.

9.10 The recommendation made by the Council's Response to Cold Weather Task and Finish Group in relation to a Winter Gritting Pilot Scheme, Environment & Operations have provided a summary of the scheme to date and this is attached at **Appendix B**. Reference has also been made to the Winter Gritting Pilot Scheme in the recently approved Corporate Plan 2011-13, the detail of which is set out in paragraph 2.3 above.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Legal: SS
CFO: JH/MC

Key:
Green = fully implemented
Amber = partially implemented
Red = no progress or significant delay in implementation

Remodelling Older Peoples Housing with Support Task and Finish Group – Cabinet, 20 October 2010			
Recommendation to Cabinet (accepted)	**Status**	**Information**	**Contact Officers**
That any proposal to remodel the service ensure that due regard be given to equalities implications, and that a record of this is kept.	**Green**	Cabinet resolution: "That the recommendations of the Task and Finish Group be approved as submitted." Update June 2011: The recommendations of TFG were contained in the 14 February 2011 Cabinet report in paragraphs 9.6 to 9.8. A full Equalities Impact Assessment was carried out on the proposals put to Cabinet on 14 February 2011 and is contained in Appendix 4 of the Cabinet report. Equality and Legal duties of the Council are contained in paragraphs 5 and 7 respectively of the Cabinet report. Link to Cabinet report 14 February 2011: http://committeepapers.barnet.gov.uk/democracy/meetings/meetingdetail.asp?meetingid=6151	Mithu Ghosh, Sheltered Housing Project Manager, Strategic Commissioning Team, Adult Social Services

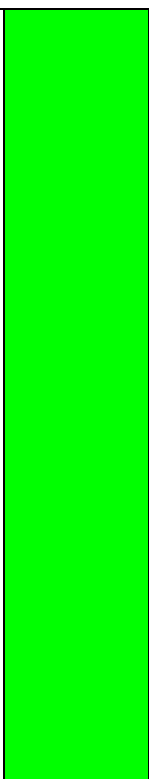| Recommendation to Cabinet (accepted)	Status	Information	Contact Officer
That the sheltered housing service providers formulate a robust estate management strategy for sheltered accommodation, including a protocol for liaison between estate management and support services	**Green**	Cabinet resolution: "That the recommendations of the Task and Finish Group be approved as submitted." Update June 2011: The Council encouraged existing sheltered housing providers to consider enhanced housing management functions and details of this is contained in Para 6 of the Business Case as contained in Appendix 1 of the 14 February 2011 Cabinet report. As at April 2011, the majority of Providers have decided to go down the route of enhanced housing management. The remaining 'support services' to be funded by the Council will be the Sheltered Plus service.	Mithu Ghosh, Sheltered Housing Project Manager, Strategic Commissioning Team, Adult Social Services
That a robust programme of consultation be undertaken prior to any decision regarding service options, including proactive engagement with service users.	**Green**	Cabinet resolution: "That the recommendations of the Task and Finish Group be approved as submitted." Update June 2011: Appendices 2 and 3 of the 14 February 2011 Cabinet report outline the results of the public consultation process and two interactive events with older residents.	Mithu Ghosh, Sheltered Housing Project Manager, Strategic Commissioning Team, Adult Social Services

Recommendation to Cabinet (accepted)	Status	Information	Contact Officer
That an alarm service be retained, and that the authority undertake, in conjunction with providers and service users, a review of alarms in sheltered accommodation for residents, including investigation of the installation of additional cords where required, and the possible provision of personal alarms.	**Amber**	Cabinet Resolution: "That the recommendations of the Task and Finish Group be approved as submitted." Update June 2011: Proposals to retain the funding for alarms in sheltered schemes and proposed reviews are contained in paragraph 4 of the Business Case in Appendix 1 of the 14 February 2011 Cabinet report. The provision of personal alarms will be considered as part of the Menu of Charged Services. The investigation of the installation of additional cords where required is a matter for individual sheltered housing providers and this recommendation will be passed onto them.	Mithu Ghosh, Sheltered Housing Project Manager, Strategic Commissioning Team, Adult Social Services
That any remodelling of support ensures that the subsequent service is arranged on as local a level as possible.	**Green**	Cabinet Resolution: "That the recommendations of the Task and Finish Group be approved as submitted." Update June 2011: Most sheltered housing providers have opted to retain an on-site staff presence and where possible the same member of staff as now.	Mithu Ghosh, Sheltered Housing Project Manager, Strategic Commissioning Team, Adult Social Services

Council's Response to Cold Weather Task and Finish Group – Cabinet, 20 October 2010			
Recommendation	**Status**	**Information**	**Contact Officer**
That the draft Winter Service Policy and Operation Plan 2010/11 be recommended for adoption by the Council for the winter season (commencing 1st November 2010, subject to: *Environment & Operations having regard to individual requests made by Task and Finish Groups Members for amendments to the Priority Network (subject to resource constraints); *An amendment to the Priority 2 Footway classification to include footways in close	**Green**	Cabinet response to recommendation: "That the recommendations of the Task and Finish Group be approved" Update June 2011: Fully implemented in 2010/11. All recommended changes to the 2010/11 Plan have been adopted. Note the Winter Service Policy and Operation Plan is reviewed every year will need to be reviewed to prepare the 2011/12 Plan.	Chris Chrysostomou, Chief Engineer (Infrastructure), Environment & Operations Paul Bragg, Highways Manager (Network Management), Environment & Operations

