BARNET
LONDON BOROUGH

MEETING
CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE
DATE AND TIME
WEDNESDAY 23RD MARCH, 2016
AT 7.00 PM
VENUE
HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

Dear Councillors,

Please find enclosed additional papers relating to public questions.

Item No	Title of Report	Pages
5.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	1 - 54

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Question Number	Item Number	Raised by	Question Raised	Answer
1	7	Ms Emily Burnham	Main Report paragraph 1.14.2 "Customers will continue to be able to join the library online, with an electronic membership category available for those residents who are unable to visit a physical site or who just want to make use of electronic resources. An improved Library Management System (LMS) will provide an enhanced customer interface with the facility to place and track reservations online to renew items and to search an improved library catalogue. An online booking system will enable residents to book and pay for places at library events and activities." Question: In light of the current IT fiasco, when will the Council implement its plans for "an improved Library Management System"? How does this fit in with the roll out of TEO?	The procurement and full implementation of a new Library Management system will take approximately 12 months (target date for full implementation, April 2017).
2	7	Mr Keith Martin	Representations have been made by CILIP, the Chartered Institute of Library and Information Professionals, to H M Government concerning formulating guidelines to enable local authorities to know precisely their statutory duty to provide a comprehensive and efficient library service. These guidelines will in all probability show, specifically, whether some proposals in the Barnet Council library consultation document are in breach of the law. In the light of these representations, will the CELS committee and Barnet Council forthwith suspend	The proposal to make financial savings in the cost of the Library service as part of the council's overall financial planning to meet the reductions in public sector expenditure required by central government have been the subject of member scrutiny and public consultation for two years. There is now a pressing need to make a decision, not just to release the savings but also to provide certainty

			implementation of the library strategy envisaged in the 2016/2017 Council budget until the CILIP/government guidelines are published?	for staff and residents.
3	7	Ms Polly Napper	With reference to Appendix L issues arising from the failure of the library management system: where are *any* backups between the last known tape backup and the 26th December 2015?	Backups previous to this date were held on the local server and also corrupted due to the disc failure. A new offsite backup solution has now been implemented.
4	7	Mr Rami Shah	Can the committee confirm that Barnet will continue to provide a full service to it's Bookgroup/Reading group members (Appendix A page 52 says reading groups included yet Equality assessment paragraph 1.13.11 does not mention them in list of services). Please confirm that this service will be available at all of Barnet's libraries.	The library service will continue to provide access to stock collections for reading groups. As at present, ad-hoc reading groups will be a feature of activities taking place in libraries.
5	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so: Where are these study spaces and how many are there?	Paragraph 1.12.2 of the report sets out the proposed vision for the Library service that was part of the consultation between November 2014 and February 2015. Residents were in favour of the proposed vision which includes a bullet point referred to in the question that says in full *'At least 95% of Barnet residents can reach their local public library by public transport and have access to*

				study space and to learning activities run for communities by communities and by local partners.' The proposal will maintain all of the current static library sites and therefore at least 95% of Barnet residents will continue to be able to reach their local library and have access to study space and to learning activities run for communities by communities and by local partners.' The study space referred to in the bullet point relates to study space in libraries. All of the current libraries offer some areas of the library that residents use for study along with w-fi. This offer will continue, albeit within a smaller library footprint.
6		Ms Musgrove	In the report to CELS it is stated, yet again, that the 'open' or unstaffed library system that officers recommend for use in Barnet is the 'standard approach' in 'Scandinavia'. Please tell me where this information originates, that is to say from which source, and provide detailed evidence of this assertion, in respect of each country in Scandinavia, other than in Denmark, where such a system is used on a limited basis, in a different context, in largely under populated rural areas.	Information from Bibliotheca (one of a number of providers in the field) has provided information on systems installed/supported by Bibliotheca in Scandinavia. In total, the company has installed 205 open+ libraries in Scandinavia. This includes • Denmark: 125 libraries. Desktop research suggests Denmark has circa 450 libraries.

			For clarity: I want to know the number of open, or unstaffed, libraries in each of the following countries: Sweden, Norway, and Finland, and for how long each country has been providing such libraries. How many are in rural areas?	- Sweden: 41 public libraries - Finland: 25 public libraries - Norway: 14 libraries. On line information shows that circa a further 55 of the libraries in Denmark are 'open libraries'. There are likely to be further 'open libraries' in other countries provided by companies other than Bibliotheca. The information as to the type of area served by each of the 205 Open+ Bibliotheca libraries in Scandinavia has not been collected by the council.
7	7	Ms Emily Burnham	Appendix A page 26 "…will offer after school sessions in two afternoons of each week, albeit some young people may need to travel further or change their preferred location to study". Question: How many young people currently use public transport to visit the library after school?	The council does not hold data on the mode of travel used by individual children to access libraries after school.
8	7	Mr Keith Martin	Does this committee believe that there are matters where the duty of all councillors should be determined by their individual consciences, irrespective of any current fashion in views expressed by political parties, and does this committee believe that education and library services are matters upon which councillors should follow their consciences?	It is the Chairman's view that "all members take account of their conscience when considering and voting in the Council. None of the library review papers in this electoral term have been made subject to party whip by the Conservative group although we cannot speak for opposition members who can make a statement in the meeting."

9	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so: Where are these study spaces and how many are there?	Please see response to question 5. The study space referred to in the bullet point relates to study space in libraries. All of the current libraries offer some areas of the library that residents use for study along with w-fi. This offer will continue, albeit within a smaller library footprint.
10		Ms Musgrove	How many times, in how many reports, have officers repeated the claim that 'open' libraries are the standard approach in Scandinavia?	Members have been advised that 'open libraries' are a feature of Scandinavian library systems each time that they have been considering the potential for using similar technology in Barnet.
11	7	Ms Emily Burnham	Appendix A page 39: Advertising and sponsorship: "The advertising potential of the library service could be expanded significantly by selling advertising space on the exterior of library buildings, on the new mobile library and in library publications." Question: What steps have been taken to progress this proposal and to assess the income potential?	A desk top exercise has been completed to assess potential likely income. This will be progressed further with procurement colleagues following the committee decision.
12	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so:	Please see response to question 5. The activities referred to in the bullet point relates to learning activities in libraries. Libraries currently offer a range of learning activities including school visits, baby rhyme time, bookclubs etc, advertised in local

			What are these learning activities specifically and how often are they run?	libraries and on the website. (https://barnet.gov.uk/citizen-home/events.html. A range of activities will continue to be offered, albeit within a smaller library footprint. Appendix C sets out the range of service in each category of library
13		Ms Musgrove	Which senior officer is responsible for including in the reports to councillors the claim about open libraries in Scandinavia? Does this officer have a GCSE qualification in geography, and any proven competence in statistical analysis?	All council reports list the officers involved in preparing council reports.
14	7	Ms Emily Burnham	Appendix Di Equalities Impact Assessment page 9 "This analysis uses transaction data weighted using census information and the findings should be treated as indicative and as a starting point for further investigation and monitoring" Question: What is the plan for monitoring the impact of these changes and when will the findings be published?	Transaction data for 2017/18 (the first full year of operation for the new model) will be analysed in 2018/19.
15	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so: Which communities run them and for whom?	Please see response to question 5. A range of community organisations currently run activities (for example Age Concern) and these organisations will continue to be able to offer activities in Core and Core Plus, albeit within a reduced overall library footprint. In respect of Partnership Libraries, this will be a

				matter for the community organisation or group operating the Partnership Library.
16		Ms Musgrove	In regard to "Appendix L": Capita promotes its services on the basis of being a market leader in the field of IT. The library system crash is a monumental failure, causing two year loss of data, and, with perfect timing, dramatically illustrating the dangers of the proposed 'open' or unstaffed library system. Bearing in mind the devastating scale of failure, what new level of risk has been assessed in regard to other council systems failures that are the responsibility of Capita? Does the contingency plan outlined in the Appendix in regard to the enormous monthly cost that would ensue any further IT failure of this nature not prove the folly and financial risk of sacking 46% of staff, and implementing the widescale use of unstaffed libraries, and on a wider consideration, the potential cost to residents and taxpayers of IT failure in other areas of the contractor's service provision?	The focus remains on resolving the incident. However, in the light of this, risks are being assessed.
17	7	Ms Emily Burnham	Appendix Di Equality Analysis page 11 "Another group who will be significantly impacted by the changes will be under 16's (apart from 15 year old pupils in Year 11) that access library services but are not supported by an adult (18+). The enhancement of the digital library service, available 24 hour a day, seven day a	School visits and outreach to secondary schools takes place according to local need and in response to specific school requests. This activity will continue and no change to this practice is

