

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

TO: MEMBERS OF CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE (Quorum 3)

Chairman: Councillor Reuben Thompstone
Vice Chairman: Councillor Bridget Perry

Councillor Rebecca Challice	Councillor Alison Cornelius	Councillor Daniel Thomas
Councillor Helena Hart	Councillor Anne Hutton	Councillor Kathy Levine
Councillor Ammar Naqvi		

Substitute Members

Councillor Lisa Rutter	Councillor Agnes Slocombe	Councillor Pauline Coakley Webb
Councillor Stephen Sowerby	Councillor Tom Davey	Councillor Adam Langleben

Co-opted Members

Darren Warrington	Marilyn Nathan	Simon Clifford
Gladys Vendy	Denis Carey	Kevin McSharry

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is **Friday 18th March at 10AM**. Requests must be submitted to Edward Gilbert 020 8359 3469 edward.gilbert@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Edward Gilbert 020 8359 3469 edward.gilbert@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

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1.	MINUTES OF THE LAST MEETING	1 - 6
2.	ABSENCE OF MEMBERS	
3.	DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS	
4.	REPORT OF THE MONITORING OFFICER (IF ANY)	
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11.	CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE WORK PROGRAMME	729 - 734
12.	ANY OTHER ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT	

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Decisions of the Children, Education, Libraries & Safeguarding Committee

6 January 2016

Members Present:-

AGENDA ITEM 1

Councillor Reuben Thompstone (Chairman)

Councillor Bridget Perry (Vice-Chairman)

Councillor Rebecca Challice

Councillor Ammar Naqvi

Councillor Alison Cornelius

Councillor Kathy Levine

Councillor Daniel Thomas

Councillor Tom Davey (as substitute)

Councillor Anne Hutton

Also in attendance (as Co-opted members):-

Marilyn Nathan

Simon Clifford

Denis Carey

Apologies for Absence:-

Councillor Helena Hart (sent substitute)

Gladys Vendy

Darren Warrington

Kevin McSharry

1. MINUTES OF THE LAST MEETING

RESOLVED -The minutes of the meeting held on 18th November 2015 were agreed as a correct record.

2. ABSENCE OF MEMBERS

Apologies of absence were received from Councillor Helena Hart, who was substituted by Councillor Tom Davey, and Co-opted Members Darren Warrington, Kevin McSharry and Gladys Vendy.

3. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

None.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

A Public Comment was made by Mark Morris (governor at Menorah High School for Girls) in relation to Item 8 of the agenda.

6. MEMBERS' ITEMS (IF ANY)

None.

7. PETITION FOR THE COMMITTEE'S CONSIDERATION - INCLUDE OUR STREETS N12

The Chairman introduced the item which related to a petition to amend the catchment area for Moss Hall Infants School; the Lead Petitioner was not present to make a representation. The petition was referred to the committee at a meeting of the Finchley and Golders Green Area Committee on 21st October 2015. Following discussion of the item, the committee unanimously **RESOLVED**:

- **That the content of the petition be considered as part of the annual admission arrangements consultation.**

8. PROPOSAL TO ESTABLISH MENORAH HIGH SCHOOL FOR GIRLS, 105 BROOK ROAD, LONDON, NW2 7BZ AS A BARNET MAINTAINED VOLUNTARY AIDED SCHOOL

The Chairman introduced the item which related to a proposal to establish Menorah High School Girls as a Barnet maintained voluntary aided school.

Jason Marantz, Mark Morris and Ian Harrison – in his capacity of Director of Education and Skills – were invited by the Chairman to provide answers to any questions that Members had.

The Committee discussed that if the school moves into the maintained sector it would provide the basic need within the community by supplying several school places. The Committee also discussed the financial sustainability and fundraising elements of the proposal.

Discussion of the item was adjourned until the end of the meeting so that the committee could consider the exempt information as part of the item.

9. THE FUTURE PROVISION OF SPECIALIST PLACES FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES 2015/16 TO 2019/20

The Commissioning Director for Children and Young People introduced the item which related to the future provision of specialist places for children and young people with Special Educational Needs and Disabilities.

Ian Harrison, in his capacity as Director of Education and Skills, was invited by the Chairman to answer any questions that Members had.

Following discussion of the item, the Chairman moved to the recommendations outlined in the cover report. Votes were recorded as follows:

For	9
Against	0
Abstain	0

The recommendations were therefore carried, and it was **RESOLVED –**

1. **That the Children, Education, Libraries and Safeguarding Committee gives authority to the Commissioning Director, Children and Young People, to consult with stakeholders during the spring term 2016 on three options for delivering additional school places for children and young people with special educational needs and disabilities (SEND). The outcome of this consultation will inform a recommendation to this Committee in May 2016 for the most appropriate model for developing new specialist places through to 2020, in line with the requirements of Section 27 of the Children and Families Act 2014.**

10. PROPOSED CHANGE TO THE BARNET SCHOOL FUNDING FORMULA FOR 2016-17

The Commissioning Director for Children and Young People introduced the item which related to the proposed change to the Barnet School Funding Formula.

Ian Harrison, in his capacity as Director of Education and Skills, was invited by the Chairman to answer any questions that Members had.

Following discussion of the item, the Chairman moved to the recommendations outlined in the cover report. Votes were recorded as follows:

For	9
Against	0
Abstain	0

The recommendations were therefore carried, and it was **RESOLVED –**

1. **That the Committee approves the change to the school funding formula as set out in Appendix A.**

11. COUNCIL RESPONSE TO BARNET SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT

The Commissioning Director for Children and Young People introduced the item which related to the Council's response to Barnet Safeguarding Children's Board Annual Report.

Following discussion of the item, the Chairman moved to the recommendations outlined in the cover report. Votes were recorded as follows:

For	9
Against	0
Abstain	0

The recommendations were therefore carried, and it was **RESOLVED –**

1. **That the Committee approve the Council response to the BSCB Annual Report 2014/15 and agree for its submission to the BSCB.**

12. CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING COMMITTEE WORK PROGRAMME

The Commissioning Director for Children and Young People introduced the item which related to the Committee Work Programme.

It was noted that additional items in the Committee Work Programme would be added for future meetings. These items will be published online in the February 2016 Committee Forward Work Programme.

The committee unanimously noted the report.

13. ANY OTHER ITEM(S) THAT THE CHAIRMAN DECIDES ARE URGENT

None.

14. MOTION TO EXCLUDE THE PRESS AND PUBLIC

RESOLVED - that the press and public, in accordance with Section 100A(4) of the Local Government Act 1972, be excluded from the meeting.

15. PROPOSAL TO ESTABLISH MENORAH HIGH SCHOOL FOR GIRLS, 105 BROOK ROAD, LONDON, NW2 7BZ AS A BARNET MAINTAINED VOLUNTARY AIDED SCHOOL-EXEMPT

The committee considered exempt information relating to the proposal to establish Menorah High School for Girls, 105 Brook Road, London, NW2 7BZ as a Barnet maintained voluntary aided school.

Following discussion of the item, the Chairman moved a motion to amend the recommendation to read:

‘That the Children, Education, Libraries and Safeguarding Committee consider the proposal by Menorah High School for Girls, 105 Brook Road, London, NW2 7BZ an independent faith school to establish the school as a Barnet maintained voluntary aided secondary school with effect from the 1st April 2016 and make a decision to approve the proposal with specific modifications as set out in paragraph 5.5.2’

The committee unanimously agreed the motion, therefore meaning that the motion was carried.

Members of the press and public were subsequently re-admitted to the meeting.

The Chairman then moved to the revised recommendations, and votes were recorded as follows:

For	5
Against	0
Abstain	4

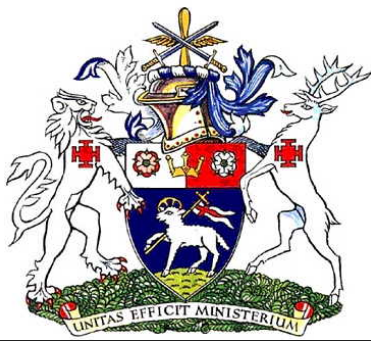
The recommendations were therefore carried, and it was **RESOLVED –**

That the Children, Education, Libraries and Safeguarding Committee consider the proposal by Menorah High School for Girls, 105 Brook Road, London, NW2 7BZ an independent faith school to establish the school as a Barnet maintained voluntary aided secondary school with effect from the 1st April 2016 and make a decision to approve the proposal with specific modifications as set out in paragraph 5.5.2.

The meeting finished at 20:26

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AGENDA ITEM 6



Children, Education, Libraries and Safeguarding Committee

23 March 2016

Title	Member’s Item – Development of cultural activities
Report of	Head of Governance
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	Iphigenia Christophoridou, Governance Officer Email: Iphigenia.Christophoridou@Barnet.gov.uk Tel: 020 8359 3822

Summary

The report informs the Children, Education, Libraries and Safeguarding Committee of a Member’s Item and requests instructions from the Committee.

Recommendations

1. That the Children, Education, Libraries and Safeguarding Committee’s instructions in relation to this Member’s item are requested.

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Anne Hutton has requested that a Member's Item be considered on the following matter:

The Terms of Reference of the Children, Education, Libraries and Safeguarding Committee include that the committee is responsible for the development of cultural activities. This item considers ways in which this committee can fulfil this responsibility.

The Committee is asked to consider the following main points:

- The development of a cultural activities plan which could include: making a dedicated page on the internet for cultural activities, promoting the arts through the council's magazine Barnet First and how the arts can be incorporated in future meeting agendas.
- How to involve residents and community groups in cultural activities.
- That the council appoint an artist-in-residence to be an ambassador for arts in the borough.
- Whether community spaces can be offered at discounted rates across the borough to community groups (for instance spaces in libraries).

2. REASONS FOR RECOMMENDATIONS

- 2.1 No recommendations have been made. The Children, Education, Libraries and Safeguarding Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

5.3.1 The Council's Constitution (Meeting Procedure Rules, Section 6) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members' items must be within the term of reference of the decision making body which will consider the item.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 Members' Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

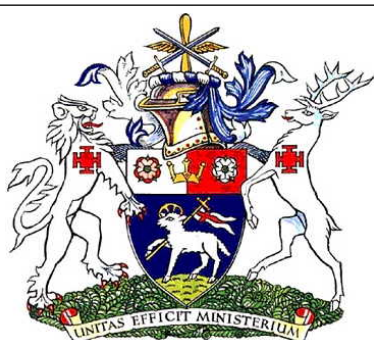
5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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Children, Education, Libraries and Safeguarding Committee

23rd March 2015

Title	Barnet’s future Library Service
Report of	Chairman of Children’s, Education, Libraries and Safeguarding Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	<p>Appendix A – Library Review and Proposed Model Appendix B – Needs Assessment Appendix C – Product Catalogue Appendix Di – Equalities Impact Assessment Appendix Dii - Employee Equalities Impact Assessment Appendix E - Consultation Report 2014/15 Appendix F – Technology-enabled Opening pilot Appendix G – Partnership Libraries Appendix H – Library Review – amended fees and charges Appendix I - Consultation Report 2015/16 Appendix J – Locality maps Appendix K – Risk register Appendix L - Issues arising from the failure of the library management system (to be published as a supplement before the meeting date)</p>
Officer Contact Details	<p>Chris Munday, Commissioning Director, Children and Young People chris.munday@barnet.gov.uk</p> <p>Val White, Programme Director, Education and Learning val.white@barnet.gov.uk</p> <p>Duncan Tessier, Assistant Director, Family Services duncan.tessier@barnet.gov.uk</p>

	Hannah Richens Libraries Manager hannah.richens@barnet.gov.uk
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Summary

This report sets out a proposal for the future delivery of library services in Barnet. The proposals in the report and appendices have been developed following two rounds of public consultation with residents regarding library services in the borough. An initial consultation attracted more than 3,800 responses. The findings from this consultation (Phase 1) are set out in full in Appendix E and were considered by the Children, Education, Libraries and Safeguarding Committee (CELS) on the 12th October 2015 and by Council on the 20th October 2015. The Council approved a further round of consultation on a number of specific issues relating to the proposals (Phase 2). This has now been concluded during which over 1,200 residents expressed their views. The findings of this second phase of consultation are set out in Appendix I. As a result of this further consultation, together with the findings from the pilot of technology-enabled opening, the report proposes some revisions to the proposals considered by CELS and Council in Autumn 2015.