proximity to out-of-centre railway and underground stations; and *Inclusion in Section 3.8 of the Policy and Operation Plan of the criteria for assessing and approving requests for additional grit bins			
The Group have identified that the Winter Service is fit for purpose and recommend that the existing budget should be maintained at its current level to ensure that the Council can respond appropriately to periods of cold weather and snowfall.	**Amber**	<u>Cabinet response to recommendation</u>: "That the recommendations of the Task and Finish Group be approved" <u>Update June 2011</u>: Partially implemented. The budget for 2010/11 was reduced from £702K the previous year (2009/10) to £599K. However, this budget was sufficient to meet the cost of providing the service.	Chris Chrysostomou, Chief Engineer (Infrastructure), Environment & Operations Paul Bragg, Highways Manager (Network Management), Environment & Operations

Recommendation	Status	Information	Contact Officer
Environment & Operations be requested to undertake a pilot scheme during the 2010/11 winter season to enable the concept of a 'community keeper' (with responsibility for the equitable distribution of grit stocks amongst neighbouring residents) to be explored, with the following areas to be explored initially: *Golders Green – Cllr Dean Cohen to identify two roads and provide residents contact details *Chipping Barnet – Cllr Stephen Sowerby to identify two roads and provide residents contact details *Local Schools – Children's Services to	**Green**	<u>Cabinet response to recommendation</u>: "That the recommendations of the Task and Finish Group be approved" <u>Update June 2011</u>: Fully implemented in 2010/11. We have assessed the success of the pilot scheme and the attachment (Appendix B) provides details. As per the Directorate's Service Plan, we have agreed to extend this scheme to a further two schools and a further two roads in the next 2011/12 winter season.	Chris Chrysostomou, Chief Engineer (Infrastructure), Environment & Operations Paul Bragg, Highways Manager (Network Management), Environment & Operations

provide contact details of two participating schools Following the first period of significant snow or ice, an assessment be undertaken by the Cabinet Member and relevant Director of the success (or otherwise) of the scheme. Subject to the scheme being successfully delivered in the initial areas, the 'community keeper' concept should be rolled-out across the borough, subject to resources being available to facilitate this.			

Housing Allocations Overview & Scrutiny Panel – Cabinet, 10 January 2011			
Recommendation	**Status**	**Information**	**Contact Officer**
The Panel support * the closure of the housing register and replacement with a database of 'live' cases; * replacing the points system with a banding system; and * the creation of a local lettings policy which recognises a positive community contribution (volunteering, working, in training or previously served in the armed forces).	**Green**	Cabinet response to recommendations: 1. That the recommendations of the majority report of the Housing Allocations Overview and Scrutiny Panel be approved. 2. That the recommendations in the minority report be not approved. 3. That Cabinet's thanks be extended to the Panel for their work on this review. Update June 2011: All of these have been implemented from April 2011	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration

Recommendation	Status	Information	Contact Officer
The Panel recommends that residents on the current housing register should be informed that the register had been closed by: * Writing to all those on the register; and * Introducing an online self assessment tool to allow housing applicants to identify which band they would be placed in, to enable them to determine whether they are eligible for housing.	**Green**	Cabinet response to recommendations: As above Update June 2011: An online assessment tool has been added to the Council's website. Letters have not been sent to all those households that were on the Housing Register. Instead, a number of actions were taken to ensure that the closure of the register and the introduction of the new allocations scheme were widely publicised, including: • An article in the March 2011 edition of Barnet First; • Article in Barnet Homes' March 2011 edition of "At Home"; • Notices in the local press as part of Choice Based Lettings adverts throughout February, March and April 2011; • Direct contact by the Housing Service with existing cases identified as likely to have high priority under the new scheme; • Barnet Homes wrote to all council tenants registered for a transfer; and • Information placed on the Council's and Barnet Homes' websites and the Home Connections website	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration

Recommendation	Status	Information	Contact Officer
The Panel recommends that Housing Officers should give due regard to children's existing school when offering properties to housing applicants under assisted choice.	**Green**	Cabinet response to recommendations: As above Update June 2011 Officers do take account of the potential impact on school children who are at key stages in their education, along with the availability of properties, when considering the reasonableness of offers of accommodation.	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration
The Panel recommends that an evaluation of the new housing allocation policy be undertaken at six months with a further review after two years with the findings reported to the appropriate Overview and Scrutiny Committee.	**Green**	Cabinet response to recommendations: As above Update June 2011: The policy will be evaluated after it has been in operation for six months (i.e. from 1st April 2011) and reported to the appropriate overview and scrutiny committee and Cabinet. Preparations for carrying out the evaluation are in hand.	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration
The Panel recommends that all future housing applicants regardless of their eligibility should be offered housing advice.	**Green**	Cabinet response to recommendations: As above Update June 2011: This is an integral part of the Housing Allocations Scheme (paragraph 3.7 refers).	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration

Recommendation	Status	Information	Contact Officer
The Panel recommends that the volunteering element of the community contribution should be clearly defined to remove any subjectivity.	**Green**	<u>Cabinet response to recommendations</u>: As above <u>Update June 2011</u> The volunteering element of community contribution has been clearly defined with input from CommUNITY Barnet, who also provided training to Housing Officers. The operation of this element of the scheme will be reviewed as part of the six month evaluation.	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration
The Panel stress the importance of effective management of the housing stock to ensure that: * All properties are offered in a reasonable condition; and *Turn around times for re-housing applicants is reduced to be in line with best practice	**Green**	<u>Cabinet response to recommendations</u>: As above <u>Update June 2011</u> Barnet Homes have a voids standard setting out the condition that the properties need to be in before they are offered to housing applicants. They will be holding focus groups with residents to review this during July 2011. Barnet Homes have been implementing a plan to improve voids performance and targets have been agreed for 2011/12 that will bring performance much closer to the best in London, and we will continue to work with the Arms Length Management Organisation to improve this further.	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration

Recommendation	Status	Information	Contact Officer
The Panel recommends that the verification process should be streamlined, including visiting eligible applicants in their current circumstances.	**Green**	Cabinet response to recommendations: As above Update June 2011 The verification process has been streamlined as part of the holistic assessment that is carried out for eligible applicants, this includes home visits in many cases.	Paul Shipway, Strategy & Performance Manager Planning, Housing and Regeneration

Winter Gritting Pilot Scheme

An overall summary

As part of the winter gritting pilot scheme involving local schools and residential roads, there were three chosen schools and two resident champions as shown below:

Bishop Douglass School, Hamilton Road N2
Brunswick Primary School, Osidge Lane N14
Martin School, High Road N2
Mr Emmanuel Prager, 11 Highfield Gardens, Golders Green, NW11
Mr Perrin, 61 Woodlands, Golders Green, NW11

The schools had raised their concerns regarding the lack of gritting in the roads leading to their premises, which also act as the main artery of goods delivery to the schools. Teaching staff also use the roads as well as the council's refuse collection service. These schools were chosen because of the strategic importance in keeping the schools open to supplies and safe for access during snow and ice. The residential roads were chosen because they are not on the Priority 1 list for gritting on the council's programme, and a resident champion identified in each road.

In December 2010 the council held meetings with these schools and resident champions to discuss the various issues involved and to ascertain what equipment and materials would need to be supplied to each location. A third residential road Sunny Garden Road NW4, has also received equipment and materials, however this took place outside of the agreed channels therefore there are no records of any meetings or subsequent follow up contact in this instance. A list of the equipment supplied and costs involved is shown below:

		shovels		spreader		barrow		salt		bags	labour	TOTAL
Bishops Douglas School	8	£72			4	£151.96	1.5	£53.13	2	£5	£272	£554.09
Brunswick Primary School	4	£36			1	£37.99	0.75	£26.57	1	£2.50	£102	£205.06
Martin School	6	£54			2	£75.98	0.75	£26.57	1	£2.50	£170	£329.05
Highfield Gardens NW11	4	£36			2	£75.98	1.5	£53.13	1	£2.50	£340	£507.61
The Woodlands NW11	4	£36	1	£380	1	£37.99	0.75	£26.57	1	£2.50	£136	£619.06
Sunny Gardens Road NW4	3	£27			1	£37.99	1.5	£53.13	1	£2.50	£255	£375.62
TOTAL	29	£261	1	£380	11	£417.89	6.75	£239.10	7	£18	£1,275	£2,590.49

Initial follow-up conversations with the schools following heavy snowfall in December indicated a positive overall response to this initiative, and the views of the individual schools are outlined below:

Bishop Douglass School
Although no resident volunteers took part in the gritting that took place, school staff managed to clear the majority of the road, thereby maintaining traffic movement. It would appear from the conversation had with the school that the failure to involve the resident volunteers and to completely clear the road arose

from the school disregarding the weather information sent to them, and not having a full list of resident volunteers. However, the school now has this list, and are also more willing to follow the weather advice given to them. All in all, although not a complete success on its first outing the school admit that this was not due to a fault with the scheme itself or a lack of provision or support from the Council, and feel confident that next time things will run as envisaged.

Brunswick Primary School
Following receipt of the weather warning, local resident volunteers were contacted and mobilised. The road was kept clear and traversable, and all parties concerned were happy. Overall, considered to be a success.

Martin School
As the weather warning and the snow itself arrived after the school had broken up for the Christmas break school staff did not feel the need to grit the entire road, as this provides access to the school only. However, the top of the road at its junction with High Road, including the pedestrian crossing, was gritted and it was considered that this contributed considerably to the safety of pedestrians. As yet the school have not utilised resident volunteers, so it has been agreed to contact the school again in the event of further snowfall to see how successful the engagement of the resident volunteers proves to be.

Follow-up conversations with the residents following heavy snowfall in December indicated satisfaction with the scheme. Subsequent follow-up conversations have since confirmed this, and all concerned stated their willingness to remain part of this programme. The only comment received was from Mr Perrin, who asked when the council intended to collect their equipment. He appears to be under the impression that all equipment and materials will be delivered on a seasonal basis and then removed until the following year when it would be redelivered. He was not given any indication that this was going to be the case in any of the meetings that took place or during any of the follow-up conversations held within agreed channels.

All parties contacted agreed to complete a brief questionnaire in respect of their experiences of this pilot scheme, and this questionnaire was sent to residents on 29 March 2011.

To date only three questionnaires have been returned: those from the two resident champions and one from Brunswick Primary School. Two of these three returned questionnaires contain wholly positive responses to the questions asked. The third, from Mr Prager of Highfield Gardens NW11, expressed the sentiment that clearing snow from his road was something the council should really be doing, and that he and his fellow volunteers should receive a discount to their council tax bill because they were doing the council's work. A common suggestion as a way to improve the scheme is to provide a lockable plastic container for the grit to prevent it getting wet or being stolen.