			week together with working closely with schools to enable school visits and outreach to continue will help mitigate the impact of the changes." Question: What school visits and outreach currently take place with secondary school pupils? Will there be any change if these proposals are implemented?	envisaged. The School Libraries Resources Service will continue to offer the current traded service to all schools including secondary schools.
18	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so: Who are the 'local partners', which learning activities do they run and for whom?	Please see response to question 5. A range of partner organisations currently run activities (including the police, health authority) and these organisations will continue to be able to offer activities in Core and Core Plus, albeit within a reduced overall library footprint. In respect of Partnership Libraries, this will be a matter for the community organisation or group operating the Partnership Library.
19		Ms Musgrove	In regard to "Appendix L": has Capita made any suggestions either before or after the library systems failure, that the current LMS provided by Vubis might be replaced by ALTO, or adopt any other Capita system or software for libraries?	The replacement of the library management system is a separate activity and process from addressing the current IT failure.
20	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping	Please see response to question 5. All areas that residents use to study in libraries are free of charge. A large number of activities offered by the Library service in libraries are

			generalization, so: Are all of these study spaces and learning activities free of charge?	free and there are also a range of charged for activities (some early years, author visits etc.). This 'mixed economy' will continue.
21		Ms Musgrove	In regard to 'Appendix L': please tell me why, on March 2nd, when it is stated Vubis reported that the library system was running out of space, did Capita take not take immediate steps to ensure the necessary backups were in place, before attempting to provide additional storage, and losing two years worth of data?	The extension of disc space on an array which is configured as a "mirror set" is a standard system admin task.
22	7	Ms Barbara Jacobson	(1.12.2 of main report) At least 95% of Barnet residents … have access to study space and learning activities run for communities by communities and by local partners.' This statement provides no information to support a sweeping generalization, so: How do these study spaces and learning activities compare in number and in number of people using them to study spaces and learning activities provided in the public libraries?	Please see answer above to question 5. The bullet point refers to study spaces and learning activities in libraries.
23		Ms Musgrove	In regard to "Appendix L": it is claimed that, in regard to the messages Capita claims not to have received warning of backup failure, by a most unfortunate coincidence: "Investigations to understand why these were not received are hampered due to the corrupted database". Why has the council not taken steps to instigate an independent, forensic examination of these claims, to establish what happened, rather than allow the	The focus remains on resolving the incident. Discussions are underway on contractual fault and potential remedies.

			contractor involved to take complete control of the crisis itself, its resolution, and the process of apportioning blame for the crash?	
24	7	Ms Barbara Jacobson	(1.12.4 of main report) 'savings of £2,162m by 2019/20 … revenue savings of £1,616m': presumably this should read £2.162m and £1.616m, respectively'. How much money will have to be spent each year between 2016 and 2020 to redesign/refurbish/repurpose the existing library buildings?	The figures in paragraph 1.12.4 should be recorded with a decimal point rather than a comma. Section.5.3 (headed 'Capital Investment') sets out the estimated investment required to: • repair and invest in buildings that are retained; • reconfigure library sites to release space for commercial renting or community letting; and • invest in new technology. Some capital works will require the temporary closure of sites whilst at other sites, works will be less intrusive. A detailed implementation plan to ensure that residents retain access to a library in their locality during the capital works will be developed, should the proposals be approved. This will then enable the annual profile of estimated capital spend to be confirmed. Until this has been developed, the council's capital programme retains this allocation within the 2016/17

				financial year.
25		Ms Musgrove	In regard to "Appendix L": At the time of the crash, was Capita attempting to migrate data to its own external servers, and was this a replication of what happened when councillors experienced IT problems due to failures at the beginning of the contractual partnership? Is this an example of the risks of further centralisation of service delivery from Capita, as envisaged by "Project Chicago"?	No, this is not related
26	7	Ms Barbara Jacobson	(1.12.4 of main report) Here Friern Barnet Community Library and Hampstead Garden Suburb Community Library are considered in balancing the savings to be made by 2019/20 while in Appendix G it is stated that they are not part of the library system. If they are a financial consideration, how do you justify not giving them the same support – resources, training opportunities, professional support, etc. – as the proposed partnership libraries?	Friern Barnet and Hampstead Garden Suburb libraries are both community libraries. Each community library has been required to submit a business plan in which the range of activities that the library has developed with their local community is set out. Community libraries were developed in the light of plans for closure whereas Partnership Libraries have been developed to be part of the library offer and the offer will be quality assured through an agreed service level agreement. For example, the council does not quality assure the book stock arranged by the two existing Community libraries, much

				of which has been donated.
27			Ms Musgrove	In regard to 'Appendix L": why did Capita attempt to exchange a number of disk drives with failures in one go, without first checking their configuration?	Each disc was swapped separately to increase size and they were left overnight to rebuild their "mirror set" configuration. This task happens in the background and cannot take place until both discs are of the same size. The server crashed overnight whilst this task was taking place.
28	7	Ms Barbara Jacobson	(1.13.10 of main report) What is the current average annual expenditure by the libraries proposed as partnership status for: a) resources: please provide a breakdown according to type of resource	Stock is purchased on a borough wide rather than a site by site basis and is circulated between sites as required. The total stock budget is £623k for 2015/16 and this will reduce to £473k from 2016/17.
29		Ms Musgrove	In regard to Appendix "L": where are the backups that predate the 26th of December? Please provide proof that demonstrates Capita has been correctly monitoring the performance of backups, and the disk drives, since beginning its contractual obligations.	Backups previous to this date were held on the local server and also corrupted due to the disc failure
30	7	Ms Barbara Jacobson	b) events: please provide a breakdown according to type of event and state frequency of each type	The library service has a budget of circa. £3k for annual borough-wide events in libraries and £5k per year for the children's summer reading challenge. This is not divided on a site by site basis.

31	7	Ms Barbara Jacobson	c) Will the loan be interest free? If not, what will the rate of interest be, how can you justify charging it, what will the repayment period be, and can the grant be used to repay it?	The loan will be interest free. The repayment period will be for up to eight years. It is for each Partnership Library to spend the annual grant in accordance with its business plan to deliver to the service level agreement with the council.
32	7	Ms Barbara Jacobson	d) How long will need to elapse before it is decided that no volunteer group can be found to run a partnership library, and the matter is referred back to CELS? What will happen to that library in the interim: will it remain open or will it be closed?	It is envisaged that Partnership Libraries will be operational by April 2017. If no group has been identified by this time, a report will be prepared for CELS. Meanwhile, libraries will continue to be run by the Council's Library Service
33	7	Ms Barbara Jacobson	(1.14.1, 1.15.5 of main report) How many individual titles does the Barnet Digital (lending) Library contain, and how many copies of each title? How many of the titles are for children up to the age of 7, how many for 7-11, how many for 12-16, and how many for anyone older than 16?	As at 21/3/16, the digital library held 10,585 items. The holdings are not split according to the age ranges provided in the question. The 24/7 reference library also provides access to over 300 databases, newspapers and other reference resources as well as a collection of e-journals and magazines.
34	7	Ms Barbara Jacobson	(1.14.1, 1.15.5 of main report) How will a library of fewer than 6000 titles or copies be able to serve Barnet's population of more than 350,000 people?	Currently there are approximately 448,000 stock holdings across the borough. It is estimated that this will reduce by circa 12% in moving to the new model. A free reservations service is proposed to maximise access.