The proposals set out in this report and appendices will enable library services to be offered from all fourteen of the current library sites and will also enable the home and mobile service to continue its current service offer. It is proposed to extend the digital library and invest in a technology-enabled opening system at ten sites. This will increase the overall number of opening hours across the service while the number of Council-staffed opening hours will be reduced. It is proposed to utilise the community capacity and the demonstration of community support for library services shown during the consultation process to increase the contribution of volunteers to help support technology-enabled opening and to establish four Partnership libraries. Finally, it is proposed to reconfigure the library estate to release space for commercial or community letting and where possible, to co-locate services to make better use of library and other publicly owned buildings.

Recommendations

- 1. That the Children, Education, Libraries and Safeguarding Committee consider the first consultation (Phase 1) findings on Barnet's future library service that took place between the 10th November 2014 and 22nd February 2015 set out in full in Appendix E and the further (Phase 2) round of consultation that took place between 27th October 2015 and 6th January 2016 set out in full in Appendix I.**
- 2. That the Children, Education, Library and Safeguarding Committee consider:**
 - the revised options appraisal and proposal for Barnet's future library service contained in Appendix A and summarised in paragraph's 1.12 to 1.23.2 (below)**
 - the needs assessment contained in Appendix B**
 - the product catalogue contained in Appendix C**

- the Equalities Impact Assessment in Appendix D
- the results of the pilot of technology-enabled opening at Edgware Library in Appendix F
- the proposed arrangements for Partnership Libraries set out in Appendix G
- proposed changes to fees and charges set out in Appendix H
- the locality maps and public transport routes between libraries set out in Appendix J
- the risk assessment for the proposed future library service set out in Appendix K
- issues arising from the failure of the library management system set out in Appendix L

3. That the Children, Education, Library and Safeguarding Committee approve the proposal for Barnet’s future library service contained in Appendix A and summarised in paragraph’s 1.12 to 1.23.2 (below).

4. That the Children, Education, Library and Safeguarding Committee note the funding requirement to support the implementation of these proposals, as set out in paragraph 5.7.

1. WHY THIS REPORT IS NEEDED

- 1.1 On 28th October 2014, the Children, Education, Libraries and Safeguarding (CELS) Committee considered a report that set out a proposed vision, outcomes and objectives for the future of Barnet’s library service. The report highlighted the environment within which the library service is being provided, an environment which offers both challenges and opportunities. Challenges include the significant financial pressures facing all public services and the condition of Barnet’s current library estate. Opportunities include technological innovations – to increase access and convenience - in the wider community, and the increasing involvement of local communities across the country and in Barnet, in shaping and delivering public services.
- 1.2 The report contained a detailed options paper that set out the current library service offer, reflected the feedback from residents to Barnet’s 2011 Library Strategy, considered the budget and staffing arrangements of the current service, and the condition of Barnet’s 14 library buildings. It asked the Committee to consider a number of options for providing a library service within a reduced budget envelope, previously agreed by the Committee as part of its five year Commissioning Plan. This Commissioning Plan, developed as part of the Council’s Medium-Term Financial Strategy and subject to its own public consultation, sets out a challenge for the library service to reduce its cost by £2.85m by 2019/20, as part of the overall saving of £14.547m the CELS Committee has agreed to make across the entirety of its remit. The report also sought approval to trial technology-enabled opening at Edgware Library in order to test the potential for increasing access to libraries outside of staffed hours.

- 1.3 The three options presented, as set out below in paragraph 3.1, were developed and informed by a range of factors, including;
- the statutory duty under the Public Libraries and Museums Act, (1964) to provide a comprehensive and efficient library service.
 - Feedback from residents to Barnet's 2011 Library Strategy.
 - the budget savings required.
 - an assessment of needs that included the pattern of use of each library over time and the size of libraries.
 - the geographical spread of library services across the borough and the distance of travel to each site.
 - a review of new technology opportunities in development nationally.
 - opportunities to increase the use of volunteers.
 - potential to increase sources of income from library buildings together with the investment required to maintain and improve library buildings.
 - an initial assessment in line with the Public Sector Equality Duty
- 1.4 The CELS Committee approved the commencement of consultation on the issues and options contained in the October 2014 report. The consultation period ran for 15 weeks, from 10th November 2014 to 22nd February 2015. The consultation sought views on the proposed objectives and outcomes of the library service; a range of approaches to reduce costs; which opening times were most important for residents; residents' views on the relocation and redevelopment of library sites; ways to generate additional income; different ways to manage the library service and views about specific library services. The consultation modelled three potential outline options for the borough-wide service, setting out the potential implications for each library site and also invited respondents to put forward their own proposals for the Service (which became referred to as the 'fourth option' during the consultation process). The consultation also sought the views of library users on what they valued, and explored the views of non-users.
- 1.5 More than 3,800 responses were received to the consultation through a variety of different methods (including online and paper questionnaires, focus groups, a Citizens' Panel¹ Survey, drop-in sessions and written submissions). Informed and shaped by the responses to this first consultation (Phase 1), a new library strategy and service offer for Barnet was first considered by the CELS Committee on the 12th October 2015 and then by Council on the 20th October 2015. Respondents overall rejected the closure of libraries. The proposal considered by CELS on the 12th October 2015, maintains the same number of static library sites across the borough as well as maintaining the home and mobile library service.
- 1.6 The Committee considered the proposal and agreed a further, second round of consultation to last for ten weeks. This second round of consultation (Phase 2) ran between 27th October 2015 and 6th January 2016. This second

¹ The Citizens' Panel is made up of 2000 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

consultation sought residents views on some specific elements of the proposal and the feedback has helped to refine the proposals.

- 1.7 More than 1,200 residents views were collected through an online and paper questionnaire, a Citizens' Panel survey, focus groups and written submissions. A survey of library members who registered to use technology-enabled opening has also been concluded as part of the pilot evaluation, set out in Appendix F. The findings from the pilot have informed the proposals in this report. This report sets out the final proposals, having considered the information contained in detail in Appendices A to L.
- 1.8 Maintaining the current Barnet network of 14 libraries together with a home and mobile library service, at a time when other local authorities are taking difficult decisions to close and rationalise their library services, will be challenging. It will require the full support of Barnet's residents, voluntary sector and other partners to work with the Council to help shape the library service in response to the changing needs of local communities and to help develop and deliver a library service fit for the 21st century.
- 1.9 In outline, it is proposed to:
 - maintain the same number of libraries;
 - maintain the home and mobile service;
 - continue to develop the digital library;
 - invest in new technology to extend opening hours whilst reducing the number of staffed sessions;
 - recruit more volunteers to support technology-enabled opening hours and to operate Partnership libraries in four locations;
 - maximise the income generated through commercial or community use of library buildings and co-locating with other public services.
- 1.10 It is important to recognise that features of the proposed model build on developments that have already been progressed within the library service. In recent years the library service has delivered savings of £1.156m between 2011/12 and 2013/14 through rationalising its staffing structure, introducing and improving new technology, digitising its stock and encouraging volunteering within libraries. It has worked with partner organisations to increase the range of services offered from libraries and has sought opportunities to co-locate services, as in in Burnt Oak. Following a difficult period in which two libraries were planned for closure in 2011, the service has also worked with local communities in Friern Barnet and Garden Suburb to help financially support the community groups that came forward to operate and sustain a community library at each of these sites.

1.11 The proposed model has been shaped by lessons learnt in implementing previous changes, together with learning from elsewhere, as local authorities nationally face the challenge of providing services at a time when savings are required.

1.12 The proposal – Barnet’s future library service

1.12.1 There are limited ways to significantly reduce the costs of running the Library Service whilst meeting the statutory requirement to provide a “comprehensive and efficient service” and at the same time maintain a network of 14 library sites as well as the home and mobile service and an enhanced digital library. Primarily, the tools available include: reducing the cost of staffing (c.70% of the costs of running the Library Service are staff costs); reducing the Media Fund (the amount available to spend on books, digital products and subscriptions to key resources); and reducing the amount of space used by the library service in order to maximise the space available to bring in additional revenue through greater commercialisation.

1.12.2 During the Phase 1 consultation, the Council consulted residents on four proposed objectives for the service;

- **A library service that provides children and adults with reading, literacy and learning opportunities**
 - Reading and learning materials are provided for loan and library use, in traditional print/hard copy formats as well as provision of e-book, e-audio and online learning resources.
 - The Barnet Digital Library will increase reading and learning opportunities for local people, while the physical library estate continues to offer access to reading, literacy and learning opportunities for children and adults.
 - 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.
 - Outreach and development is targeted at those most in need, with strategic partnerships in Education, Adult and Children’s Services, and appropriate local partners.
 - The service continues to deliver onsite and online literacy activities and reading schemes (The National Reading Offer) such as the *Summer Reading Challenge*, *Six Book Challenge* and *City Reads*.
- **A library service that engages with communities**
 - Library buildings continue to act as focal points of community activity, with further integration of services and use of library spaces which reflects local needs.
 - Opportunities for local people to shape and support library services are increased, through an expanded range of volunteering roles and advisory groups.
 - Social media and new technologies are increasingly used to deliver peer to peer customer interaction and support, offering residents

the opportunities to share reading recommendations, advice and support.

- Local commercial partnership opportunities are exploited where possible.

- **A library service that makes knowledge and information easily accessible**

- Local and Council information is provided in both hard and soft copy forms.
- The library service continues to act as a gateway to local services, expanding its use of self-service technology to increase access to those provided by the Council.
- Online library services, accessible 24:7, offer the library service increased opportunities to deliver literacy, learning and information services out of hours and to those unable to visit static service points.
- Users of the physical libraries have access to modernised ICT equipment and ICT learning support.

- **A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.**

- Barnet's libraries are configured in such a way as to support the Council in meeting these challenges.
- Income from services, assets, trading and other unique capabilities is maximised in order to take the universal free-to-use library service to the maximum number of people.
- Opportunities presented by new technology and improved volunteering support are maximised to preserve libraries as physical spaces/community assets.

1.12.3 There was substantial support among residents for the proposed objectives of the library service in Barnet (Appendix E). Based on this feedback, it is proposed to capture the vision for the future of the library service as:

Barnet is a great place to live. We want a 21st Century library service that is in tune with the changing lifestyles of our residents. Libraries are a universal and unique service, offering learning opportunities from the early years and through retirement.