The full responses to the questionnaire received to date are shown below:

WINTER GRITTING PILOT SCHEME - FEEDBACK QUESTIONNAIRE

RESPONSES

WERE THE EQUIPMENT AND MATERIALS SUPPLIED BY THE COUNCIL SUITABLE FOR THE JOB?
61 Woodlands NW11 9QD - Yes 11 Highfield Gardens NW11 9HD - Eventually - we started off with shovels - later you brought us a wheelbarrow Brunswick Park Primary School N14 5DU - The snow shovels and barrow were very useful. Perhaps it would be better for the salt to be kept in a plastic container, so as not to get wet.
IF YOU REQUESTED ADDITIONAL EQUIPMENT OR GRIT, WAS IT DELIVERED PROMPTLY?
61 Woodlands NW11 9QD - I did not need any more grit and the number of shovels was adequate 11 Highfield Gardens NW11 9HD - Yes Brunswick Park Primary School N14 5DU - Not requested, not needed
WAS IT DIFFICULT ENGAGING THE HELP OF OTHER LOCAL RESIDENTS?
61 Woodlands NW11 9QD - Not at all, In fact the neighbours, who were as snow-bound as everyone else, joyfully assisted. The teenage boys in the street, never an energetic bunch (!) were very enthusiatic snow-shovellers. 11 Highfield Gardens NW11 9HD - Some... some were very enthusiastic - some were enjoying watching us though. Everybody praised us for doing it Brunswick Park Primary School N14 5DU - No. Residents were enthusiastic
DO YOU FEEL YOUR VIEWS WERE TAKEN INTO ACCOUNT DURING THIS PILOT SCHEME?
61 Woodlands NW11 9QD - No views were sought. 11 Highfield Gardens NW11 9HD - Yes Brunswick Park Primary School N14 5DU - Yes
IN YOUR OPINION, WAS THE DESIRED OUTCOME ACHIEVED?
61 Woodlands NW11 9QD - I think the objective - to clear the snow before it compacted and froze was totally fulfilled.   **11** Highfield Gardens NW11 9HD - Yes - we cleared the road (something you should be doing, really!) Brunswick Park Primary School N14 5DU - A severe snowfall foiled the delivery - over the weekend. Traffic on Osidge Lane 7 Russell Lane were impassable. residents were able to use this equipment and gain access to the rear of their properties along our access road
WOULD YOU BE PREPARED TO CONTINUE WITH THIS VENTURE IN THE FUTURE?
61 Woodlands NW11 9QD - Certainly 11 Highfield Gardens NW11 9HD - Yes Brunswick Park Primary School N14 5DU - Yes
DO YOU FEEL THERE ARE ANY IMPROVEMENTS WHICH COULD BE MADE?
61 Woodlands NW11 9QD - None at all 11 Highfield Gardens NW11 9HD - Yes - you should provide sealed boxes (to which only a few of us have keys to - to prevent theft) filled with grit - like they do on the continent Brunswick Park Primary School N14 5DU - Correct storage of salt in plastic bin
ANY OTHER COMMENTS
61 Woodlands NW11 9QD - The unforeseen and very welcome side effect of the project was to inject a sense of neighbourliness into the residents. Shared labour to achieve a mutually beneficial objective is a wonderful leveller. If some pride in the street could be instilled in some of the peripatetic residents (high % of rented properties) then perhaps we could all keep the street clean of litter too. Perhaps a "keep your pavement and kerb clear" scheme with rubber gloves and barnet bin bags ? 11 Highfield Gardens NW11 9HD - Some people feel (rightly so!) that we (workers in the scheme) should be offered a discount in council taxes as we are doing the council's job. Stop gritting main roads - who dont need it!! Brunswick Park Primary School N14 5DU - Thank you

Overall, given the costs involved and the general satisfaction of the residents and school representatives who have taken part, it should be considered that this pilot scheme has proved a success and expanded to include others who have registered their interest in taking part.

AGENDA ITEM: 14   Page nos. 48 – 53

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Task & Finish Group / Scrutiny Panel Update**
Report of	Scrutiny Office
Summary	This report provides Members with an update on the position relating to the current Task & Finish Groups and Overview & Scrutiny Panels.

Officer Contributors	Andrew Charlwood, Overview & Scrutiny Manager
	Melissa James, Overview & Scrutiny Officer
Status (public or exempt)	Public
Wards affected	All
Enclosures	None
For decision by	Business Management Overview and Scrutiny Committee

Contact for further information:

Andrew Charlwood, Overview & Scrutiny Manager, Corporate Governance Directorate

020 8359 2014, andrew.charlwood@barnet.gov.uk

1. RECOMMENDATIONS

1.1 That the Sub-Committee consider the progress of the current Task and Finish Groups / Scrutiny Panels as set out in sections 9.1 to 9.7 of this report.