35	7	Ms Barbara Jacobson	(1.14.1, 1.15.5 of main report) What specific plans are there to increase the stock of the Digital Library, e.g. how many titles and copies each year?	The library service will continue to consider for purchase all available digital books, journals and electronic reference services, as they are published.
36	7	Ms Barbara Jacobson	(1.14.2 of main report) Will partnership libraries be included in the LMS, and if not, why not?	Yes
37	7	Ms Barbara Jacobson	(1.14.3 of main report) Is the time limit to the wireless service (i.e. even if using your own device) or to the use of the libraries' computers?	Currently, library customers must take a break from wifi use for 15 minutes after each hour long session. This requirement will be removed in the forthcoming upgrade of the wifi system. Free of charge computer use is restricted to 90 minutes per day. Further sessions are available for purchase.
38	7	Ms Barbara Jacobson	(1.14.3 of main report) What will the new time limit for wireless service be?	There will be no time limit following the forthcoming upgrade to the service.
39	7	Ms Barbara Jacobson	(1.14.3 of main report) Will the loan of laptops be free, as the desktop computers are?	Yes.
40	7	Ms Barbara Jacobson	(1.14.5 of main report) In what way will the online enquiry service be extended?	Customers will be able to submit enquiries either from home or via library PCs.

41	7	Ms Barbara Jacobson	(1.14.5 of main report) What does 'people's network machines in libraries' mean: the libraries' desktop computers only or also people's own devices?	The people's network machines refer to the fixed computers in libraries. This is the name given nationally to the initiative that introduced PCs to libraries in 1999/2000.
42	7	Ms Barbara Jacobson	(1.14.5 of main report) Will people in partnership libraries be able to use this enquiry service?	Yes
43	7	Ms Barbara Jacobson	(1.14.6 of main report) What is the cost of the license for a single digital title compared to the cost for a print edition?	A direct cost comparison between print and electronic resources is not meaningful because in most cases it is not comparing like for like (e.g. lots of electronic resource is not available in print, or licence arrangements are complex and varied and are charged on a per population price not a per item price). The provision of digital resources assists in greater stock efficiency and thereby can help provide a more cost effective service : 1) By providing access to an online database rather than to print copies, it is possible to provide an information resource either to all 14 sites or remotely via the libraries' 24/7 information service website, rather than by holding many expensive printed copies at

				individual sites. 2) The removal of fragile CDs, particularly multi-CD sets of language learning courses and audio books, in favour of "download and discard" electronic copies, greatly reduces the loss of such resources through theft and damage databases removing the need for lots of print copies. 3) The ability for clients to access materials remotely, both to borrow them and to return them electronically if they wish, frees up resources more quickly so they can be re-circulated and used by others. This reduces the need for expensive multiple copies
44	7	Ms Barbara Jacobson	(1.14.6 of main report) How much money will the council save by buying digital licenses rather than print copies?	Please see response to question 43
45	7	Ms Barbara Jacobson	(1.15.14 of main report) What are the statistics of the majority: how many out of a total of how many?	Paragraph 1.15.14 'Majority' in the first bullet point relates to 58 out of 77 'Majority' in the second bullet point relates to 59 out of 77

				'Majority' in the third bullet point relates to 32 out of 40.
46	7	Ms Barbara Jacobson	(1.15.17 of main report) Appendix F implies that the latest IT failure had been resolved by 15 March but the late-arriving Appendix L makes clear that it has still not been resolved. Why was this statement in Appendix F allowed when it would have been clear at the time of writing that it was not true?	Appendix F clearly refers readers to Appendix L which sets out the detail of the IT failure.
47	7	Ms Barbara Jacobson	(1.15.20 of main report) How many volunteers will be needed to run partnership libraries in addition to the 100 required to help with the TEO hours?	The precise number of volunteers will depend on how much time each volunteer is able to provide and the frequency of their availability. For example, if someone can volunteer for 10 hours a week, the Partnership Library would need fewer volunteers than if the person could only do one hour a week.
48	7	Ms Barbara Jacobson	(1.15.20 of main report) Has the recruitment and training of both sets of volunteers been costed and included in the budget and, if so, what are the figures for each group?	The Library Service will work with the council's partners, GroundWork London and CommUNITY Barnet. Most of the work required will be within the scope of the council's existing contracts with both parties but a provision (circa £30k) has also been included in the library budget for additional costs in relation to engaging and training volunteers.

49	7	Ms Barbara Jacobson	(1.15.20 of main report) Has the time required to recruit and train so many people been calculated and, if so, what is it?	Recruitment and training is planned to take place during 2016/17.
50	7	Ms Barbara Jacobson	(1.16.3 etc. of main report) Why are Partnership libraries 200 square feet smaller than core libraries?	Partnership Libraries will be located in smaller sites with a service offer developed by the community group/residents (subject to the requirements of the service level agreement with the council). Conversely, Core Libraries will be operated by the council's library staff and will be offering a predetermined service as set out in the product catalogue. As set out in Appendix C, it is anticipated that the predetermined services at Core Libraries will be more extensive that those offered by Partnership Libraries.
51	7	Ms Barbara Jacobson	(1.16.3 etc. of main report) Is it to ensure they are, and are seen to be, third-class providers of library services, unable to house as many resources? Otherwise, why is it not simply an unnecessary and ideological discrimination?	No. Please see answer to question 50.
52	7	Ms Barbara Jacobson	(1.18.1 of main report) Volunteers: 13,600 hours over 5.5 years averages 2,472 hours per year, across 14 libraries averages 176 hours per year = so 30 minutes a week. Appendix A	Volunteers work a variety of times dependent upon the role they occupy. In some cases this is a regular session. and in others more as and when or on a time limited

			says there are 41 active volunteers, so how many hours per week do they spend at each of the 14 libraries?	basis (as is the case with the Summer Reading Challenge). The majority of regular volunteers work between 1 and 3 hours per week.
53	7	Ms Barbara Jacobson	(1.18.2 of main report) Appendix A reports 143 volunteer applications in 2014/15. How many of those received were not processed?	All of the 143 formal applications received were processed. We do not record the number of expressions of interest that are not followed up by a formal application.
54	7	Ms Barbara Jacobson	(1.18.2 of main report) How many of those that were processed were turned down for any reason?	Some applications do not proceed for a variety of reasons: applicant is no longer available/ change in applicants circumstances; applicant is unsuccessful; role requested is not currently available. At any given time a proportion of applications are in progress.
55	7	Ms Barbara Jacobson	(1.18.2 of main report) How many new applications for volunteering in libraries have been received in 2015/16 to date?	There have been 95 applications to volunteer in libraries to date in 2015/16
56	7	Ms Barbara Jacobson	(1.20.4 of main report) 'All categories of public library will provide services … key library function.' How can you ensure that partnership libraries will be able to provide these services?	Section 5 of Appendix A explains that Partnership Libraries will be managed via a service level agreement clearly establishing the service outcomes residents can expect in return for the support package made available by the council. These expectations will include:

					☐ Customer satisfaction ratings; ☐ Membership rates; ☐ Issue rates; ☐ Rates of Wi-Fi and PC use; ☐ Literacy and learning outcomes; and ☐ Rates of community use and community engagement.
57	7		Ms Barbara Jacobson	(1.20.4 of main report) Since partnership libraries are excluded from TEO, will their local schools not only not have an enhanced relationship with them but also suffer a diminished relationship with them?	As part of the selection process, those organisations expressing a wish to run a Partnership library will be asked to demonstrate how they intend to work with the local community, including schools.
58	7		Ms Barbara Jacobson	(1.21.2 of main report) Will Mill Hill Library continue to operate, whatever its status, from its current location while this possibility of co-location in a hub at Daws Lane is being explored?	Yes. Any change to this position will be a matter for the Children, Education, Libraries and Safeguarding Committee.
59	7		Ms Barbara Jacobson	(1.21.2 of main report) What will happen to Mill Hill Library if the Daws Lane proposal does not become a reality, and what is the timeline for the decision to be made and the hub established?	An outline business case on the Daws Lane Community Hub will be taken to the Assets, Regeneration and Growth Committee in June. This will include a proposal that a Partnership Library be an integral part of that Community Hub. Until any decision is taken about any future alternative library location, the library will operate from its current site.