Our ambition is for libraries to:

- *Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and developing a love of reading from an early age.*
- *Provide residents with the skills to live independently; to improve their health and wellbeing; and to get a job and progress whilst in work.*
- *Bring people together, acting as a focal point for communities and assisting resident groups to support their local area.*

1.12.4 To deliver this vision and the supporting objectives, in the light of further analysis and to respond to the views of residents in the Phase 1 consultation, it is proposed to maintain a network of 14 libraries as well as the digital, home and mobile library services. This proposal would result in savings of £2,162m by 2019/20. This comprises revenue savings of £1,616m, with income from commercial and/or community rentals accounting for the remaining £0.546m. Maximised savings are targeted for achievement by 2019/20 within the network of provision through balancing a number of considerations including the:

- range of library services available within each library and locality;
- extent of staffed and unstaffed opening hours at each site;
- the library footprint required to deliver the library offer;
- release of space within library buildings to maximise income;
- income raising opportunities through library charges;
- range of material available through digital channels;
- availability of home and mobile services for more vulnerable residents;
- availability of the Local Studies and Archive service;
- traded service offer for early years and schools;
- capacity within the community to support library services;
- capacity within the voluntary sector and other partner organisations to support library service delivery;
- opportunities for re-locating and/or co-locating library services with other services offered by the Council, community groups or partner organisations;
- financial support for Friern Barnet and Garden Suburb community libraries; and
- future management arrangements for the library service

1.13 Range of library services available within each library and locality

1.13.1 The current library offer is delivered through 14 static sites supported by the home and mobile library service and a digital library. The current offer is differentiated across a cluster of libraries within a locality. Libraries are currently split into two categories, half being leading libraries and the other half being designated local libraries. These categorisations were set relatively informally, with leading libraries those which were predominantly busier, larger and open longer and local libraries mainly smaller, less busy and open slightly fewer hours.

1.13.2 The proposal for the future service will build on this model and more clearly define the offer that will be available at each library. The offer is based upon three categories of library provision, with a clear service specification associated with each category. The proposed service offer for each category of library is set out in a product catalogue in detail in Appendix C.

1.13.3 How each library site has been categorised has been informed by the Needs Assessment (Appendix B). The factors which have informed the

categorisation of each library, and the service offer at each site, has been determined on the following criteria;

- use of libraries – how many visitors, borrowers and general transactions have been recorded at each library
- demographic need – what the need is within the local area, including considerations of deprivation levels and population growth
- access – how accessible libraries are in regard to their location (e.g. are they in town centres and how good are transport links?); and
- library site – the size and quality of the library site and what opportunities are there for community use, study space and maximising income.

The site by site rationale for each library's categorisation is detailed in Appendix A, section 5. Within the overall product catalogue offer, each library, as is currently the practice, will shape and balance the service offer to best meet local needs as described in the Needs Assessment (Appendix B). For example, the delivery of conversation sessions for people with English as an additional language may be more frequent in some libraries than others.

- 1.13.4 **Core libraries will deliver the core library service offer.** They will provide access to a core range of book stock and resources for loan and reference. These will be the items in highest demand, such as best sellers, material for homework and key non-fiction subjects, with a particular focus upon provision for children and older adults. Access to other materials will be available via a free internal library reservations service and through charged inter-library loan agreements.
- 1.13.5 Most Core libraries will have access to community space for hire. All Core libraries will deliver a range of library led activities such as Baby Rhyme Time, Conversation Cafes for English language development and computer literacy sessions. Whilst core activities will continue to be free, some additional sessions will operate on a charged basis. Core libraries will continue to provide free access to computers and to an enhanced public wireless internet service.
- 1.13.6 Core libraries will be located in key residential areas. They will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge. Further details regarding the categorisation of each library can be found in Appendix A, section 5.
- 1.13.7 **Core Plus libraries will deliver an enhanced library service offer.** They will provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They will hold specialist collections such as community language resources and reading group collections. These specialist resources will be accessible to all customers via the reservations service.
- 1.13.8 Each Core Plus library will also have access to community space for hire. Core Plus libraries will host a wide range of literacy, learning and cultural

events such as regular Baby Rhyme Time sessions to one-off cultural events such as author visits as well as other regular activities. Whilst core activities will continue to be free, some additional sessions will operate on a charged basis.

1.13.9 Core Plus libraries will be those with the highest footfall and use and will be located in town centres and areas with the highest population density and growth. They will be sites situated near to retail and transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware. Further details regarding the categorisation of each library can be found in Appendix A, section 5.

1.13.10 **Partnership libraries will deliver a community-based library offer.** The proposed approach establishes four Partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Further details regarding the categorisation of each library can be found in Appendix A, section 5. Services will be developed jointly with local communities and will remain part of the statutory library network and will retain the LBB Barnet Library branding. Professional support and expertise will be provided by Core and Core Plus libraries and by a centralised support service which will include set-up guidance and an annual training package.

In the report considered by CELS in October 2015, it was proposed to offer an annual grant of circa £25k to organisations or groups of residents to deliver to an agreed service level agreement. During the second round of consultation, the council received representation that this amount may need to be increased in order to attract organisations in the first instance. In the light of this feedback, the proposal has been revised in order to support organisations or groups of residents at the outset of establishing a Partnership library. It is now proposed to offer:

- a tapered annual grant starting at £35k for year 1 (2017/18), £28k for year 2 (2018/19), £25k for year three (2019/20) and thereafter
- a loan facility of up to £8k for each new organisation/group of residents to enable them to become formally constituted and operational.

The service level agreement (SLA) will be set with each partner organisation, specifying the services that will be offered by the Partnership library. The Partnership library will be able to deploy its funding as it feels most appropriate to meet the agreed SLA, for example on resources, events, staff support. Further details of the proposed partnership model is contained in Appendix G. In the event that no organisation or community group can be engaged to operate any, or one of the four proposed Partnership libraries, this matter would be brought back to the Children's, Education, Libraries and Safeguarding Committee to consider.

1.13.11 **Locality Model:** Core, Core Plus and Partnership libraries will operate on a locality model. Core Plus sites will provide additional support to Core and Partnership facilities. Localities have been determined based upon the geography of the borough, with each locality containing a mix of library

provision and a spread of opening hours designed to maximise access to library services within a given area. The four localities are:

- West: Grahame Park (Colindale), Golders Green, Hendon, Childs Hill
- East: Chipping Barnet, Osidge, East Barnet
- North: Edgware, Burnt Oak, Mill Hill
- Central: Church End, East Finchley, North Finchley, South Friern

The locality model of 14 static library sites will be supported by the home and mobile service and an enhanced digital library.

1.14 **The digital library service**

1.14.1 The physical library network will be underpinned by the digital service. E-books and e-audio books will continue to be provided alongside a wide range of online magazines, journals, back issues of newspapers and other electronic reference resources. These resources will continue to be accessible from any device 24 hours a day, 7 days a week. The material can be accessed from devices at home, libraries and elsewhere. Support will be provided for those who are unfamiliar with the technology, with demonstration drop-in sessions held in Core and Core Plus libraries. Provision will be made for online publishing of local writing, which will be made accessible for loan via the Barnet Digital Library.

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.

1.14.3 Provision of computers and free access to the internet will continue to be a core feature of all categories of library, including Partnership libraries. An enhanced wireless internet service will increase the number of library customers who can access the internet in their local library via their own device. Moreover, use of the wireless service will no longer be restricted to one hour. The service will also pilot a small collection of laptops for loan for use within the library for those customers who do not have access to their own device. This will enable more flexible use of library space.

1.14.4 Self-service technology will be extended with self-release print and payment facilities rolled out to all Core and Core Plus libraries. For the first time, customers will also be able to print from their own devices. These system developments will improve the library customer experience whilst also streamlining back-office processes.

1.14.5 The online enquiry service will be extended and offered via the library service portal and on people's network machines in libraries. This will

facilitate online library users and users of unstaffed facilities making contact with trained staff, who can help with information and homework enquiries.

- 1.14.6 The increasing availability of digital resources outlined above will support greater efficiency in stock provision and enable the Council to reduce its spending on physical resources e.g. books, DVD's and CD's.
- 1.14.7 To maximise efficiency, the Library service is part of a buying consortium with approximately 43 other local authorities to drive the best possible purchase price. Stock comes ready-serviced with book jackets, catalogue records and library stationery already applied, a service that is not offered by publicly available on-line retailers. Over the last few years, this approach has significantly reduced the number of staff required to purchase and process stock and has considerably improved the speed of supply.

1.15 **Opening hours at static library sites**

- 1.15.1 The majority of the cost of operating libraries relate to the cost of staff. The Council has considered the cost of staffed hours alongside new opportunities afforded by technological developments that enable libraries services to be offered unstaffed. It has sought residents views on new ways to offer services and has considered the role of volunteers in helping to support the library offer.

Overall, the proposed arrangements for opening set out below would result in library opening hours extending from 634.5 hours to at least 904 hours each week, an increase of 42%. However, some 70% of the total existing libraries budget can be attributed to staff costs. In order to maintain a network of 14 library sites across the borough within the reduced budget envelope, the number of staffed opening hours will need to be significantly reduced. The proposal would result in staffed opening hours reducing from 634.5 hours to 188 hours each week, a reduction of 70%. Technology-enabled opening would offer 596 hours per week with a further 60 hours of technology-enabled opening where volunteers would be present. Partnership libraries would be commissioned to provide a minimum of 15 hours per week. Although reductions to staffed opening hours were generally opposed by consultation respondents (71% of panellists either opposed or tended to oppose and 88% of open questionnaire respondents), the Council believes this proposal, alongside the proposal to invest in technology-enabled opening and the increased use of volunteers, best balances the consultation feedback with the desire of residents to retain all 14 library sites and still be able to make required financial savings.

- 1.15.2 Phase 1 of consultation encouraged respondents to prioritise preferences for library opening hours although these questions were left unanswered by many. There was some preference for Saturdays and weekdays – however, Sunday also picked up a number of second preferences. When respondents to the open questionnaire and panellists were asked about the times of day, late morning and early evenings emerged strongly and there was also support for staffed opening during the afternoons. A range of views were expressed and these can be found in full in Appendix E.

- 1.15.3 In order to achieve a spread of opening across a whole locality, it is proposed that opening hours are standardised according to category of library, with the minimum session length set at 3 hours. Opening hours have been scheduled across sites to maximise customer access to library services within a given locality. Core Plus libraries will be open for a period of time across seven days a week, with Core libraries open across periods of time six days per week.
- 1.15.4 **Types of opening hours.** It is proposed to provide three types of opening hours in Core and Core Plus libraries, each with a clear service offer:
1. **Type 1:** Staffed opening: sessions are staffed by members of the library service, as currently.
 2. **Type 2:** Technology-enabled opening: where the library is open through the use of technology and is unstaffed
 3. **Type 3:** Technology-enabled opening supported by volunteers: where the library is open through the use of new technology with facilitated support provided by volunteers.
- 1.15.5 Opening hours at static sites are supported through the digital library that is available 24 hours a day, seven days a week and enables library members to access a wide range of on-line reading and learning resources.
- 1.15.6 Appendix A which needs to be considered, contains a detailed consideration of the issues associated with each type of opening, particularly in relation to technology-enabled opening. The council has piloted technology-enabled opening and the results of the pilot are set out in Appendix F, including the results of a survey of library members who have registered to use the extended service during the pilot. Unstaffed opening has generated a lot of views during both rounds of resident consultation and these have informed the proposals set out below.
- 1.15.7 **Type 1: Staffed opening:** as currently, sessions are staffed by members of the library service, and with some support from volunteers who assist with shelving and at library led events. Under the proposals, during the staffed opening hours at Core and Core Plus sites, libraries will continue to be fully staffed as now.
- 1.15.8 The reduced staffed opening hours will be timetabled within each locality to ensure that the needs of different groups of library users can be met (elderly, families with young babies, children after school etc.). Activities that require the presence of library staff will continue to be offered within the revised timetable.
- 1.15.9 **Type 2: Technology-enabled opening (unstaffed opening):** The library will be open and accessible to library users that have registered to use the technology-enabled opening (TEO) hours. During these hours, the library will be unstaffed. The council has been piloting the use of technology-enabled opening at Edgware Library since the end of June 2015. The technology

automates the mechanical processes involved in opening and closing a public library building. This includes switching lights and PCs on and off, locking and unlocking doors and arming and disarming alarm systems. The system works in conjunction with the library's existing IT services (library management system, PC booking system and self-service kiosk technology) to manage customer access and to facilitate basic library functions such as issues, renewals, returns and internet use.