1.2 That the Committee confirm the replacement of Councillor Seal with Councillor Khatri as a Member of the Contract Monitoring and Community Benefit Task and Finish Group.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The Overview and Scrutiny Committees, Panels and Task and Finish Groups must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2 The three priority outcomes set out in the 2011-13 Corporate Plan are: –
- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

3. RELEVANT PREVIOUS DECISIONS

3.1 Annual Council, 19 May 2009, Agenda Item 13.2.1, Report of the Special (Constitution Review) Committee, Overview and Scrutiny: New Arrangements

3.2 Policy & Performance Overview & Scrutiny Committee, 2 June 2010, Agenda Item 7 (Overview & Scrutiny Appointments)

3.3 Business Management Overview & Scrutiny Sub-Committee, 12 July 2010, Agenda Item 8 (Task & Finish Group Update)

3.4 Business Management Overview & Scrutiny Sub-Committee, 13 September 2010, Agenda Item 10 (Task & Finish Group / Scrutiny Panel Update)

3.5 Business Management Overview & Scrutiny Sub-Committee, 1 November 2010, Agenda Item 10 (Task & Finish Group / Scrutiny Panel Update)

3.6 Business Management Overview & Scrutiny Sub-Committee, 16 December 2010, Agenda Item 12 (Task & Finish Group / Scrutiny Panel Update)

3.7 Business Management Overview & Scrutiny Sub-Committee, 24 January 2011, Agenda Item 8 (Domestic Violence Task and Finish Group – Final Report)

3.8 Business Management Overview & Scrutiny Sub-Committee, 24 January 2011, Agenda Item 12 (Task & Finish Group / Scrutiny Panel Update)

3.9 Business Management Overview & Scrutiny Sub-Committee, 11 April 2011, Agenda Item 9 (Task & Finish Group / Scrutiny Panel Update)

3.10 Business Management Overview & Scrutiny Sub-Committee, 28 February 2011, Agenda Item 12 (Task & Finish Group / Scrutiny Panel Update)

3.11 Business Management Overview & Scrutiny Sub-Committee, 1 June 2011, Agenda Item 8 (Task & Finish Group / Scrutiny Panel Update)

4. RISK MANAGEMENT ISSUES

4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 None in the context of this report.

8. CONSTITUTIONAL POWERS

8.1 The scope of the Overview & Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2 The Terms of Reference of the Overview & Scrutiny Committees are set out in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution).

8.3 Item 6 of Business Management Overview & Scrutiny Committee Terms of Reference states that the role of the Committee is:

"To coordinate and monitor the work of scrutiny panels and task and finish groups, including considering reports and recommendations and referring to the relevant decision-making body."

9.   BACKGROUND INFORMATION

9.1   Early Intervention and Prevention Services for Children Task and Finish Group

9.1.1   The membership of the Early Intervention and Prevention Services for Children TFG was approved at the Business Management Overview & Scrutiny Sub-Committee on 13 September 2010.

9.1.2   The TFG met on 4 October 2010 to discuss and agree their terms of reference. Councillor Brian Salinger was appointed as Chairman. The Acting Deputy Director for Children's Services attended the meeting and provided an overview of early intervention and prevention services in the borough.

9.1.3   On 10 November 2010, the TFG held a round table discussion with Head Teachers on early intervention and prevention services in schools. On 6 December 2010, a second round table discussion took place with Specialist Practitioners working across the borough.

9.1.4   A further meeting took place on the 5 January 2011 where the TFG met with the Director and Deputy Director of Children's Services to discuss the Early Intervention and Prevention Strategy.

9.1.5   Further meetings of the TFG took place on 28 February, 2 March and 9 March 2011.

9.1.6   The work of this Task and Finish Group has now concluded and the findings will be reported to a future meeting of the Committee.

9.2   Fostering and Adoption Recruitment Task and Finish Group

9.2.1   The TFG have agreed their report and recommendations which are reported under a separate agenda item.

9.3   Contract Monitoring and Community Benefit Task and Finish Group

9.3.1.   The Business Management Overview & Scrutiny Sub-Committee established a TFG on Purchasing and Procurement at their meeting on 16 December 2010. Membership of the TFG was confirmed at the Sub-Committee meeting held on 24 January 2011.

9.3.2   The TFG met on 9 March 2011 to discuss their terms of reference. Councillor Brian Schama was appointed as Chairman. The Assistant Director Commercial Assurance and Procurement Manager attended the meeting and provided an overview of the issues currently facing the Procurement Service. The TFG considered a report on Purchasing and Procurement presented to the Business Management Overview & Scrutiny Sub-Committee at their meeting on 28 February 2011 to inform their review.

9.3.3   The TFG met on 24 May 2011 to consider how the review should progress.

9.3.4 A further meeting took place on 14 June 2011 where the Group: agreed their terms of reference, re-focussing their review on contract monitoring and community benefit; received a presentation on community benefit; received evidence from the Council's Business Links Officers; considered evidence from the Assistant Director Commercial Assurance and Head of Procurement on contract monitoring; and agreed a schedule of future meetings.

9.3.5 Further meetings of the Group are scheduled to take place on 6 July, 28 July and 16 September 2011. It is anticipated that the Group would conclude their review by the end of September 2011.

9.3.6 The Group have requested that the Committee formally approve that Councillor Seal be replaced by Councillor Khatri as a member of the Task and Finish Group.

9.4 **Carbon Footprint Task and Finish Group**

9.4.1 The Business Management Overview & Scrutiny Sub-Committee established a TFG on Carbon Footprint at their meeting on 16 December 2010. Membership of the TFG was confirmed at the Sub-Committee meeting held on 24 January 2011.

9.4.2 The TFG met on 14 March 2011 to discuss and agree their terms of reference. Councillor Brian Salinger was appointed as Chairman.

9.4.3 The TFG met on 27 April 2011 and received a presentation on renewable technology and the energy hierarchy from CEN, an independent energy company.