60	7	Ms Barbara Jacobson	(1.21.3 of main report) Will East Barnet Library continue to operate, whatever its status, from its current location while this proposal for new leisure facilities is explored?		Yes. Any change to this position will be a matter for the Children, Education, Libraries and Safeguarding Committee.
61	7	Ms Barbara Jacobson	(1.21.3 of main report) What will happen to East Barnet Library if the leisure facilities proposal does not become a reality, and what is the timeline for the decision to be made and the facilities established?		An outline business case on the new and proposed library provision co-located with new leisure facilities is at an early stage. The proposals will be discussed at the Assets, Regeneration and Growth Committee. The proposal is for East Barnet to be a Partnership Library. Any change to this position will be a matter for the Children, Education, Libraries and Safeguarding Committee.Until any decision is taken about any future alternative library location, the library will operate from its current site.
62	7	Ms Barbara Jacobson	(5.2.3 of main report) If the council saves £1.61m rather than the £1.73m it says it needs, how will it make up the shortfall? And what will happen if the income from rented space is less than the £0.546m projected?		The shortfall already identified and any future shortfall in projected income will be considered as part of the council's business planning and medium term financial strategy (which is reviewed annually) that is overseen by the Council's Policy and Resources Committee
63	7	Ms Barbara Jacobson	(5.2.5 of main report) How will the reduced spending on library affect the provision of new books, new and existing licenses for		Media fund spending is reviewed on a routine basis and this will continue in line with revised budgets.

			digital resources, subscriptions for printed newspapers and magazines?	
64	7	Ms Barbara Jacobson	What effect will the reduced footprints have on the resources in each library: a) how many fewer books will there be on average?	Please see answer to question 34.
65	7	Ms Barbara Jacobson	b) how many more or fewer computers will be available?	The mix of fixed computers, wifi access and the use of portable devices is constantly under review as customer use changes. The precise layout of the reconfigured libraries will be developed on a site by site basis to make best use of space.
66	7	Ms Barbara Jacobson	c) how much more or less study space will be available?	Please see response to question 65
67	7	Ms Barbara Jacobson	d) how much less seating will there be to accommodate readers, excluding study space?	See answer to question 65
68	7	Ms Barbara Jacobson	When libraries are reduced in size, who will decide, and on what criteria, which books will be removed?	This will be determined by the Service Development Team which will be retained in the new model. This team is comprised of professional librarians.

69	7	Ms Barbara Jacobson	How many books have ben removed in the last month and in the last 6 months, and how many will be removed overall in the redesign of the system?	It is not currently possible to provide data relating to stock withdrawal for the last 6 months. Overall stock levels are anticipated to reduce by circa 12%.
70	7	Ms Barbara Jacobson	What will happen to the books removed from each library? Can they be stored in a central depository and kept in the catalogue so that people can order them as they do books from other libraries, which would somewhat mitigate the loss of resources?	A standard part of stock maintenance involves withdrawal of stock items. As many items will be retained as possible and some libraries will hold a larger amount of stock than is currently the case. Any additional withdrawn items will be managed as now, some are sold locally in libraries, some are sold through external organisations.
71	7	Ms Barbara Jacobson	(5.6.2 of main report) Since this £375k is in addition to the £4.41m stated at 5.3.2, should it be made clear that the full cost of change (as opposed to only investment) is £4.775m?	5.6.2 is part of section 5.2 entitled '**Resources (finance and Value for money, Procurement, staffing, IT, property, sustainability**' that sets out the range of resources needed for implementation (capital investment, project management, redundancy costs etc.)
72	7	Ms Barbara Jacobson	(5.10.9 of main report) Why is there no mention of the proposals for co-location of public services within libraries, which was raised in the consultations?	Section 1.21 of the main report is entitled '**Opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations**.' The table in 5.10.9 is intended to summarise the key

					concerns from t he first phase of consultation that are set out in full in Appendix E.
73	7	Ms Barbara Jacobson	Appendix A – 3.4 Para 1.12.2 in the main document and references later in this appendix no longer refer to libraries being reachable within this time by 95% of residents, so what is the purpose of this paragraph?		It is unclear what further information the question is requesting.
74	7	Ms Barbara Jacobson	Appendix A – 4.2.4 Why has lone working not been considered? Apparently, it could double the number of staffed hour. At the very least, it should be seen whether it could offset the need to spend c. £4m on technology and reconstructing library entrances.		The council is not aware of any London borough that currently routinely operates a model based on lone working. The proposal is to offer a defined quality and range of services during staffed hours, as set out in Appendix C. A lone working model would not provide sufficient capacity to deliver Appendix C. Therefore, lone working was considered and rejected.
75	7	Ms Barbara Jacobson	Appendix A – 4.2.5 Toilet facilities: why not install an emergency button (as is common in toilets for disabled people) linked to the CCTV-monitoring station so that people taken ill or injured in the toilet could summon help; even during staffed hours, someone would have to alert staff to such a problem?		The installation of an emergency button was considered along with the National Key Scheme, however, the risk remains that an individual gets into difficulty in the toilet and cannot activate the alarm. Furthermore, there is a risk (as is common in staffed libraries) for misuse of the facilities by those who do not require disabled facilities.

76	7	Ms Barbara Jacobson	Appendix A – 4.2.5 Some of the locations of public toilets listed are considerable distances – at least 1/4–1/2 mile – from the library. What would be the cost of putting a toilet pod outside each library?	The costs of installing permanent toilet pods outside each library are estimated to be in-excess of £100,000k per location (over £1m across 10 sites). Additional costs of regular and frequent cleaning and maintenance would be incurred.
77	7	Ms Barbara Jacobson	Appendix A – 4.2.5 Live-monitoring CCTV: how many libraries will have to be monitored simultaneously, and will there be more than one person monitoring?	In total 10 libraries would have live CCTV monitoring. The CCTV live monitoring will be part of the council's existing safety camera network arrangements and monitored in a similar way as other council commissioned CCTV cameras. Cameras will be routinely monitored on a loop and there will also be a range of alarms/alerts which will trigger a particular camera to be viewed immediately. The exact arrangements will be determined as part of the contractual arrangements with the CCTV provider.
78	7	Ms Barbara Jacobson	Appendix A – 4.2.6 'Develop an enquiries and homework email service … whereby staffed sites could respond to information and reference enquiries from customers utilizing TEO hours in other libraries': how will the staff working at one location have the time to respond to queries from one or two additional sites?	This is an extension of the current practice. Library staff routinely responds to enquiries received via telephone and email from other library sites and from the public.

79	7	Ms Barbara Jacobson	Appendix A – 4.2.6 Will this service be available to people using partnership libraries? If not, why not?	Yes.
80	7	Ms Barbara Jacobson	Appendix A – 4.2.8, 4.3 Why is there no detail on co-locating other public-service organizations, such as the police, CAB, children's centres, which is mentioned in passing at 3.6, and more fully and positively in Appendix I?	Please see answer to question 72.
81	7	Ms Barbara Jacobson	Appendix A – 4.29 'the service routinely receives more applications than it can process' For how long has this been the case and why was it allowed to continue?	To clarify, there are more expressions of interest from people wishing to volunteer than there are current volunteer roles. The number of volunteer roles is limited to ensure that all formal applications received can be considered within a reasonable timeframe. The proposed community engagement team will enable the service to offer more volunteer roles.
82	7	Ms Barbara Jacobson	Appendix A - 4.29 How many people will be employed in the community engagement team? Will all these jobs be full-time?	The team will consist of 2 full time posts.
83	7	Ms Barbara Jacobson	Appendix A – 4.2.10 Can you confirm that the model of partnership libraries being proposed means the buildings are included rent-free?	Yes

84	7	Ms Barbara Jacobson	Appendix A – 4.2.10 Why are the grants reduced each year when (a) costs are likely to rise each year and (b) you have agreed that £25k is insufficient?	The proposal to introduce a larger grant in the first two-years recognises that establishing a Partnership Library requires more resources during the start-up phase. The proposal is that a £25k grant contribution will continue from year 3 onwards.
85	7	Ms Barbara Jacobson	Appendix A – 4.4 In table, 'Increase council tax': where is the suggested link to the results of the consultation? Do you think it is acceptable to not check such an important document on completion to ensure that all the information required is actually provided?	The link can be found in section 5.10.9 of the main report. http://barnet.moderngov.co.uk/documents/b27001/Appendix%20G%20and%20Appendix%20H%20-%20Report%20of%20Policy%20and%20Resources%20Committee-%20Business%20Planning%20201516%20to%202.pdf?T=9
86	7	Ms Barbara Jacobson	Appendix A – 5.2 Figure 7: On Mondays to Fridays in 3 localities the Core and Core+ libraries are open 15 hours a day, with staff available as few as 3 hours a day up to a maximum of 9 hours once or twice a week. In the 4th locality the Core library is open 8–9 hours a day, and the staff is available between 3 and 5 hours a day. a) Why are the localities not identified?	Figure 7 is indicative and outlines an illustrative timetable across localities to show how the different type of opening hours will be arranged. The number of opening hours for each library is shown in Appendix A paragraph 5.2.
87	7	Ms Barbara Jacobson	b) Why is the core library in locality 4 open for shorter periods than the core libraries in other localities?	The core library in this locality is currently co-located with the customer service centre and can only be operated in technology enabled mode during shared