- 1.15.10 In the Phase 1 consultation, 59% of panellists supported or tended to support the use of technology to extend opening hours and 35% of panellists supported or tended to support the use technology to replace staffed hours. Far fewer of the open questionnaire respondents supported or tended to support the use of technology-enabled opening, at 28% and 13%. Concerns were raised around feeling safe or secure when using an unstaffed library and that stock and equipment would be at risk of theft or damage. However, some residents reported that they would feel confident - the proportion of panellists who said that they would feel confident about using an unstaffed library (64%) was more than twice the proportion of open questionnaire respondents who felt this way (30%);
- 1.15.11 The Phase 2 consultation further explored residents views about technology-enabled opening, asking how likely they were to use a library during technology-enabled opening hours. Panellists again differed from the open questionnaire respondents with 39% saying they were likely or very likely to use a library during TEO hours compared to 22% of open questionnaire respondents. Participants in focus groups again expressed concerns around safety and security, risk of damage to books and stock, lack of staff to intervene in the event of any misbehaviour etc. However, some participants were more positive about the potential opportunity for technology to extend opening hours.
- 1.15.12 Respondents were asked what would encourage them to use TEO; 8% of panellists reported that nothing would encourage them, with over 41% of open questionnaire respondents answering in this way. The presence of volunteers topped the list for those that offered a response to the question (34%), followed by additional security (22%), on site access to toilets (14%), training (11%) and other (26%).
- 1.15.13 The pilot project at Edgware Library to test TEO started at the end of June 2015. The pilot offered TEO hours (unstaffed) to extend the current opening hours, from 7am to 10pm weekdays and sessions before opening on Saturday and Sunday. Data analysis and results of the survey of people who registered to use TEO at Edgware show that between 29 June 2015 and January 2016:
- 1,115 customers have registered to access Edgware Library during extended hours (as at 31st January 2016);
 - 518 individuals used the library during TEO hours (as at 31 December 2015)

- There have been 3,800 entries to Edgware Library during the pilot TEO hours, averaging 540 visits per month (as at 31 December 2015); and
- Of the 5,640 transactions recorded during TEO opening hours, 50% were book issues, 33% were PC session and 17% was wi-fi use (as at 31 December 2015).
- TEO Users vary from those who make sporadic use to some residents who make weekly or daily use. The most popular times of use are between 6pm and 9pm (Monday to Friday), 7am and 9am (Monday to Friday) and on Sundays 10am to 2pm.
- Of the 518 users, there are a similar number of men and women although more entries are recorded by men than women (as at 31 December 2015).
- Usage was measured across the opening hours with peak transactions early morning, early evening and mid-evening. Fewer transactions were recorded in the final hour of opening. The TEO user survey also revealed that the TEO was popularly used on a Sunday morning when the library was previously closed.
- No incidents of theft or damage have been reported.

1.15.14 The survey of library users who had registered to use TEO found that:

- The majority of those using the TEO hours are doing so alone.
- The majority of those using the TEO hours agreed with the current policy that under 16s should be accompanied by a registered user aged 18 or over.
- Of those who had registered but not yet used the TEO service (34% of survey respondents); the majority gave not yet having a need to use the extended hours as their reasoning.
- Just 8 respondents had experienced any difficulty using the TEO service and more than three quarters said they would be very likely or fairly likely to use the service were it to be continued in the future.
- The service is providing a number of benefits to users, most notably offering flexibility to use the library to fit around working, studying and childcare arrangements. Other benefits included reduced noise levels; greater time available for studying; and increased local parking availability.

1.15.15 Detailed results of the pilot are set out in full in Appendix F. Overall, the experience of the pilot suggests an encouraging level of confidence among library users in accessing libraries through the technology-enabled service. However, some residents remain unconvinced of the ability of unstaffed libraries to meet the needs of residents and/or are concerned about using the library during unstaffed hours. In particular, residents have raised concerns and representations in relation to:

- a) access arrangements of unstaffed libraries by unaccompanied children
- b) toilet facilities during TEO hours; and
- c) safety and security.

1.15.16 These issues were explored with residents during the Phase 2 consultation and in the survey of library members registered to use TEO at Edgware. The issues are considered in depth in the Appendix A, section 4.

- a) It is proposed that all children accompanied by an adult or on a school visit are able to access the full range of opening hours. During the pilot, children aged 16 to 18 were able to register to use TEO with parental permission, given through signature on their registration form. Children under 16 were required to be accompanied by an adult (e.g. adult friend, family member, parent, school teacher) during technology-enabled opening sessions. This was based on consideration that in the UK, a number of legal rights are conferred at age 16 that recognise the independence of the young person. This is the age also recommended in the Government's good practice guidance *'Libraries shaping the future; good practice toolkit'*.

Residents responding to Phase 1 and 2 of the consultation felt that the requirement for children under 16 to be accompanied would impact on some children and young people, particularly those that wish to study in the library after school. Testing the views of residents on the appropriate age limit for children to access an unstaffed library unaccompanied was a particular focus of the Phase 2 consultation, including talking to children and young people and Headteachers. In the Phase 2 resident survey we asked respondents whether they agreed with the proposal that young people under 16 should be accompanied by a registered library user over the age of 18, 61% of panellists agreed with the proposal, compared to 35% of open questionnaire respondents. For those not in favour, most felt that age 13 would be a more appropriate age. We also explored this issue with those library users who had registered to use the library during the Edgware pilot. 76% of those who have used the extended technology-enabled hours agreed that under 16s should be accompanied during TEO hours.

Careful consideration has been given to extending the age at which children can register to use TEO unaccompanied. Consideration has been given to safeguarding, the recent DCMS guidance and the lack of supervision during unstaffed hours. Whilst live CCTV could help address safeguarding concerns, it does not address the lack of supervision. Consideration has been given to the needs of pupils and the ways to mitigate the impact of the requirement for younger children to be accompanied, for example, the continued development of the digital library, the availability of school libraries for after school study, timetabling staffed library sessions for after school in each locality. This consideration is set out in full in Appendix A.

Following this consideration, it is proposed to amend the requirement so that all children at the start of Year 11 (the most common year in which young people take GCSE examinations) who are aged at least 15, can register to use TEO unaccompanied, provided that their school confirms their place of school and year group and that each young person receives parental consent to use the library during these times. This will allow some children who are 15 at the start of the academic year to use TEO unaccompanied. This revision to the initial proposal will enable children aged 15 or 16, in the same year group (Year 11) to have the same access to TEO opening.

This change in approach will be reviewed after the first year of operation, or sooner, if TEO hours are not used responsibly.

In relation to children in younger year groups, the proposal remains that they will need to be accompanied by a registered user over the age of 18 in order to access TEO opening hours. Information on the availability of school libraries and school study areas for homework and independent study outside of the core school hours has been collated, set out in Appendix A, section 4.

To help support the needs of children and young people who may need to access materials during TEO hours, the Library service will improve access to online study support materials held as part of the Barnet Libraries Digital Library, redesigning access for children and young people and ensuring that all secondary schools are aware of the resources available. The equality impact of the TEO element of the proposal is set out in the Equalities Impact Assessment in Appendix D and is summarised in paragraph 5.9.11 below.

- b) During the pilot, toilets were not available during unstaffed hours. The rationale for this was based on two main factors. Firstly, although CCTV cameras can be located to the entrance to the toilet, they cannot be placed inside the toilet cubicle. It would not therefore be possible to identify illness, injury or inappropriate behaviour. In this instance, live CCTV would not be able to mitigate this risk. Secondly, maintaining public toilets presents a number of challenges. When staffed, toilets can be closed until they are cleaned or repaired. Should toilets become unusable or unsafe during unstaffed hours, the toilets would not be able to be quickly cordoned off or closed.

Feedback from residents was that the lack of public toilet facilities could hamper the availability of TEO for some groups of residents. This issue is considered in-depth in Appendix A. After careful consideration of all of the factors, the proposal remains that toilet facilities will not be available during TEO hours. Each library will clearly display the opening times of toilets within the library as well as public toilet facilities in the area local to each site.

The equality impact of this element of the proposal is set out in the Equalities Impact Assessment in Appendix D and summarised in paragraph 5.9.12 below.

- c)** Safety and security: To prepare for the Edgware pilot, the appropriate risk assessments of the building were undertaken and appropriate measures put in place. A full list of the risk assessments currently undertaken at all Barnet library buildings is contained in Appendix A. During the unstaffed opening hours, a number of security measures were piloted including event recorded CCTV, full time security personnel for a limited period and also roving security personnel/staff for limited period. Evidence from the pilot indicates that customers have behaved respectfully with regards to the library space and to each other.

The council has carefully considered resident's views from the open consultation and the views of TEO users. It has looked at the experience of operating TEO over a seven month period. It has concluded that some resident concerns reported through the two rounds of consultation could be addressed through enhanced security. The costs of providing additional security measures have been investigated (set out in Appendix A).

In relation to safety and security, it is proposed that for the roll out of technology-enabled opening, live monitoring CCTV is commissioned at an estimated annual cost of £75,000. Live CCTV will provide:

- CCTV coverage in publicly accessible areas in TEO libraries
- CCTV monitored in real time
- Audible link to enable CCTV centre to communicate with library users
- CCTV centre to alert emergency services if required
- CCTV operator able to control individual cameras to monitor incidents or track behaviour
- CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes
- Retains CCTV evidence for an agreed period.

Live CCTV will be installed at all TEO sites and its operation will be a requirement of opening. In the event that live CCTV monitoring is not operational at any time, opening will be maintained through the deployment of a security staff individual, which costs approximately £15 per hour.

- 1.15.17 In relation to unplanned episodes of service unavailability due to technical reasons, there have been three periods during the pilot where the service was unavailable due to technical difficulties. Two periods were short. The latest third period is due to a problem with a related system server and this issue is taking longer to rectify. The failure relates to a corruption of the library database and its back up system. For the TEO pilot, entry to the library by a registered TEO user is authenticated through the main library database.

As the main database is not operational at the time of writing, the extended opening hours at the pilot site have been temporarily suspended.

1.15.18 Appendix L sets out the circumstances of the failure of the main library database, the reasons for the failure and the steps being taken to rectify the issue. It sets out changes to where the system data is stored and the way back ups for the system are held to mitigate against this happening again. It also sets out the contingency plan and the timetable for its implementation in the unlikely event of a future whole system data failure. This includes maintaining a library service at Core and Core Plus libraries through the deployment of security and other staff at an estimated cost of £75k per month. On completion of the contingency plan, a library service would operate from 9am to 5pm over six days at Core Plus libraries and over five days at Core libraries for the duration of the disruption.