9.4.4 On the 16 June 2011 the Group met with a representative from Energise Barnet and received a presentation on the work of this group. The TFG also met with a representative from Climate Consulting who provided an overview of its work with other London Boroughs. An officer from the Council's Planning Team also attended and provided Members with further details on the Planning Policy approach to sustainability and Code Levels.

9.4.5 The Group agreed to review its initial findings and agree next steps at its next meeting in July.

9.5 **Safeguarding in Organisations Working with Children Task and Finish Group**

9.5.1. On 16 December 2010, the Business Management Overview & Scrutiny Sub-Committee established a TFG to consider Safeguarding in Organisations Working with Children. Membership of the TFG was confirmed at the Sub-Committee meeting held on 24 January 2011.

9.5.2 The work of this TFG will commence when resources become available within the Scrutiny Office.

9.6 **Secondary School Places Overview and Scrutiny Panel**

9.6.1 On 1 June 2011, the Committee agreed that an Overview and Scrutiny Panel should be established to consider the provision of secondary school places in the borough.

9.6.2 The first meeting of the Panel is scheduled to take place on 13 July 2011 where Members will:

- Consider draft terms of reference;

- Receive a presentation from Children's Services; and

- Determine what evidence that they wish to receive as part of the review.

9.6.3 Officers will provide the Committee with details of nominations for Members to service on the Panel put forward by the political groups for formal approval at the meeting.

9.6.4 It is anticipated that this Panel will complete its work in October 2011.

10. LIST OF BACKGROUND PAPERS

10.1 None

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AGENDA ITEM: 15   Page nos. 54 – 57

Meeting	Business Management Overview & Scrutiny Committee
Date	11 July 2011
Subject	**Cabinet Forward Plan**
Report of	Scrutiny Office
Summary	This report provides Members with the current published Cabinet Forward Plan. The Committee is asked to comment on and consider the Cabinet Forward Plan when identifying future areas of scrutiny work.

Officer Contributors	Andrew Charlwood, Scrutiny Office
Status (public or exempt)	Public
Wards Affected	All
Enclosures	Appendix A – Cabinet Forward Plan of Key Decisions (June to September 2011)
Contact for Further Information:	Andrew Charlwood Overview & Scrutiny Manager ☎ 020-8359-2014 andrew.charlwood@barnet.gov.uk

1. RECOMMENDATIONS

1.1 That the Committee comment on and consider the Cabinet Forward Plan for the period June to September 2011 when identifying areas of future scrutiny work.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1 The Overview and Scrutiny Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2 The three priority outcomes set out in the 2010-13 Corporate Plan are: –

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

3. RELEVANT PREVIOUS DECISIONS

3.1 None.

4. RISK MANAGEMENT ISSUES

4.1 None.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and
- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 None in the context of this report.

7. LEGAL ISSUES

7.1 None in the context of this report.

8 CONSTITUTIONAL POWERS

8.1 The scope of the Overview and Scrutiny Committees are contained within Part 2, Article 6 of the Council's Constitution

8.2 The Terms of Reference of the Scrutiny Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9. BACKGROUND INFORMATION

9.1 Under the current overview and scrutiny arrangements, the Business Management Overview & Scrutiny Committee will ensure that the work of Scrutiny is reflective of Council priorities, as evidenced by the Corporate Plan and the programme being followed by the Executive.

9.2 The Cabinet Forward Plan will be included on the agenda at each meeting of the Business Management Overview & Scrutiny Committee as a standing item.

9.3 The Committee is encouraged to comment on the Forward Plan.

9.4 The Committee is asked to consider items contained within the Forward Plan to assist in identifying areas of future scrutiny work, particularly focussing on areas where scrutiny can add value in the decision making process (pre-decision scrutiny).

10. LIST OF BACKGROUND PAPERS

10.1 None.

London Borough of Barnet

Forward Plan of Key Decisions

17 June 2011

Contact: Jeremy Williams, Business Governance Team, 020 8359 2042

jeremy.williams@barnet.gov.uk

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Cabinet Resources Committee 29 June 2011					
Passenger Transport	To approve the business case.	Customer Access and Partnerships Tahir Mahmood			Full report
New Support Organisation and Customer Services Organisation	To approve the business case	Customer Access and Partnerships Bal Assra			Full report
Procurement of contracts for prevention services to support personalisation of social care and health	To authorise the procurement of contracts for information, advice and advocacy services and for support for people with learning disabilities	Adults James Taylor			Full report
Grahame Park Area Regeneration Project	To approve the deferral of historic costs owed to the Council in relation to the regeneration and development of the Grahame Park Estate.	Leader Noreen Tworney			Full report
Land at East Road, Burnt Oak	To approve the disposal of land at East Road.	Resources and Performance Simon Shaer			Full report
Option and Procurement Approach for Adult Social Services		Adults Kate Kennally			Full report
Security Service		Resources and			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Provision in Council Properties		Performance Colin Atree			
Final Outturn and Performance Report 2010/11	To consider the Final Outturn and Performance Report for 2010/11 and instruct officers to take appropriate action.	Resources and Performance Maria Christofi			Full report
Cabinet 26 July 2011					
Safer Communities Strategy	Recommend Council to approve Strategy	Safety & Resident Engagement Andrew Nathan			Full report
Future of Housing Services in Barnet	Approval of project brief to proceed with full options appraisal and business case	Housing Paul Shipway			Full report
Libraries Strategy	Approve Strategy	Customer Access & Partnerships Tom Pike	Public consultation will close on 13 June 2011	13 June 2011	Full report
CCTV		Environment Paul Lamb			Full report
Anticipated references from Overview & Scrutiny	• Early Intervention and Prevention Services • Fostering Recruitment	Scrutiny office Andrew Charlwood			Full report
Reform of Council Housing Finances		Housing			Full report