				opening hours (9-5pm)
88	7	Ms Barbara Jacobson	c) How can people in unstaffed libraries get any help during the many hours that no staff are available at any site? Doesn't this make clear that the proposed enquiry and homework service will be unworkable?	Customers will be able to email questions at any time and a response will be provided by staff at the earliest opportunity.
89	7	Ms Barbara Jacobson	d) Will partnership libraries have to arrange to open at the same time that there is staff in a core or core+ library in order to ensure that they can access help when needed, and is this practicable?	Library opening hours and types of sessions will be balanced across each locality to maximise access to libraries within a given area. The arrangements for the 15 hours a week in Partnership Libraries will be agreed as part of the service level agreement. In addition to receiving support from Core or Core Plus libraries, Partnership Libraries will also be able to access a package of centralised support, as mentioned in paragraph 1.13.10 in the Main Report.
90	7	Ms Barbara Jacobson	Appendix B – 5, 6 Figure 3: Child's Hill is one of the wards with the second highest level of child poverty: how do you justify denigrating its local library to partnership status and what impact do you think restricting the accessibility of books to this area will have?	Childs Hill Library is one of the borough's smaller libraries, with a lower number of transactions and the lowest number of borrowers in the borough. Within the West locality, Hendon and Golders Green libraries (proposed as Core Libraries) are busier than Childs Hill library.

91	7	Ms Barbara Jacobson	Appendix B – 8 'This analysis shows that Barnet's library infrastructure is large and compares favourably against other local authorities provision.' But will this still be true after you have reduced the size of all libraries and resources within them?	The proposals will maintain Barnet's 14 libraries and offer extended hours that will benefit many residents, achieved through balancing a number of factors including the releasing of space for income-raising opportunities and reducing the number of staffed hours. Unlike some other local authorities, Barnet's proposal does not include the closure of any libraries.
92	7	Ms Barbara Jacobson	Appendix B – 10 Figure 14 Why is no information provided for Edgware Library? Does it require any work?	Edgware Library has already been piloted as a TEO library. This means most of the capital costs associated with installing TEO have already been expended.
93	7	Ms Barbara Jacobson	In April 2004 'Totteridge Library … was originally closed after the council claimed it would be too costly to provide disabled access at the site …'. Why have 6 of the 14 libraries in Barnet not been made compliant with these requirements in the last 12 years?	Works to libraries are part of the council's capital programme and require prioritisation against other capital priority requirements. The proposed capital investment as part of this proposal will enable some long standing issues to be addressed.
94	7	Ms Barbara Jacobson	What regular maintenance work has been carried out each year in all the libraries that now require major work, and for how long have each of them required the major work listed?	Each year all cyclical maintenance (e.g. electrical testing, lift and door servicing etc.) and essential works (blocked toilets, burst pipes etc.) are undertaken.

95	7	Ms Barbara Jacobson	Appendix B – 12, 14.1-4 What is the relationship between the reduction in borrowing and the reduction in new stock for children, terns and adults throughout the network and at individual libraries in the years referred to?	Reductions in loans are in line with a national pattern of library use. In relation to the number of libraries within the network, the stock fund has remained reasonably consistent for the last 7 years.
96	7	Ms Barbara Jacobson	Appendix B – 12, 14.2 How many new titles were added to the digital library each year between 2011/12 and 2014/15?	E-Book and E-Audio Book additions 2011/12 – 619 items added to stock 2012/13 – 1799 items added to stock 2013/14 – 170 items added to stock 2014/15 – data not held Current total stock = 10,585 This does not include online databases available via the 24/7 reference library
97	7	Ms Barbara Jacobson	Appendix B – 16 'a proportion of the central costs of running the service': Is this proportion different for each library and, if so, how is it determined?	The amount of central costs was apportioned using a range of factors to reflect library characteristics.
98	7	Ms Barbara Jacobson	Appendix C – 3.1, 3.2 Why does Chart 2 show 'trained staff on site' at the same values for Core and Core+ libraries when it is shown elsewhere that staff is on site one-third longer at Core+ libraries?	The ways in which literacy and reading will be supported by staff in the libraries will be the same in Core and Core Plus libraries albeit the opening hours will differ.

99	7	Ms Barbara Jacobson	Appendix C – 3.1 What unit of measurement do the numbers on the scales in charts 1 and 2 represent: minutes or hours per week or month or year?	No specific unit of measure has been used. The charts demonstrate comparative levels of activity and range of services available.
100	7	Ms Barbara Jacobson	Appendix C – 3.1 How does this provision compare to what has been available in libraries until now?	The range of services reflected in 3.1 is all on offer currently.
101	7	Ms Barbara Jacobson	Appendix C – 3.1 How will the provision of adult and child literacy schemes by qualified personnel be guaranteed and who will provide them?	Literacy schemes will continue as at present and will be delivered by staff supported by volunteers as is currently the case.
102	7	Ms Barbara Jacobson	Appendix C – 3.2, 3.3 What unit of measurement do the numbers on the scales represent and why is the scale different from those on the charts in other sections?	See answer to question 99
103	7	Ms Barbara Jacobson	How does this provision compare to what has been available in libraries until now?	See answer to question 100
104	7	Ms Barbara Jacobson	How will the provision of adult and child learning events be guaranteed and who will provide them?	See answer to question 101
105	7	Ms Barbara Jacobson	Appendix C – 3.3 Who will organize and provide the one-off events?	As at present these will be provided by a variety of people, including authors, outside providers and library staff supported by volunteers

106	7	Ms Barbara Jacobson	Appendix C – 3.4 Table 1 On-site access to other services: charts 1 and 2 indicate same level of provision in all categories of library, so who will be providing the health advice sessions in partnership libraries and why is this topic here when it is also in section 3.5?	We will continue to work in all libraries with a range of health providers as is currently the case. Health advice is in sections 3.4 and 3.5 as it is relevant to both categories.
107	7	Ms Barbara Jacobson	Appendix C – 3.4 Who will be checking housing benefit documents in partnership libraries, how will they be trained to do this and keep information confidential, and will people be comfortable if this work is done by someone who might be heir neighbour?	Housing benefit checks are part of a range of services that fall within the category 'onsite access to other services'. Elements of this category will be available at all sites, including Partnership libraries. As at present (where housing benefit checks are offered at Chipping Barnet, Edgware and Golders Green) housing benefit checks will only be available at specific sites.
108	7	Ms Barbara Jacobson	Appendix C – 3.4 Will police and children's centres be located in all partnership libraries as well as in all core libraries, as implied?	See answer to question above. Partnership libraries will be able to develop links with their local children's centres and PCSOs.
109	7	Ms Barbara Jacobson	Appendix C – 3.4 Table 1, PC access for universal credit applications: why is this here instead of under remote access to other services?	This should be included in remote access to other services.
110	7	Ms Barbara Jacobson	Appendix C – 3.4 Charts 1 & 2: What unit of measurement do the numbers on the scales represent and why are the	See answer to question 99

			scale different from those on the charts in 3.1, 3.2 and 3.3?	
111	7	Ms Barbara Jacobson	Appendix C – 3.4 How does this provision compare to what has been available in libraries until now?	See answer to question 100
112	7	Ms Barbara Jacobson	Appendix C – 3.5 Table 1: Access to on-site health information/services: will health professionals provide onsite services at partnership libraries? If not, shouldn't there be separate categories for information and services to avoid ambiguity?	Partnership libraries will be able to develop a range of links with local organisations including those providing health information
113	7	Ms Barbara Jacobson	Appendix C – 3.5 Sessions delivered by health providers as part of the Children's Centre link activity: what does this mean? What is the link? Will this be provided at partnership[libraries? Will Children's Centres be located in all or any libraries?	Children's centres currently provide a range of services through libraries. Partnership libraries will be able to develop a range of links with local organisations including Children's Centres.
114	7	Ms Barbara Jacobson	Appendix C – 3.5 Charts 1 & 2: What unit of measurement do the numbers on the scales represent and why are the scales different from the charts in 3.1– 3.4?	See answer to question 99
115	7	Ms Barbara Jacobson	Appendix C – 3.5 How does this provision compare to what has been available in libraries until now?	See answer to question 100

| 116 | 7 | Ms Barbara Jacobson | Appendix C – 3.5

How has the provision of health/wellbeing events been calculated for each category of library? | See section 2 p.2 Appendix C – How to read the product catalogue. |
| 117 | 7 | Ms Barbara Jacobson | Appendix Di – p. 10/202