1.15.19 The equality impact of the TEO element of the proposal is set out in the Equalities Impact Assessment in Appendix D and summarised in paragraphs 5.9.10 to 5.9.15 below.

1.15.20 **Type 3 Technology-enabled opening with volunteers;** Both rounds of consultation explored whether the presence of volunteers would encourage residents to use TEO.

In Phase 1, the presence of volunteers was the most significant factor that residents stated would help increase the use of a 'technology-enabled' library (63% of the panel survey and 42% of the open questionnaire). This was again reflected in the second consultation where 79% of the panel survey and 17% of the open questionnaire respondents said that volunteers would encourage wider use of TEO. Therefore the proposal offers 'technology-enabled' sessions with volunteers in attendance to help and support library users. The Council will work with its partners, Groundwork, to recruit new volunteers with training and support provided by the library service. Technology-enabled hours wrap around standard opening times (those with people on site). Using volunteers to support additional technology-enabled opening sessions will help to increase opening hours across the borough enabling libraries to open on more days per week and on days when the site would otherwise have to be closed. Volunteer supported sessions have been timetabled as two half day sessions per site per week to ensure sustainability of this additional offer.

The proposal would establish a new in-house library community engagement team to provide on-going support and training of volunteers. The establishment of this team will significantly increase the capacity of the library service to pro-actively engage and recruit volunteers and will facilitate a greater level of volunteering more in line with that experienced by other London Boroughs. This team will be responsible for running recruitment campaigns and recruitment sessions and for actively marketing volunteer opportunities. These tasks are not currently undertaken.

The Council will also work with its partners, GroundWork and associated volunteering networks, to recruit new volunteers and to develop the capacity within the community to support extending opening hours.

A cohort of circa 100 volunteers from across the borough will be required (25 per locality) to deliver the proposed weekly 6 hours per site of volunteer supported TEO opening. This number of recruits would enable volunteers to be deployed to cover each other, for any planned and unplanned absence of volunteers.

In the case that overall, an insufficient number of volunteers can be recruited to support TEO opening, each TEO library would remain operational using TEO technology. Users would be made aware that there was not a volunteer on site.

More information about the recruitment of volunteers can be found in Appendix A.

1.15.21 The proposal enables all children accompanied by an adult or on a school visit to access the full range of opening hours. However, children under 16 (who are not age 15 and in Year 11) are required to be accompanied by an adult (e.g. adult friend, family member, parent, school teacher) during technology-enabled opening sessions. Children of this age group, particularly up to the age of 14 are often accompanied. For 14 -15 year olds who are not accompanied, the 24 hour digital library and school library resources are sources of support in addition to the staffed public library opening hours.

1.15.22 **Distribution of opening hours across types of opening:** Opening hours have been distributed across library sites so that technology-enabled opening with volunteer support sessions can be supported remotely by staff working elsewhere across the network. For example, when one library is offering TEO hours supported by volunteers, another library within the locality will be staffed and the staff will be available to advise the volunteers and library customers in the unstaffed library (by phone or email). An indicative timetable of the proposed opening hours are set out in Appendix A. By offering early morning and more evening access through technology-enabled opening, the proposal extends the hours libraries are open which may help to better meet the needs of working residents, students and families.

1.15.23 **Service offer by type of opening hours:** The representation of the service offer by opening type can be seen in the table below:

Service Offer
1. Staffed Opening
Full service offer relative to status as Core or Core Plus including: <ul style="list-style-type: none"> • Access for all • Library led activities and events (see Product Catalogue, Appendix C)

- Facilitated educational visits by schools/ organisations
- Full research, information, advice and signposting service.
- Full reservations service including inter-library loans
- Access to digital library resources
- In-branch signposting
- Customer support in the use of automated technology
- Facilitated and un-facilitated education visits
- Automated and staffed issues, returns and renewals
- Automated and staffed PC access and support
- Automated access to Wi-Fi
- Events/ services delivered by 3rd party organisations
- Hall hire
- Public toilets
- Sales (cards, stamps, educational materials, drinks)

2. Technology-enabled Opening with Volunteer Support

Targeted service offer relative to status as Core or Core Plus including:

- Access for adults and accompanied children
- Automated access to issues, returns, renewals
- Automated access to PCs and printing
- Automated access to Wi-Fi
- Events/ services delivered by 3rd party organisations
- Reservation placement and collection (excluding interlibrary loans)
- Access to digital library resources
- In-branch signposting
- Customer support in the use of automated technology
- Un-facilitated education visits
- Hall hire
- Public toilets
- Remote professional support from staffed libraries in the locality and wider network.

3. Technology-enabled Opening

Targeted service offer relative to status and Core or Core Plus including:

- Access for adults and accompanied children
- Automated access to issues, returns, renewals
- Automated access to PCs and printing
- Automated access to Wi-Fi
- Reservation placement and collection (excluding interlibrary loans)
- Access to digital library resources
- Remote professional support from staffed libraries in the locality (subject to opening hours)

1.15.24 The type and proposed opening hours for each library is set out in the table below. The hours have been distributed across categories of library type so that Core Plus offer more hours than Core libraries, based on the greater number of services that will be offered at Core Plus libraries (see Appendix C, Product Catalogue).

1.15.25 Partnership libraries will be contracted to offer an initial requirement of 15 opening hours per week to be scheduled according to local need and in liaison with the partner organisation and the local community. Communities will be supported to expand the service offer beyond these hours and the key product catalogue requirements as dictated by the needs of local residents. The number of hours for Partnership libraries has been set at a realistic level for community groups and it is anticipated that the number of hours offered will grow over time, as they become established.

Library	Current Configuration		Proposed Configuration				Days per week
	Days per week	LBB Staffed hours p/w	Staffed hours p/w	Technology-enabled hours p/w		Total Opening Hours	
				Technology Only	Volunteer Supported		
Locality Central							
Church End	6	50.5	23.5	62.5	6	92	7
North Finchley	5	43.0	15.5	63.5	6	85	6
East Finchley	5	40.0	16.0	63.0	6	85	6
South Friern	5	35.0	An initial minimum requirement of 15 hours				-
Locality West							
Grahame Park	5	35.0	23.5	62.5	6	92	7
Golders Green	6	46.0	15.5	63.5	6	85	6
Hendon	7	56.5	16.0	63.0	6	85	6
Childs Hill	5	35.0	An initial minimum requirement of 15 hours				-
Locality East							
Chipping Barnet	7	56.5	23.5	62.5	6	92	7
Osidge	5	39.0	15.5	63.5	6	85	6
East Barnet	6	50.5	An initial minimum requirement of 15 hours				-
Locality North							
Edgware	7	53.5	23.5	62.5	6	92	7
Burnt Oak	6	51.0	15.5	29.5	6	51	6
Mill Hill	5	43.0	An initial minimum requirement of 15 hours				-
Total		634.5	188	596	60	904	

1.15.26 The above table assumes a no unscheduled closure. From time to time service outage can occur due to a range of unanticipated factors including technical problems, building issues and unusual levels of staff sickness. These could occur in staffed and unstaffed hours.

1.16 The library footprint

1.16.1 Throughout the consultation process, many residents were highly sceptical about a library footprint that, in some locations, might be reduced to a

minimum size of 540 square feet. 88% of questionnaire respondents and 63% of panellists did not support reducing the size of libraries up to a minimum of 540 square foot on average. This was not felt to be sufficient to offer an adequate range of library services.

- 1.16.2 However, there was a degree of support for increasing commercial opportunities within libraries and gaining income from making better use of space. The proposed approach assigns each category of library a minimum physical footprint based upon the product catalogue of services to be delivered. In this way, the proposal reflects resident feedback regarding library size, whilst balancing this with the need to increase commercial revenue. The current library footprint includes all public and non-public areas such as workrooms, storage and circulation space (stairs and corridors). The redesign of library spaces within a reduced footprint will seek to make best use of the retained space by maximising the amount available for public services.
- 1.16.3 Core libraries will be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries at least 1,900 square feet in size. The proposed minimum footprint for each library site can be found in Appendix A.
- 1.16.4 Where libraries reduce in footprint, they will also be redesigned to ensure that the retained library space can be used as flexibly as possible. This will facilitate the delivery of the widest range of services possible and will ensure that space can be adapted to meet changing needs throughout the year. For example, flexible use of community meeting space, and the provision of more flexible furniture will enable the service to increase the amount of study space available during exam periods. Non-public areas will be kept to a minimum compatible with effective service delivery and will be shared with co-located services where possible.
- 1.16.5 The locality model will be applied to ensure that the needs of all customers within a local area are reflected in the day to day allocation and use of library space. The redesign of library spaces within a reduced footprint will seek to make best use of the retained space by maximising the amount available for public services. The service offer available for each type of library is summarised in section 1.13 and set out in full in Appendix C. The introduction of a free internal reservation service together with the digital library will help offset any reduction in on-site resources.
- 1.16.6 Partnership libraries, in particular at Mill Hill and East Barnet where there is the potential to co-locate with the proposed Daws Lane community services and new leisure facilities, offer an opportunity to deploy space more flexibly, with library customers able to make use of shared areas, such as café facilities, alongside traditional library resources.

1.17 **Income opportunities**

- 1.17.1 In 2015/16, the Library Service forecasts that it will raise £505,240 through a number of channels including: traded services to educational organisations, local authorities and the public; library services fees and charges; grant funding; and room rental.
- 1.17.2 **Community and other lettings within the library footprint:** within the network, opportunities remain to hire out space for community and other use. It is proposed to reshape some spaces within the library footprint to enable continued opportunities to raise income through letting out these spaces.
- 1.17.3 **Fines:** Fines for the late return of library resources are a standard feature of all public library services. Currently fines are charged for the late return of adult materials at a rate of 20p per item per day. This rate is relatively consistent with other London boroughs, with some local authorities charging up to 30p per day. Fines have not been increased since April 2013 and are currently capped at £10.40 per item.
- 1.17.4 Opportunities to renew library items and thus avoid generating fines have increased steadily over the last few years and it is now possible to renew materials 24 hours a day online or via an automated telephone renewals line.
- 1.17.5 Against this background, the proposal will raise the rate of adult fines to 25p per day and increase the cap to £15. In addition, it will introduce a fine for the late return of children and teen materials of 5p per day, also capped at £15. A number of other local authorities already levy charges for the late return of children's items and this will bring Barnet into line with the likes of Reading, Sefton and West Berkshire.
- 1.17.6 **Deleted fees and charges:** The proposal removes charges for the reservation of items already held within the Barnet libraries network. The removal of charges for the reservation of items held in stock will significantly increase the accessibility of library materials to all Barnet residents. Currently residents living in areas served by small libraries are required to pay between £1 and £1.53 to obtain an item held by a larger Barnet library.
- 1.17.7 **New fees and charges:** Income from traditional library service fees and charges has diminished significantly over recent years. For example, since 2010, income from DVD hire charges has declined by around 23%. To offset this loss and to increase revenue, the library service is currently developing a range of new services including literacy training for professionals and organisations, local studies research services and high-end cultural activities. These service developments are in addition to the core universal library offer. A set of revised charges is proposed for these additional services and is available in Appendix H.
- 1.17.8 A number of library authorities operate a form of supporter scheme whereby customers pay an annual fee for discounts on events and special offers from the library service and from partner organisations. It is proposed to introduce such a scheme in Barnet. The proposed subscription fee is set out in Appendix H.