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
		Paul Shipway			
Cabinet Resources Committee 28 July 2011					
Barnet Care and Repair Service	To report the future delivery of the service	tbc Rick Mason			Full report
Tax Increment Financing (TIF) / Regeneration Financing	To consider TIF and regeneration financing options.	Leader Lucy Shomali			Full report
Hendon Football Club Ground, Claremont Road, Hendon	To consider the options for the future of this asset including a possible disposal.	Resources and Performance Philip Stanbridge			Full report
Passenger Transport Business Case		Customer Access and Partnerships Tahir Mahmood			Full report
Adults In-House Project		Adults Richard Harrison			Full report
Month 2 Monitoring Report	To consider the Month 2 Monitoring Report 2011/12.	Resources and Performance Maria Christofi			Full report
Community Advice Services – Award of Contract		Adults Julian Mauger			Full report
Cabinet 14 September 2011					

Subject	Decision requested	Cabinet Member/ author	Consultation	Last date for reps	Documents to be considered
Regeneration and Enterprise Strategy	To approve strategy	Leader Jodie Yandell			Full report
One Barnet Strategic Partnership Governance	Address position of LSP in One Barnet Governance	Customer Access & Partnerships Andrew Nathan			Full report
Cabinet Resources Committee 27 September 2011					
Quarter 1 Monitoring Report	To approve the Quarter 1 Outturn Position for 2011/12.	Resources and Performance Maria Christofi			Full report
Capital Investment in Hendon Cemetery & Crematorium	To report on the Environmental Health Capital Investment in Hendon Cemetery & Crematorium	tbc Rick Mason			Full report
Community Infrastructure Levy	Approval of preliminary draft charging schedule for Barnet	Planning / Resources and Performance Adam Driscoll			Full report

Putting the Community First

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AGENDA ITEM: 16   Page nos. 58 –

Meeting	Business Management Overview & Scrutiny Sub-Committee
Date	1 June 2011
Subject	**Business Management Overview & Scrutiny Committee Forward Work Programme 2011/12**
Report of	Scrutiny Office
Summary	This report outlines the Committee's draft work programme for 2011/12

Officer Contributors	None
Status (public or exempt)	Public
Wards Affected	All
Enclosures	Appendix 1 – Business Management Overview and Scrutiny Committee Work Programme 2011/12
Contact for Further Information:	Andrew Charlwood Overview & Scrutiny Manager ☎ 020-8359-2014 andrew.charlwood@barnet.gov.uk

1.	RECOMMENDATIONS

1.1   That the Sub-Committee consider and comment on the items included in the 2011/12 work programme of the Business Management Overview and Scrutiny Committee (Appendix 1).

2   CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

2.1   The Overview and Scrutiny Committees/Sub-Committees must ensure that the work of Scrutiny is reflective of the Council's priorities.

2.2   The three priority outcomes set out in the 2010-2013 Corporate Plan are: –

- **Better services with less money**
- **Sharing opportunities, sharing responsibilities**
- **A successful London suburb**

3.   RELEVANT PREVIOUS DECISIONS

3.1   None.

4.   RISK MANAGEMENT ISSUES

4.1   None.

5.   EQUALITIES AND DIVERSITY ISSUES

5.1   In addition to the Terms of Reference of the Committee, and in so far as relating to matters within its remit, the role of the Committee is to perform the Overview and Scrutiny role in relation to:

- The Council's leadership role in relation to diversity and inclusiveness; and

- The fulfilment of the Council's duties as employer including recruitment and retention, personnel, pensions and payroll services, staff development, equalities and health and safety.

6.   USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1   None.

7.   LEGAL ISSUES

7.1   None in the context of this report.

8   CONSTITUTIONAL POWERS

8.1   The scope of the Overview and Scrutiny Committees/Sub-Committees is contained within Part 2, Article 6 of the Council's Constitution.

8.2   The Terms of Reference of the Scrutiny Committees / Sub-Committees are included in the Overview and Scrutiny Procedure Rules (Part 4 of the Council's Constitution).

9.   BACKGROUND INFORMATION

9.1   The Business Management Overview and Scrutiny Committee's Work Programme 2011/12 indicates items of business requested by the Business Management Overview and Scrutiny Sub-Committee during the 2010/11 municipal year. The Committee are requested to consider whether these items should be considered during the 2011/12 municipal year.