How are the statistics for travel time affected by the substitution of partnership libraries for core libraries, considering people who can reach only a partnership library within 30 minutes may need to travel farther to find a library that is open? | Appendix B page 47 sets outs that 100% of residents are within 30 minute travel of a local library, 85% within 20 minutes and over 50% are within 15 minutes of a library. All library sites are being retained. Appendix J sets out the travel times between libraries in each locality and between adjacent locations. |
| 118 | 7 | Ms Barbara Jacobson | Appendix Di – p. 11/203

Who will be 'working closely with schools to enable school visits'? | The library staff in branches, the centralised librarian team and staff at the School Libraries Resources Service will be working closely with schools. |
| 119 | 7 | Ms Barbara Jacobson | Appendix Di – p. 11/203

While the reduction in opening hours would impact on 20% of library users throughout the borough, have you realized and given consideration to the fact that it will impact on 100% of the people who use those libraries? | Appendix Di – p. 11/203 refers to the potential impact of Partnership Libraries. Each Partnership Library will be expected to demonstrate how its services will serve the local community. This will form part of the Service Level Agreement.
Each library will display details of the public transport routes and indicative travel times to other libraries in the locality and in neighbouring localities along with the staffed opening times, volunteer |

				supported TEO hours and TEO hours at each site.
120	7	Ms Barbara Jacobson	Appendix Di - p 13/205 Toilets: risks can be mitigated by installing emergency call buttons, as in toilets for the disabled; after all, even in staffed libraries someone would have to report an incident in a toilet for the staff to be able to act.	The installation of an emergency button was considered along with the National Key Scheme, however, the risk remains that an individual gets into difficulty in the toilet and cannot activate the alarm. Furthermore, there is a risk (as is common in staffed libraries) for misuse of the facilities by those who do not require disabled facilities.
121	7	Ms Barbara Jacobson	Appendix Di – p17/209 'the reduction in hours will have a significant impact on the 10–15-year-old cohort … who visit libraries unaccompanied. 'How is this compatible with the statement that Barnet should provide literacy and learning opportunities for children?	Literacy and learning opportunities include: • All 14 current library sites will be maintained, offering a range of reading resources, along with the digital library • A range of activities will be offered by Library staff including Baby Rhyme time, author visits, summer reading challenge etc. • Libraries will be available for school visits both in staffed and unstaffed hours. • Libraries will be available to all accompanied children and those over the age of 15 and in Year 11 with parental permission for a total

				of at least 904 hours per week compared to 634 per week currently. This will enable some families to visit libraries on their way to school or at the weekend during times when it would otherwise be closed.
				• Schools traded service which loans reading books to schools. The report sets out that for some children who may not be able to be accompanied by an adult at the time that they wish to visit the library when it is offering TEO hours, the reduction in staffed hours may have an impact .
122	7	Ms Barbara Jacobson	Appendix Di – p17/209 Is there a risk that children in the excluded age group would ask any older teen or adult entering the library to accompany them? Does the TEO plan potentially encourage children to put themselves in harm's way?	To register for TEO, users are required to sign a set of terms and conditions including not allowing others to enter the library behind them. If a user, willingly and knowingly allows non-registered users, particularly children, to enter the library behind them, their TEO access would be withdrawn.
123	7	Ms Barbara Jacobson	Appendix Di – p17/209 Is it possible that children can just walk in at the same time as an older person, as there is no one to check their admission?	Whilst this is possible, users are required to sign a set of terms and conditions including not allowing others to enter the library behind them. Users will be periodically

				reminded by letter of the terms and conditions. During the roll-out of TEO across the remaining 9 libraries, staff will be encouraging users of appropriate behaviours. If a user, willingly and knowingly allows non-registered users, particularly children, to enter the library behind them, their TEO access would be withdrawn.
124	7	Ms Barbara Jacobson	Appendix Di – p17/209 Is it possible that an adult can accompany children to the library and then leave them there unaccompanied? How would the library service know and what could it do?	Whilst this is possible, the live-monitored CCTV solution provides an opportunity for a camera operator to identify an unaccompanied child and arrange an appropriate intervention (roving security, police etc)
125	7	Ms Barbara Jacobson	Appendix Di – p17/209 'an offer for 10–15-year-olds to study and learn': what does this mean?	It will be for the Partnership Library to develop an offer to meet the requirements set out in the service level agreement requirement.
126	7	Ms Barbara Jacobson	Appendix Di – p19/211 'an offer for 10–15-year-olds to study and learn': what does this mean?	Please see answer to question 125.
127	7	Ms Barbara Jacobson	Appendix Di – p20/212, 33/225 'People whose day-to-day activities … Child's Hill'; fourth highest percentage of population receiving out-of-work benefits. If there are three protected groups, plus high level of deprived people, who will be badly	Childs Hill Library is one of the borough's smaller libraries, with a lower number of transactions and the lowest number of borrowers in the borough. It also has the lowest number of visits per hour of all the

			affected by this library's reclassification as a partnership library, why are you proceeding with the plan?	static library sites. Within the West locality, Hendon and Golders Green libraries (proposed as Core Libraries) are busier than Childs Hill library. The Partnership Library will be able to develop and shape a local service offer to meet any particular needs of the local community.
128	7	Ms Barbara Jacobson	Appendix Di – p20/212, 33/225 Will all volunteers be given first-aid training before being left in charge of any library?	Volunteers will receive the training needed to deliver the volunteer supported TEO hours. There is no requirement for library staff to be trained in first aid and there will be no requirement for volunteers to receive first aid training.
129	7	Ms Barbara Jacobson	Appendix Dii Why is this appendix only a draft?	The EIA will be reviewed and reassessed as the staffing re-structure is implemented, should the proposals be approved.
130	7	Ms Barbara Jacobson	Appendx Dii In what areas are there uncertainties or lack of final information?	The paper sets out the number of posts that will be affected and the estimated number of staff that are likely to be impacted. As with any staffing restructure, the staffing establishment is likely to change as the project progresses (some staff may leave etc).
131	7	Ms Barbara Jacobson	Appendx Dii When will this appendix be finalized?	The EiA will be reviewed and reassessed at each milestone of the staffing restructure and finalised on implementation, should the

				proposals be approved.
132	7	Ms Barbara Jacobson	Appendx Dii Can councillors be expected to approve documents that are not in final form?	The paper sets out the number of posts that will be affected and the estimated number of staff that are likely to be impacted. As with any staffing restructure, the staffing establishment is likely to change as the project progresses (some staff may leave etc) and therefore it is normal practice to provide the best available information.
133	7	Ms Barbara Jacobson	Appendix F – 1 'the system has been widely adopted throughout Scandinavia'. How many libraries out of a total of how many in which countries in Scandinavia use this system, and what is your evidence?	Please see response to question 6.
134	7	Ms Barbara Jacobson	Appendix F – 2.4 Do you know how many people have entered without entering a PIN, how many might have been under the age of 18?	The door opening system will only open when a registered user presents a valid bar code and PIN. There will be cameras focussed on each TEO door entry location. During the pilot it was not possible to routinely identify the incidences of people entering behind others without themselves registering. This issue is set out in the risk register

				included in Appendix K. In the event that another unauthorised user enters at the same time as the authorised registered user, the risk posed by this event will depend on whether there is intent to do harm. During the pilot, when it has been bought to the council's attention, on checking, people have gained entry in order to use the library services not to do harm. During the pilot, some library users gained entry to pretend to be ill and to stack some books on the floor but no harm or damage was done as the books were replaced. In relation to anyone intent on doing harm, live CCTV monitoring will alert an emergency response (see main report). The CCTV camera is able to be deployed to identify those who persistently access the library without using the required entry process. Staff would be deployed to encourage registration for those who wanted to access TEO so that they could access appropriately. If a user, willingly and knowingly allows non-registered users, particularly

				children, to enter the library behind them, their TEO card would be withdrawn.
135	7	Ms Barbara Jacobson	Appendix F – 2.4 How would you know, since the computer would record only those who entered a PIN, not those who entered without doing so?	Please seen answer to question 134
136	7	Ms Barbara Jacobson	Appendix F – 2.4 'ensures that only registered customers are in the building during extended Open+ hours' Since automatic doors remain open while the beam is broken, allowing an unbroken stream of people to enter on one PIN, how do you monitor access to 'ensure' this, or is this statement inaccurate?	Please seen answer to question 134
137	7	Ms Barbara Jacobson	Appendix F – 2.4 How were users 'made aware that staff/personnel would enter the building from time to time'?	A sign is displayed in the library.
138	7	Ms Barbara Jacobson	Appendix F – 2.4 Why was the employed security person not uniformed? How did that make people aware of his/her presence? How was his/her presence recorded?	The security staff member was not uniformed as the pilot was operating as close as possible to the intended roll out, when no security guard would be present. The security company maintains records of the security guard attendance.