- 1.17.9 **Maximising revenue from advertising:** The library service currently provides limited local advertising space in the form of display windows and display cabinets. These are currently only located at Chipping Barnet and Hendon Libraries. It is proposed to expand the use of advertising display windows and cabinets for use by local residents, businesses and community organisations.
- 1.17.10 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. The council will seek to engage a professional advertising company to take this work forward.
- 1.17.11 **Amending current subscription schemes:** The library service currently operates a number of subscription services including a loan service for musical sets and scores. This scheme provides music scores to choirs and other musical groups. Currently materials are sourced from both within the borough and from other library services. Scores sourced outside of Barnet are subject to a hire charge levied by the loaning authority and are time consuming to secure. To increase efficiencies within the administration of this service it is proposed that only scores held by Barnet are made available. This brings this service into line with other Barnet Libraries subscription services such as the Barnet Book Club and The Playset loan collection. It is also proposed to amend the hire charge for sets and scores as set out in Appendix H.
- 1.17.12 **Releasing floor space to maximise income opportunities:** It is proposed to generate an estimated £546k additional income through releasing floor space in buildings where libraries are located. It is proposed that the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The library service will become a 'user' of the physical building and the future use of any space released by the re-configuration and reduction in the library footprint or through the re-location of the library will be managed by the Council's Property Services team. It will be tasked with realising the income target of £546k, (based on an assessment of income potential at each site, see section 5.4.3 below) maintaining the buildings and seeking opportunities to maximise the income and social return on the released property area within each site. It will also explore any future opportunities to provide modern fit-for-purpose library space (e.g. through regeneration schemes or relocation as part of new commercial or residential opportunities).
- 1.17.13 In this way, the proposal strikes a balance between the space required to deliver a comprehensive library service and the need to maximise the opportunity for commercial revenue.

1.18 **Working with volunteers and communities**

- 1.18.1 The library service already deploys library volunteers to support the delivery of the current library offer. Since the beginning of the scheme in 2011, volunteers have donated over 13,600 hours helping to shelve library books, to assist the Local Studies and Archives Service, and to support key library events and activities such as baby rhyme time and language conversation cafes. Young volunteers have provided invaluable assistance in the development of library services to children and teenagers via the Barnet Libraries Advisory Board (BLAB), through work experience programmes and through volunteering schemes to support the annual children's summer reading challenge. In 2011 the library service was awarded 'Experts in Volunteering' by Greater London Volunteering.
- 1.18.2 The deployment of volunteers is currently managed from within the Service Development Team who, in addition to volunteering, are responsible for stock selection and management, borough-wide events, professional support and training and borough-wide outreach. The service routinely receives more applications for volunteering than can be processed within the capacity of this team. The proposal is to create a new library community engagement team who will be tasked with developing volunteer capacity and management in liaison with Council partners Groundwork.
- 1.18.3 The future library service will continue to work with volunteers to support delivery of the core library offer and will seek ways to involve communities further in the development of a modern public library service. In particular, the service will expand the number of volunteers providing key support tasks such as volunteer shelvers and ICT buddies, releasing staff time to concentrate on complex enquiries, literacy and learning activities and service development. A volunteer 'TEO meeter and greeter' role will be created to provide additional support to customers during some of the technology-enabled opening hours. These volunteers will help customers to use the new self-service systems, providing support to those less comfortable with modern technology.
- 1.18.4 As TEO hours wrap around standard opening times (those with people on site), using volunteers to support additional technology-enabled opening sessions will help to increase opening hours across the borough. The Council will work with its partners, Groundwork, to recruit new volunteers and to develop the capacity within the community to support extending opening hours. Training and support will be provided by the library service staff teams and by an in-house library community engagement team.
- 1.18.5 The recent consultation demonstrated a significant appetite within the community for volunteering with around a third of panellists and just under a quarter of the open questionnaire respondents stating that they would be interested in volunteering.
- 1.18.6 The library service consultation has given voice to strength of feeling within local communities about the role that libraries can play within each community. It is hoped that in re-establishing Friends Groups, this will enable the service to harness additional support from residents who want to support their local library but who are unable, or do not wish to volunteer directly.

Charitable status for these groups will be investigated, enabling them to access new and alternative funding streams to support library projects initiated by local communities. Membership will be sought from residents and local businesses in the locality.

- 1.18.7 This proposal builds upon the positive examples of friends fundraising groups that have been established in other local authorities.

1.19 **Technology-enabled opening**

- 1.19.1 Following the pilot of technology-enabled opening at Edgware Library, the proposal is for a similar arrangement to be extended to all Core and Core Plus libraries facilitating a greater number of opening hours. Appendix A, Section four sets out the full range of building related risk assessments that will be undertaken for each site. Initial feasibility studies confirm that a TEO system can be successfully installed at all proposed Core Plus and Core library sites. Appendix K sets out the risk assessment in relation to the operational aspects of TEO for library users. Live CCTV will be installed at all TEO sites and its operation will be a requirement of opening.

A slightly different technology-enabled arrangement is proposed at Burnt Oak library which is co-located with Customer Services. A security guard is currently deployed within this co-located customer service site and these arrangements will continue alongside TEO elements such as CCTV and self service library facilities.

- 1.19.2 Grahame Park and Church End libraries are being rebuilt and installation of the new technology can be incorporated into the construction of the new site. Implementation in other sites will require site specific investigations to scope the works required.

1.20 **Outreach and other library services**

- 1.20.1 **The Home and Mobile Library Service:** The future model of library services recognises that some vulnerable Barnet residents are unable to visit a static service point. The Mobile Library Service will continue to deliver outreach library services and a new purpose-built vehicle is being procured to deliver a more flexible and efficient service. The home library service visits sheltered accommodation, community centres, schools and children's centres.
- 1.20.2 The Home library service will continue to take a range of reading materials to the homes of residents unable to visit static sites and to those living in residential homes. As outlined in the Needs Assessment (Appendix B), the number of Barnet residents aged over 85 is projected to increase significantly over the next ten to fifteen years.
- 1.20.3 **Traded Services and services to schools:** Library staff will continue to deliver literacy and learning support to schools, nurseries, children's centres and other organisations within the borough and beyond. Services will be offered on a traded basis and will include professional training for school,

children’s centre staff and other local authorities. Support for parents alongside learning resources, library advice and guidance and literacy development activities will be provided.

- 1.20.4 All categories of public library will provide services to school students and those attending educational establishments within the borough. Class visits to develop literacy and information skills will continue to be a key library function. Technology-enabled opening will further enhance the relationship between libraries and their local schools, for example at Osidge and Brunswick Park, through providing greater access for school use by agreement. Support will be provided to teachers in the form of a ‘library pack’ enabling them to make maximum use of the library with their pupils. Librarians in the Service Development Team will continue to work closely with education colleagues to identify those schools in greatest need, developing tailored literacy and information skills programmes to support teaching and learning.
- 1.20.5 The library Business Development Teams will continue to seek partnership opportunities to develop new services such as support for health and well-being and will identify external funding streams and grant opportunities.
- 1.20.6 **Local Studies and Archives service:** The Local Government Act 1972 (s.224) requires local authorities to ‘make proper arrangements with respect to any documents that belong to or are in the custody of the Council or any of their officers’. In 1999 the Department for the Environment, Transport and the Regions (now the Department for Communities and Local Government) issued guidance on the interpretation of the term ‘proper arrangements’. This guidance includes sections on the management of a local authority’s administrative records, whether kept on paper or in electronic form, and proper arrangements for those records which have enduring historical value and which should be kept by an established archive service.
- 1.20.7 A summary of the current outreach and other library services is provided in the table below, along with the impact of the proposals.

	Current Service	Future Service
Mobile Library	Operates 4 days per week. Procurement for a new vehicle is currently in process.	Current service to be maintained. The new vehicle will allow us to review the current routes and to assess whether these provide the best access to the mobile library service.
Home Library	Delivers books and reading materials every 4 weeks to residents who are housebound and every 8 weeks to those living in residential homes	Current service to be maintained

School Libraries Resources Service	Delivers a traded resource and support service to 63 schools	Current service to be maintained
Early Years' Service	Delivers outreach services to Early Years venues including Children's Centres	Current service to be maintained
Local Studies and Archives	Open by appointment on 3 days per week. Selected resources available on open access 7 days a week	Current service to be maintained

1.20.8 It is proposed that the Home & Mobile Library, School Libraries Resources Service and the Local Studies and Archives Service are located at Hendon Library alongside the Core library based at that site. This will bring the majority of the outreach services into a single location. The Council intends to enter into a strategic partnership with Middlesex University for the co-location of Hendon library and university services.

1.21 **Opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations**

1.21.1 Consultation respondents expressed a range of views regarding the relocation or redevelopment of libraries with, for example, panellists supportive overall of an approach that sought to provide new modern facilities and/or release space for development or sale.

1.21.2 An opportunity to re-provide library facilities in Mill Hill is being explored in partnership with residents of Mill Hill who have an ambition to develop a new community offer at Daws Lane. The proposal is for the Partnership library for to be re-provided within the hub, should it proceed, enabling its co-location with a range of other services the resident group is seeking to offer.

1.21.3 The council is also developing an investment programme in new leisure and sports facilities. If this programme proceeds, this could present an opportunity to co-locate the proposed Partnership library at East Barnet within the new leisure facilities.

1.21.4 As part of developing the library proposal, a site by site assessment has been undertaken to explore the suitability of each of the current buildings to offer a modern library service. Between 2016 and 2018, capital investment will deliver new fit-for-purpose libraries in Church End (Finchley) and Colindale. Additional development and relocation opportunities will be initiated as applicable. The aim will be to address deficiencies in the current buildings and to provide modern, fit-for-purpose accommodation. Section 5.3 (below) provides more detail around the Estates element of this proposal.

1.22 **Financial support for Friern Barnet and Garden Suburb library**

1.22.1 It is proposed to continue to provide informal high-level practical support for Friern Barnet and Garden Suburb community libraries. In addition, the Council will continue to provide an annual grant and the use of the premises. This support will be offered through an agreed Service Level Agreement (SLA).

1.22.2 It is important to note that the new Partnership libraries at Mill Hill, Childs Hill, East Barnet and South Friern will be supported within the Barnet library network unlike Friern Barnet and Garden Suburb community libraries which operate independently and do not form part of the borough's statutory public library service.

1.23 **Future management arrangements for the library service**

1.23.1 There are an increasing number of examples across the country where alternative management arrangements have been developed for library services including staff mutual, charitable trusts, etc. Some of the reasons for the increasing popularity of these new models of delivery are that they offer an opportunity to access new funding sources, increase the freedom to innovate and develop new services to generate income, develop a more flexible staffing model and through closer or direct involvement of local communities, can offer greater opportunities to engage more directly with customers, communities and partners.

1.23.2 The council will continue to explore the opportunity to develop an alternative model for the management of library services. However, following soft market testing as part of the options appraisal, it is felt that additional clarity regarding the future service offer is required before this option can be progressed. Therefore alternative management arrangements will be considered further once the future model for the service has been agreed by the Council and will feature as the focus of Phase III (Future Delivery Model).

2 REASONS FOR RECOMMENDATIONS

2.1 The challenge of delivering and maintaining a modern fit for purpose library service within the current financial climate for public services is set out in Appendix A. The recommendations in this report have been developed involving the materials in the Appendices to this report.