9.2   The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.

9.3   The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

10.   LIST OF BACKGROUND PAPERS

10.1   None.

Business Management Overview and Scrutiny Committee Work Programme 2011/12

1 June 2011			
ITEMS CONSIDERED	**INFORMATION**	**REPORT ORIGIN**	**LINK TO CABINET / CORPORATE PLAN**
Items called-in: Fairer Contributions Policy (DPR 1328, 19 May 2011); and Adults In-House Business Case	The Cabinet Member for Adults attended the meeting.	N/A	
Task and Finish Group / Scrutiny Panel Update	Standing Item	Scrutiny Office	
Cabinet Forward Plan	Standing Item	Scrutiny Office	
Business Management Overview and Scrutiny Sub-Committee Future Work Programme 2011/12	Standing Item	Scrutiny Office	

11 July 2011			
ITEMS CONSIDERED	**INFORMATION**	**REPORT ORIGIN**	**LINK TO CABINET / CORPORATE PLAN**
Items called-in: To be confirmed *(if any)*	The relevant Cabinet Members will be invited to attend *(subject to eligible key decisions being called-in)*.	N/A	
Hampstead Garden Suburb Library Petition	The Committee will receive a petition which has in excess of 2,000 signatures in accordance with the provisions of the Constitution	Scrutiny Office	
Strategic Library Review / Libraries Strategy	The Committee have requested to undertake post decision scrutiny of the Strategic Library Review and pre decision scrutiny of the Libraries Strategy	Libraries / Customer Services	
Hendon Football Club	The Committee have requested to undertake pre decision scrutiny of the Cabinet Resources Committee decision relating to Hendon Football Club	Scrutiny Office	
Overview & Scrutiny Annual Report 2010/11	The Committee will receive the 2010/11 Overview & Scrutiny Annual Report and be requested to approve it being referred to Council on 12 July 2011.		
Fostering Recruitment Task and Finish Group	The Committee are due to consider the final report of Task and Finish	Scrutiny Office	

	Group, before onward referral to Cabinet.		
Task and Finish Group / Scrutiny Panels – Recommendation Tracking	The Committee will be requested to consider updates on the progress made in implementing recommendation made by the following Task and Finish Groups / Scrutiny Panels: - Remodelling Older Peoples Housing with Support Task and Finish Group; - Council's Response to Cold Weather Task and Finish Group; and - Housing Allocations Overview and Scrutiny Panel.	Scrutiny Office (with contributions from relevant directorates)	
Task and Finish Group / Scrutiny Panel Update	Standing Item	Scrutiny Office	
Cabinet Forward Plan	Standing Item	Scrutiny Office	
Business Management Overview and Scrutiny Sub-Committee Future Work Programme 2011/12	Standing Item	Scrutiny Office	

5 September 2011			
ITEMS CONSIDERED	**INFORMATION**	**REPORT ORIGIN**	**LINK TO CABINET / CORPORATE PLAN**
Items called-in: To be confirmed *(if any)*	The relevant Cabinet Members will be invited to attend *(subject to eligible key decisions being called-in)*.	N/A	
One Barnet Strategic Partnership Governance	The Committee have requested to undertake pre-decision scrutiny of this item.	Chief Executive's Service	
Early Intervention and Prevention Services (Children) Task and Finish Group	The Committee are due to consider the final report of Task and Finish Group, before onward referral to Cabinet.	Scrutiny Office	
Housing Service	The Committee have made a request to scrutinise the Cabinet report on the future of the Housing Service and Barnet Homes	Planning, Housing and Regeneration	
Regeneration and Enterprise Strategy	The Committee have made a request to pre-scrutinise the Cabinet report on the Regeneration and Enterprise Strategy.	Planning, Housing and Regeneration	
Task and Finish Group / Scrutiny Panels – Recommendation Tracking	The Committee will be requested to consider updates on the progress made in implementing recommendation made by the following Task and Finish Groups / Scrutiny Panels:	Scrutiny Office (with contributions from relevant directorates)	TBC

	- Recycling and Waste Minimisation Task and Finish Group; - School Places Planning Task and Finish Group; and - Enterprise Task and Finish Group.		
Task and Finish Group / Scrutiny Panel Update	Standing Item	Scrutiny Office	
Cabinet Forward Plan	Standing Item	Scrutiny Office	
Business Management Overview and Scrutiny Sub-Committee Future Work Programme 2011/12	Standing Item	Scrutiny Office	

ITEMS TO BE CONSIDERED AT FUTURE MEETINGS	INFORMATION	REPORT ORIGIN	LINK TO CABINET/ CORPORATE PLAN
Procurement Task and Finish Group	The Committee are due to consider the final report of Task and Finish Group, before onward referral to Cabinet.	Scrutiny Office	TBC
Town Centre Strategies	The Committee have requested to review Town Centre Strategies prior to a decision being taken by Cabinet. Item to be added to Sub-Committee agenda for an appropriate meeting.	Housing, Planning and Regeneration	
Call-ins	Consideration of call-ins made by Members of the Sub-Committee.	Scrutiny Office	
Councillor Calls for Action	Consideration of Councillor Calls for Action	Scrutiny Office	
Task and Finish Groups	Ongoing monitoring and consideration of reports of Task and Finish Groups	Scrutiny Office	
Scrutiny Recommendations	Ongoing monitoring and of the implementation/response to comments/recommendations made by Overview and Scrutiny Committees, Task and Finish Groups and Scrutiny Panels.	Scrutiny Office	
Pre-decision Scrutiny of Cabinet Forward Plan Items	Consideration of Cabinet items pre-decision	Scrutiny Office	As above.

*Please note that the Business Management Overview and Scrutiny Committee's Forward Work Programme 2011/12 is an evolving document which is dependent on the work of Task and Finish Groups, Scrutiny Panels and any other business within the remit of this Committee.

FUTURE MEETING DATES
5 SEPTEMBER 2011
6 OCTOBER 2011
16 NOVEMBER 2011
9 JANUARY 2012
5 MARCH 2012
18 APRIL 2012