139	7	Ms Barbara Jacobson	Appendix F – 2.4 'the security staff member presence was significant' How is 'significant' defined and measured?	At the outset, the security guard presence in the operational library public area was for all of the TEO hours. This is what is meant by significant.
140	7	Ms Barbara Jacobson	Appendix F – 2.4 'over time, the staff presence within the operation library area was reduced with a regular patrol of the building and its surroundings' What was the time frame?	The security staff presence began to be reduced in Autumn 2015 although the security presence remained on site at all times.
141	7	Ms Barbara Jacobson	(continued from previous) Does this mean that the 'presence' was reduced to a patrol outside the building, and if so, how often and what security did it provide?	The patrol was of the operational area and of the outside undertaken at regular intervals.
142	7	Ms Barbara Jacobson	Appendix F – 5 'Two short periods were short.' Really. When did the software problem occur and how long did it last, measured in hours and days?	One incident related to the padlock on the external door and this was rectified within hours (one morning session was not able to be offered). The second incident related to a human error which led to the system being unavailable for one evening session only.
143	7	Ms Barbara Jacobson	(continued from previous) Was it in any way similar to the problem that closed down the system on 2 March?	No.
144	7	Ms Barbara Jacobson	Appendix F – 5 Are all the actions of the library campaigners on the CCTV footage or was some of it out of range of the	The actions of the library campaigners were viewed on tape by the designated Edgware CCTV data controller.

			cameras, and this information noted from photos published in the press?	
145	7	Ms Barbara Jacobson	Appendix G – 4 12 core training sessions a year: What will they cover?	The details of the training courses will be developed if the proposals are approved.
146	7	Ms Barbara Jacobson	Appendix G – 4 Will all 12 take place before any partnership library opens? Or, if they are spread throughout the year, how will that be done and in what order will they be done?	The details of the training courses will be developed if the proposals are approved. Some training with organisations selected to operate a Partnership Library would need to happen before they open to the public (e.g. familiarisation with the Library Management System, stock management and control, etc.)
147	7	Ms Barbara Jacobson	Appendix G – 4 How will volunteers who join after the essential training receive that training?	There will be a rolling programme of on-going training with each new volunteer receiving induction training (as is presently the case).
148	7	Ms Barbara Jacobson	Appendix G – 4 Given the responsibilities of organizing and managing the services, as well as fundraising, who are the volunteers being sought in terms of age, education, work experience and skills?	Organisations/ groups of residents running Partnership Libraries will be responsible for recruiting their own volunteers with support from Groundwork and Community Barnet.

149	7	Ms Barbara Jacobson	Appendix G – 4 Is there a risk that not enough volunteers with the desired mix of these characteristics can be found in all localities in the short and the long term?	It will be for Partnership Libraries to develop a service offer that is sustainable and in accordance with the service level agreement. The local service offer, may to some extent, depend on the skills and abilities of local volunteers (e.g. language classes, IT skills)
150	7	Ms Barbara Jacobson	Appendix G – 4 How will these KPIs be determined?	KPI's will be established as part of the Service Level Agreements which will be negotiated and agreed with any organisation selected to operate a Partnership Library.
151	7	Ms Barbara Jacobson	Are there KPIs for core and core+ libraries, and will the KPIs for partnership libraries be relative to them?	KPIs will be further developed for Partnership libraries following Committee approval and will include the areas listed on p.3, Appendix G. These are the same types of measure used to assess all public library services.
152	7	Ms Barbara Jacobson	Will the issue rate be relative to the reduced stock level?	The service level agreement will reflect the resources, space and location of the Partnership Library.
153	7	Ms Barbara Jacobson	Will the literacy and learning outcomes be relative to the limited opening hours, the reduced space, and the limited knowledgeable help available?	The service level agreement will reflect the resources, space and location of the Partnership Library.
154	7	Ms Barbara Jacobson	Appendix G – 6 a) What is the schedule for this process?	If the proposals are approved, the schedule set out in section 6 of Appendix G will be further developed with a detailed timetable.

				The timetable will be made available to all parties who express an interest in running a Partnership Library.
155	7	Ms Barbara Jacobson	b) On what date will it start?	Please see response to question 154
156	7	Ms Barbara Jacobson	c) How long is it estimated it will take before sufficient groups are found and briefed?	The council has estimated that the whole process of working with organisations keen to run a Partnership Library will take between 9 and 12 months.
157	7	Ms Barbara Jacobson	d) How long will each group then be given to prepare and submit a business case and application for the transition grant?	Please see response to question 154
158	7	Ms Barbara Jacobson	e) How long will be allowed for the business case to be vetted?	Please see response to question 154
159	7	Ms Barbara Jacobson	f) What will the criteria be; will they include anything other than financial planning?	Yes – it will include more than just financial planning. The council will be keen to learn how community groups will work with their local communities, and other interested parties to develop a local service offer to meet the needs of their local communities and to deliver the service level agreement.

160	7	Ms Barbara Jacobson	g) How long is allowed for the transition of the running of the library to the volunteers?	Please see response to question 154
161	7	Ms Barbara Jacobson	h) What are the estimated dates for the opening of the partnership libraries?	The council envisages the first Partnership Library to be operational by April 2017.
162	7	Ms Barbara Jacobson	i) Who will run the libraries and what will the opening hours be until the transition is complete?	The library service will continue to run those libraries proposed to be Partnership Libraries. Partnership Libraries together with the agreed service level agreement will become operational once each agreement is reached. During 2016/17, for the period prior to the opening of the Partnership Library, the opening hours will remain as now. If the Partnership Library takes longer to be established than April 2017, the reduced staffed hours will be introduced from April 2017. A similar arrangement will be in place should any proposed Partnership Library fail to attract a community organisation and a further report to CELS is required.
163	7	Ms Barbara Jacobson	Appendix I pp7, 8/527,528 Four school discussions: a) What proportion of Barnet schools is 4?	All schools were invited to take part. Four schools came forward to host a focus group by inviting a council officer to meet with the school council. Four schools account for

				between 3 and 4 per cent of all Barnet
164	7	Ms Barbara Jacobson	b) Who participated in these discussions and how long did they last?	The sessions were hosted by the school and the school invited the pupils. In each case, the school invited their pupil representatives on their school council. In all sessions, a teacher was present but did not actively participate except to encourage the children to respond. The sessions were led by the council's Programme Director, Education and Learning and/or the council's Commissioning Strategy and Policy Advisor - Children and Young People
165	7	Ms Barbara Jacobson	c) Which four schools were involved and why were they chosen?	All schools were invited to take part. Four schools came forward to host a focus group by inviting a council officer to meet with the school council. The council accepted each invitation.
166	7	Ms Barbara Jacobson	Five in-depth interviews with people over 65: is this a statistically acceptable number given the size of the population in that age group?	The in-depth interviews and focus groups were used to gain a deeper understanding and insight into residents' views and opinions. When using qualitative techniques, it is acceptable and typical for sample sizes to be small.