2.2 The proposal set out in this report aims to achieve a balance between the views of residents expressed through the consultation and the Council's pressing need to achieve a reduction in spending across a wide range of services as it seeks to address an overall budget gap of £98.4m by 2020.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council undertook an extensive consultation exercise on a range of issues and ways to develop and change the library service offer. In particular the Council consulted on three potential options for the future direction of library services in Barnet. These three options are set out in full in Appendix A. The three options had some common features but offered a choice of models. These can be summarised as:
- maintaining all of the current libraries through reducing ten sites to a minimum of 540 square feet and reducing opening hours;
 - consolidating services on a fewer number of sites with the closure of six sites; and
 - maximising the support of communities and volunteers with four libraries run in partnership with residents groups in sites of a minimum of 540 square feet, and two library closures.
- 3.2 These three options were reviewed in the light of community feedback that no libraries should close and that the proposed minimum footprint of 540 square feet was not sufficient to offer a range of library services within a locality. The proposal considered by CELS for further consultation enabled the maintenance of 14 static library sites with revised footprint for each category of library, linked to a clear service offer at each site. The Council has also reviewed its proposals in the light of the second round of consultation to allow younger library users to use TEO (young people in year 11 and aged 15), to strengthen security arrangements during TEO hours and to increase the annual support grant to Partnership libraries.
- 3.3 Currently, Barnet libraries have at least two members of library staff on duty during opening hours. Some local authorities across the country operate lone working within libraries. This approach is more often adopted in smaller, rural libraries and is rare in London. This option is not included in the proposal.
- 3.4 In relation to libraries, alternative options which have been considered include:
- Increasing council tax: With respect to increasing Council Tax, the current Medium Term Financial Strategy which was approved at Full Council on the 3rd March 2015 and 1st March 2016, includes the assumption that Council Tax will not be increased in the financial years 2015/16 and 2016/17, and just below 2% annual increases from 2017/18 to 2019/20. The level of council tax is reviewed on an annual basis as part of the Business Planning Process overseen by the Policy & Resources Committee.
 - Protect the library budget and take savings from elsewhere: The size of the budget gap means the Council needs to look across all service areas to find savings. If the libraries budget were protected in its entirety, this would increase the amount that would need to be saved from other budgets within the Children, Education, Libraries and Safeguarding (CELS) Committee's remit or in other service areas.

These services include education services, family and youth support, children with disabilities, looked after children, and young people. Protecting the libraries budget from any savings would increase the burden on other services within the CELS budget by 19.6% based on the overall savings target of £14.547m so far allocated to CELS Committee. If savings could not be met by within CELS then other services would be required to make these savings.

- Use council reserves: The Council retains annual reserves of £15 million in order to help reduce the impact of unexpected pressures that may occur in-year. This represents just 5.3% of the annual Council budget. The use of reserves is not a viable permanent alternative to making the recurrent £98.4 million savings required to the Council's base budget by 2019/20.

3.5 The proposal set out in this report and Appendices will result in a saving of £2,162m by 2019/20. The amount and the pace with which these savings will be delivered fall short of the target set out in the Council's Medium Term Financial Strategy. The Council had considered all viable options for a library service that meets its duties to provide a comprehensive and efficient service yet still make the savings required of it. Through the consultation process, residents were clear that they do not want the library service budget to be cut to the extent that the Council's consultation options required. Further refinement of the commercial model to maximise income generation opportunities has also informed the current proposal to generate £0.546m. It is still open to the Committee to decide to deliver £2.85m through proceeding with, at least, the options considered in September 2014 that were subject to consultation between November 2014 and February 2015. However, on balance, in the light of the feedback from residents and the further financial modelling, this is not recommended. The CELS Committee and the Council's Policy and Resources Committee has considered the shortfall in anticipated savings as part of the Council's business planning cycle for 2016/17 and beyond.

3.6 It is still open to the Council to reject the proposals in this report and leave the funding for the library service without change but this is not recommended if the Council is to make the necessary savings for the reasons set out above.

4 POST DECISION IMPLEMENTATION

4.1 If agreed, the proposals will be implemented during 2016/17. The implementation programme will include:

- Design and building programme to 12 library buildings. This is likely to require a period of closure at each site which will be timetabled within each locality to provide a continuity of service across the locality.
- Procurement and roll out of TEO technology including risk assessments at each site
- A review of stock to ensure that each Core and Core Plus library has an appropriate, fit for purpose stock holding
- An enhancement of the digital library, redesigning access for children and young people
- A staff restructure in line with the council's 'Managing Change' policy
- A recruitment drive for volunteers, working with Groundwork
- Engagement with community groups and residents to establish Partnership libraries, working with CommUNITY Barnet

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The proposals set out in this paper are consistent with the council's Corporate Plan and will assist the Council in meeting its five main objectives:

Barnet Corporate Plan	
Barnet is a place of opportunity, where people can further their quality of life	<p><i>Literacy and Reading:</i> through provision of literacy and reading materials, development programmes and support to schools/organisations;</p> <p><i>Learning:</i> through provision of study space and resources to assist learning and employment;</p> <p><i>Culture:</i> through cultural events and workshops/exhibitions</p> <p><i>Communities:</i> through provision of materials and events to help local businesses and start-ups and space to promote services and products</p> <p><i>Health & Well-being:</i> co-locating with leisure facilities in East Barnet</p>
Barnet is a place where people are helped to help themselves, recognising that prevention is	<p><i>Literacy:</i> through schemes for adults and children, and through events and activities for children;</p> <p><i>Learning:</i> through educational visits and learning events to develop learning and study skills;</p>

better than cure	<p><i>Communities:</i> providing community meeting spaces, job clubs and conversation cafes to improve English-speaking skills;</p> <p><i>Health & Well-being:</i> through books on prescription schemes for people with specific health conditions and their carers, provision of health materials, sign-posting to services, and delivering health events;</p>
Barnet is a place where responsibility is shared fairly	<p><i>Communities:</i> through volunteering opportunities in the library service for adults and young people, and part of safer places schemes for vulnerable adults;</p>
Barnet is a place where services are delivered efficiently to get value for the taxpayer	<p><i>Literacy & Learning:</i> through increased provision of on-line reading and learning materials;</p> <p><i>Culture:</i> through a mixed-economy of core cultural events for free, or with a small charge;</p> <p><i>Communities:</i> through fees and charges kept as low as possible. Some charges will be removed. Increasing use of technology to extend opening hours and reduce cost. Competitive pricing for hall hire;</p>
Barnet is a place with improved customer services and increased transparency	<p><i>Literacy & Learning, Culture, and Health & Well-being:</i> provision of on-site and online advice and guidance regarding literacy, learning, culture and health & well-being</p>

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

Finance - Revenue funding

- 5.2.1 Despite recent economic growth, Barnet Council faces a significant budget gap of £81.1m over the period 2016/17 to 2019/20. This is driven by continued reductions in central government spending – with the impact on Local Government particularly acute as a result of the ‘ring-fencing’ of priority budgets such as health, schools and defence - and increased pressure on local services as the population grows and changes. In order to meet this challenge, the Council undertook a review of all its services and the Children, Education, Libraries and Safeguarding (CELS) Committee are tasked with identifying savings of £14.547m over a period of 2016/17 to 2019/20 from a budget of £55.9m.
- 5.2.2 Following a period of public consultation from December 2014 to February 2015, the CELS committee published its five year Commissioning Plan for the range of services within its responsibility including services for children with disabilities, special educational needs (SEN) and high needs, children with poor mental health, child and adolescent mental health services

(CAMHS), Looked after children and young people, keeping children safe, supporting families in need, preventing young people from offending and library services. The Commissioning Plan sets out the intention of the Committee, the outcomes to be achieved and the budget envelope for each service area. The library service has been targeted to save £2.85m (equivalent to 67% of the operational Library service budget) by 2019/20.

- 5.2.3 The net budget for the libraries service in 2015/16 was £4.6m. The proposal considered by CELS on the 12th October 2015 was expected to deliver £1.731m of savings within the operational budget for the library service with a further £0.546m of income being achieved by 2019/20 through releasing space for commercial or community letting. This latest proposal will result in operational savings of £1.616m. This takes account of the revised proposal to provide live CCTV monitoring and the increased financial support package for the proposed Partnership libraries. The commercial or community letting forecast remains unchanged.

Revenue	£	Date
Net library budget	£4.6m	2015/16
Operational savings from library budget	£1.616m	by 2019/20
Income from space released in buildings	£0.546m	by 2019/20

- 5.2.4 Achieving budget savings and raising rental income will take time and there are a number of interdependencies in restructuring and reshaping the service and the buildings. Therefore the following profile for delivering the savings and raising income is proposed. This differs significantly from the profile of library savings anticipated within the Council's Medium Term Financial Strategy.

5.2.5 Revenue savings in the library service budget

Revenue savings from within the operational budget for the library service comprise of reductions in the cost of staffing and a reduction in 2016/17 of spending of physical library resources from £623k to £473k.

	2016/17	2017/18	2018/19	2019/20	Total
Savings from within the operational budget for the library service	£0.041m	£1.510m	£0.053m	£0.012m	£1.616m

Income from commercial/community use

	2016/17	2017/18	2018/19	2019/20	Total
Income generated from floor space outside of the library footprint	£0.029m	£0.366m	£0m	£0.151m	0.546m

5.2.6 This profile of savings and income generation is based on a number of assumptions:

- income estimates based on valuation of the surplus space on a D1 community use basis
- reconfiguration works take place during the 2016/17 financial year so as to allow the full-year savings effect to be realised in 2017/18;
- technology-enabled opening implemented at all Core and Core Plus libraries during 2016/17;
- there are sufficient potential organisations or community groups willing to rent space in current library building locations;
- by 2019/20 East Barnet library is co-located with other services and Mill Hill library is provided as part of a community hub and
- community, voluntary or other organisations can be secured to operate four Partnership libraries.

There will be costs associated with reducing the staffing levels of the service, in relation to redundancy and pension costs – see section 5.

5.3 Capital investment

5.3.1 Implementing the proposal will require four elements of capital funding:

- to repair and invest in buildings that are retained;
- reconfiguring library sites to release space for commercial renting or community letting;
- investing in new technology; and
- relocating/rebuilding libraries.

5.3.2 It is estimated that the investment required for the first three strands is £4.41m. Based on the projected saving, this represents a payback period of around two years.

5.3.3 **Reconfiguring sites to release space:** Included within the above is an estimate of the reconfiguration costs: these have been calculated at around £3m. A small allowance has been included for new library equipment (furnishings etc.), and for the redesign of retained library space.

5.3.4 **Investing in new technology:** The cost of implementing technology-enabled opening arrangements is estimated to be £1.41m.

5.3.5 **Re-locating/rebuilding libraries:** The re-location and re-building of Grahame Park library is being funded within the wider Colindale regeneration programme (S106 contributions). The re-provision of Church End library is being provided and funded as part of the private sector development of the new site. A decision about the vacated Church End library site will be made by the Council's Asset, Regeneration and Growth Committee. Meanwhile, the proposal assumes a level of rental income from

this site.

5.3.6 Similarly any future opportunity to re-locate or rebuild library provision will be assessed on a case-by-case basis, overseen by the Asset, Regeneration and Growth Committee.

5.3.7 The estimated capital costs are based on a number of assumptions:

- Current information held on condition of buildings is a reasonable assessment of the works necessary; and
- Technology-enabled opening capital costs are estimates are based on the experience of installing Open+™ at Edgware, adjusted for known factors at each site. No allowance has been made for abnormal costs which could be incurred (e.g. asbestos removal).

5.4 **Property**

5.4.1 The Council's public libraries are located in buildings constructed at various times since the 1930's and were designed to meet the library requirements of their day.