167	7	Ms Barbara Jacobson	Were any other characteristics considered to ensure a balance that reflects the population?	Groups identified for in-depth exploration were those that had been identified in the EIA (at the time of going out to consultation), as those groups who could potentially be negatively impacted.
168	7	Ms Barbara Jacobson	Appendix I - p10/530 Weighting of data from panellists: Only 473 of the 2000 on the Citizens' Panel – less than 25 – responded and their characteristics are unknown. a) Is the weighting, therefore, any more informative than if it had been applied to 473 random open questionnaires?	The Citizens' Panel is broadly representative of the Barnet adult population. However, as not all panel members completed the questionnaire, the data was weighted to correct any slight over or under representation in the achieved sample. Therefore by weighting data the sample becomes **more** representative. The weighting is explained in Appendix I.
169	7	Ms Barbara Jacobson	b) Is 473 below the threshold for a reliable weighting?	No. As with all Citizens' Panels, not all members will respond to a survey. It is acceptable and normal practice to apply weighting to correct any slight over or under representation within the different demographic sub groups within the achieved sample to ensure it remains representative. The weighting is explained in Appendix I.
170	7	Ms Barbara Jacobson	c) Is the huge disparity between the results of the open questionnaire and the weighted panel an indication that the weighting is not a realistic	Barnet Citizens' Panel is broadly representative of the adult population of Barnet demographically; the achieved

| | | | | reflection of the views of individuals? | sample of those who responded to this Library survey was then weighted to make it more representative of the borough population.

The Citizens' Panel sample is also more in line with the borough profile in terms of non-library users (38%) and library users (62%). It is likely to be a useful guide to overall public opinion across the borough.

Looking at the Citizens Panel raw data before it was weighted the percentages in the main were the same give or take a couple of percentage points either way. So for example Figure 5 in the report which asks –To what extent do you agree or disagree with the council's proposed locality model comprising of smaller libraries designated as either Core Plus, Core or Partnership Libraries as a way to reduce costs and maintain all 14 static sites?   The data before weighting for strongly agree/agree was 70%. When it was weighted, the result was 68%. So, in a lot of cases, by weighting the data, the results have been less favourable |

				for changes (but only slightly). The open questionnaire can provide useful information about the views of particular groups and individuals at very local levels and in particular the views of library users as 96% of respondents classed themselves as a library user. However, as the sample was predominantly users of Barnet libraries, it is difficult to interpret how representative the response profile matches the demographics of Barnet.
171	7	Ms Barbara Jacobson	d) Were the responses to the open survey also weighted?	No.
172	7	Ms Barbara Jacobson	Appendix I - p13/533 Given that 'co-locating libraries with other services was seen as the most positive element within the overall proposal', why are there no definite proposals for that element in the current strategy?	To actively engage external partner organisations in sufficiently detailed co-design of services requires some level of certainty over the proposals proceeding. If the proposal is approved, all the options will pursued and considered.
173	7	Ms Barbara Jacobson	Appendix I - pp16ff/536ff Figures 5–7 Total respondents 721,462–734,469: almost twice the total population of Barnet, more than 1500 times the number of responses from the panelists and 969 times the number of responses from the open survey. As to most people this probably looks like nonsense, would it be clearer if only the actual	The figures refer to the base size for the open survey, and then base for the Citizens' Panel figure respectively. For example Figure 5 says: Base: All respondents providing a valid answer (721, 462). 721 is referring to the Open survey base, and 462 is referring to the

			results from the open questionnaire were considered or if the actual responses from the panel were combined with those from the open survey?	Citizens' Panel survey base.
174	7	Ms Barbara Jacobson	Appendix I - pp16ff/536ff Where is the raw (unweighted) data for the consultation and what does it show for all the figures in this appendix?	Raw data (unweighted) can be made available if requested.
175	7	Ms Barbara Jacobson	Appendix I – p43/563 Why did the survey not include 'running the library' as an option: were you afraid of a low or negative response?	Running a Partnership Library will be open to a community group or groups of residents to put themselves forward. An individual alone could not be expected to 'run a library', although they could volunteer to help support running a library.
176	7	Ms Barbara Jacobson	Appendix J (North Locality) The two staffed libraries are only 9 minutes apart, but the volunteer library is 15–20 minutes away from either of them. Do you see that this disadvantages the population for whom the Mill Hill library is their local library?	The travel time of 15-20minutes indicated in the report was a 'worse case' scenario. Using the 251 bus from Mill Hill, Burnt Oak can be accessed in a minimum of 11 minutes. Using the 221 or 240 bus, Edgware Library can be accessed from Mill Hill Library in a minimum of 10 minutes.
177	7	Ms Barbara Jacobson	Appendix J (North Locality) How will you explain to Mill Hill residents that they will have to travel farther to access an open library?	The library at Mill Hill will remain open as a Partnership library. Partnership libraries will be open a minimum of 15 hours per week, however partner organisation will be encouraged to increase the opening hours over time. The travel times

				between libraries have been mapped and the residents in Mill Hill will not have to travel farther to reach a core or core plus library than those in other areas of the borough.
178	7	Ms Barbara Jacobson	Appendix J (all localities) What is the minimum travel time for reaching a core or core+ library for residents whose nearest library is destined to have partnership status?	Appendix B page 47 sets outs that 100% of residents are within 30 minute travel of a local library, 85% within 20 minutes and over 50% are within 15 minutes of a library. Below shows the minimum travel time from each Partnership library to the nearest Core or Core Plus library: Mill Hill – Edgware: min. 10minute journey South Friern – North Finchley: min. 19minute journey Childs Hill – Golders Green: min. 12 minute journey East Barnet – Osidge: min. 10 minute journey
179	7	Ms Barbara Jacobson	Appendix K (CCTV) What is the schedule for installing CCTV in all libraries?	If the proposals are approved, it is planned that all Core and Core Plus libraries will be developed during 2016/17. This includes installing CCTV cameras.
180	7	Ms Barbara Jacobson	TEO Failure Where will the £75k a month come from and what is the maximum available for this purpose?	In the event of a future complete failure of the IT system, the cost of £75k will come from council reserves. No limit has been placed on this amount.

181	7	Ms Barbara Jacobson	Reservations (Appendix L) How does the new method of collecting reserved items during unstaffed hours work and how many times has it been used?	A new system for collecting reservations was instigated at Edgware at the beginning of the pilot phase and has been in operation ever since. It is a practice followed by many library services and allows customers to collect their reserves from a reservations shelf.
182	7	Ms Barbara Jacobson	Appendix L (2) Who is accepting responsibility for this catastrophe?	Contractually, CSG are obliged to fund all activities necessary to bring the system back into operation.
183	7	Ms Barbara Jacobson	Appendix L (2) How much will this problem cost in lost income, and in restoring the systems?	This has not yet been quantified.
184	7	Ms Barbara Jacobson	Appendix L (2) Is Capita paying for these losses and restoration costs out of its own money rather than the money Barnet pays it, will Barnet fine it for the disaster, and how will this affect Capita's ability to meet its KPIs?	Should any payment be due as a result of any contractual remedy, it is Capita's decision where to fund this from. Service credits have been previously applied without impact on Capita's ability to meet KPIs.
185	7	Ms Barbara Jacobson	Appendix L (4) How often were the servers inspected and why weren't these hardware problems spotted?	Work is conducted remotely including patching and backups. Alerting is relied upon to flag issues. No alerts were received.
186	7	Ms Barbara Jacobson	Appendix L (8) What are the 'adjoining systems'?	- Netloan - Wincirc - iCam - Self service kiosks - Aquabrowser - Open Plus

187	7	Ms Barbara Jacobson	Appendix L (8) What data needs to be added from the manual records?	This will not be known until the electronic restoration has been completed as a number of differing sources are been brought together in order to rebuild the data
188	7	Ms Barbara Jacobson	Appendix L (8) When will the addition of the recovered data to the 2014 data, data from adjoining systems and manual data be completed?	The electronic recovery will be completed by the end of March. The manual work by Libraries will take longer.
189	7	Ms Barbara Jacobson	Appendix L (12) How are users being notified of restored services?	Users are being notified via branch staff, public notices, social media posts, notices on the corporate and library service web pages.
190	7	Ms Barbara Jacobson	Appendix L (12) Which services have been restored to date?	WiFi services Lending and returning of books Get IT Mobile sessions PC access for adults
191	7	Ms Barbara Jacobson	Appendix L (13) When is it estimated that all services will be restored?	The target date for the recovery of retrievable data from the Library Management System is 31 March 2016. Manual capture processes will be put in place to continue to enrich the information restored. The target date for re-opening of the TEO hours is by the 1 April 2016.