5.4.2 However, as outlined in paragraphs 1.11 to 1.23.2 (all inclusive) the way the library service will be provided under the terms of the proposal, means that the property requirements will also need to change.

5.4.3 As part of this Library Review preliminary work has been undertaken to ascertain the estimated floor space requirement for each site based on the future service provision. The consequence of this is to reduce the floor space from which library services would be offered within each building:

Library	Existing Floorspace (sq. ft.)	Proposed minimum library footprint (sq. ft.)	Approximate space released for income generation (sq. ft.)	Provisional estimate of potential rental income p.a. assumed for modelling purposes by 2019/20**
Burnt Oak	2,713 (total) Est. 2,200 (public)*	2,153	559	Circa £4k
Childs Hill	3,767 (total) Est. 2,000 (public)*	1,991	1,776	Circa £10k
Chipping Barnet	17,222 (total) Est. 15,000 (public)*	15,069	2,153	Circa £35k
Church End	6,405 (total) Est. 5,500 (public)*	5,382	1,023	Circa £73k
East	5,834 (total)	1,991	3,843	Circa up to £54k

Barnet	Est. 4,800 (public)*			
Edgware	5,748 (total) Est. 4,800 (public)*	5,382	366	Circa £4k
East Finchley	5,081(total) Est. 4,300 (public)*	2,153	2,928	Circa £35k
Golders Green	5,070 (total) Est. 3,500 (public)*	2,153	2,917	Circa £29k
Hendon	19,375 (total) Est. 15,800 (public)*	2,153	17,222	Circa £154k
Mill Hill	5,597 (total) Est. 4,600 (public)*	1,991	3,606	Circa £46k
North Finchley	6,512 (total) Est. 5,700 (public)*	2,153	4,359	Circa £47k
Osidge	4,445 (total) Est. 3,500 (public)*	2,153	2,293	Circa £26k
South Friern	4,445 (total) Est. 4,000 (public)	1,991	2,454	Circa £29k

** the square footage allocated to public services is an estimate only and is based upon the relative proportions of space currently allocated to public and non-public use within the total building footprint. Current library footprints include non-public spaces including staff areas and circulation spaces. For example, Hendon library currently contains large spaces which are rented out to other organisations, or to provide storage of IT servers or the Borough's archive.*

- 5.4.4 Excluded from this assessment are Grahame Park Library, Church End Library, Garden Suburb and Friern Barnet. Both the new Grahame Park library (Colindale) and the new Church End Library are currently under construction. Colindale Library is due to open in summer 2016.
- 5.4.5 Responsibility for the day-to-day management, repairs and maintenance of the buildings housing the Library Service will rest with the Council's Property Services team. Opportunities for lettings in non-library spaces will be sought by Property Services in order to maximise commercial revenue and community provision. Buildings will be maximised in line with the Council's Community Asset Strategy Implementation plan.

Proposed building works

- 5.4.6 Internal adaptation will be considered for each building where it is planned to release space for income generation. A preliminary assessment was undertaken with further work at six sites completed that tests the robustness of the estimates above. Each site will be considered individually.

5.4.7 It is likely that as part of the reconfiguration works to deliver the new library service, each library will need to be temporarily closed for a period of time whilst the works necessary are carried out. The length of temporary closure will vary from site to site and will be confirmed as part of the work to develop the detailed implementation plan.

5.4.8 Planning permission and building regulation approval may be required for some changes and any alterations to the two libraries that are Listed Buildings - Hendon and East Finchley - are likely to need Listed Building Consent.

5.5 **Staffing Considerations**

5.5.1 As at September 2015, the service comprise of 114 full time equivalent posts (FTE). These posts are covered by a mix of full and part time employees (155 individuals but this number varies at any one point in time) who work across the borough at multiple sites. A total of 7.78 FTE (35 individuals) are weekend and evening assistants, whilst 98.49 FTE (139 individuals) deliver services directly to customers via library branches and outreach services. A complement of 15.5 FTE (16 individuals) occupy central roles providing essential support, service development and professional services including volunteer management, income generation, event programming and stock purchasing.

5.5.2 The proposal set out in this report, if agreed, will result in a reduction in current staffing levels over the next 12 months. The proposal will also require new roles and responsibilities for staff in order to deliver the transformed service. Under the model being proposed, the Library Service is likely to see a reduction of approximately 52 FTE. Library staff will continue to be deployed across multiple sites.

5.5.3 Formal consultation with the staff affected and their trade union representatives will commence shortly after the proposals set out in this report have been considered and approved. The period of formal consultation with staff will be between 30 to 45 days depending on the model that is finally agreed and the number of affected staff. All consultation will meet legislative requirements.

5.5.4 All staffing matters will be conducted in line with the Council's policies for managing change.

5.5.5 The one-off costs associated with redundancy (pension and other pre-existing contingent liabilities) are estimated to be in the region of £1.5m.

5.5.6 The costs associated with any redundancies will funded through the council's existing redundancy budget held in central expenses.

5.6 **Implementation**

5.6.1 The review and reshaping of the library service is structured in three phases:

Phase 1 - planning and consultation

Phase 2 - implementation and delivery

Phase 3 - potential phase to consider future delivery vehicles

5.6.2 This report signals the end of Phase 1. If approved, it will then initiate the introduction of Phase 2. Indicative revenue costs associated with Phase II implementation are estimated to be circa £375k to cover project management, professional fees such (such as legal and HR costs), engaging subject matter experts (e.g. architectural consultants), and costs associated with recruiting and developing community groups to take on the Partnership Libraries.

5.7 Legal and Constitutional References

5.7.1 The Public Libraries and Museums Act 1964 provides a general duty for library authorities. Section 7 makes it a duty to provide a comprehensive and efficient library service for the borrowing of books and other materials. The duty is owed to all persons desiring to make use of the service whose residence or place of work is within the borough and those who are undergoing full time education within the borough. As well as this duty there is a power to make these facilities available to any person.

5.7.2 In fulfilling its duty, a local authority must have regard to the desirability of:

- ensuring through its own stocks and by arrangements with other library authorities that facilities are available for the borrowing of and reference to books and other printed material, recorded music pictures films and other materials sufficient in number range and quality to meet the general and special requirements of both adults and children;
- encouraging adults and children to make full use of the library service and of providing advice as to its use and information as may be required by users of the service;
- Co-operating with other authorities on matters of relevance to libraries

5.7.3 The meaning of a “comprehensive and efficient library service” has been considered by the courts, in the case of R (Bailey) v London Borough of Brent (2011) in which the Court said

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

- 5.7.4 Case law has confirmed that a local authority cannot meet its statutory duty without having an adequate assessment of need for library services. The Council has carried out a detailed Needs Assessment which can be found at Appendix B.
- 5.7.5 When making decisions, local authorities must take account of their overarching duties. This includes the duty to consult appropriately, to abide by the public sector equality duty (as set out in s149 of the Equality Act and in section 5.10 below) and the Council must take account of all relevant information and should not take account of irrelevant information.
- 5.7.6 Case law on consultation has confirmed four principles which must be met to ensure that consultation is lawful. These are:
- Consultation must be carried out at a formative stage in the decision
 - Consulters must be provided with sufficient reasons for the proposal to allow them to understand the impact and provide an informed response
 - Consultees should have sufficient time to respond to the consultation. The timing and length of consultation should take account of the nature of the decision and the method of consultation
 - Consultation responses must be conscientiously taken into account by the decision maker. A full summary of the consultation responses are set out in Appendices E and I. This does not mean that the Council is obligated to make a decision which supports the majority of respondents. When making difficult policy decisions, based on financial constraints, it will be common for consultees to have strong views in support of retaining current provision. Members must consider these views and balance this with other information to decide the most appropriate way forward.
- 5.7.7 Sections 81-85 of the Localism Act 2011 introduced a right – the Community Right to Challenge - for community, voluntary and charitable bodies and local authority employees to “express an interest” in providing or assisting in providing a service of behalf of the local authority. Upon receipt of such an expression, the local authority must consider it and if it accepts it, must carry out a procurement process for the service. Use of this power was considered in a recent case involving libraries in Lincolnshire. If an expression of interest is made in time by an appropriate body, it must be considered by the local authority when making decisions about the future provision of library services.
- 5.7.8 Annex A of the Responsibility for Functions, as laid out in the Council’s Constitution, states that the Children, Education, Libraries and Safeguarding Committee has responsibility for the development and enhancement of the Library service.

5.8 Risk Management

- 5.8.1 Appendix K contains the risk register for the proposal, setting out each risk,

mitigating actions, and an assessment of the likelihood and the likely impact of each risk.

5.9 Equalities and Diversity

- 5.9.1 Equality and Diversity issues are a mandatory consideration in decision-making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 5.9.2 The specific duty set out in s149 of the Equality Act is to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.9.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. The Equalities Impact Assessment (EIA) at Appendix D which needs to be considered, considers the impact of the recommendations for the library service on people with these characteristics as well as on unemployed people, people from areas of high deprivation and students in full time education.
- 5.9.4 The EIA uses a range of sources to inform the analysis, including information outlined in the Needs Assessment about the demographic make-up of the borough and modelled library usage as well as feedback as part of the consultation process.
- 5.9.5 The library service does not collect data on some of the demographic characteristics protected under the Equality Act 2010. In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups. Therefore part of the analysis is based on modelled data which is based on transaction data from the financial year 2013-14 matched to data at small area level from the 2011 census.
- 5.9.6 Completing the EIA as part of the process identified a range of potential adverse impacts on particular protected characteristics, allowing officers to consider the potential adverse impacts and how their effects may be mitigated.

- 5.9.7 The proposal for the future library service in Barnet does not include any closures of physical library sites, although library sites will be reconfigured and reduced in size. Based on Transport for London's Strategic modelling over 99% of Barnet's residents within 30 minutes travel distance of a library site.
- 5.9.8 Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites (putting aside TEO) and a reduction in library footprint. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.
- 5.9.9 Proposed changes to opening hours may have positive and adverse impacts on specific groups. The overall increase in library opening hours, with the majority being technology support sessions, will benefit residents who prefer to access libraries in the evenings and early mornings (working age adults) and are confident using the library unsupported.
- 5.9.10 The reduction in staffed opening hours will mean less support available in the library to get advice, information and to utilise the resources in the library. This will have the biggest impact on those who may require support to make best use of services at static library sites or are less able, or confident at using libraries without library staff support. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated open library, training and information sessions on technology-enabled libraries, the availability of services across the locality model and use of the home and library service are examples of initiatives designed to mitigate the adverse impact of the changes on these specific groups.

The reduction in staffed hours will also have an impact on those who feel that visiting an unstaffed library could be less safe. This is more likely to have a potential on impact older people, women and some users with disabilities. The proposed security arrangements outlined in paragraph 1.15.16 will help to mitigate this potential impact.

- 5.9.11 Due to restrictions on access to the library during technology-enabled opening hours, there will be an adverse impact on those under the age of 16 (apart from 15 year olds who are in Year 11), who currently access library services without being accompanied by an adult. The 24 hour a day, seven day a week digital library service, the availability of school libraries for pupils, the locality model of opening hours and the promotion of school visits are examples of alternative provision or activities that help mitigate the potentially adverse impact of the changes on younger school children.

- 5.9.12 The closure of library toilets during TEO hours has been recognised as having a potential negative impact on people with disabilities, older people, pregnant women and accompanied young children. It is not possible to provide CCTV coverage in the toilet areas or individual cubicles and therefore risks regarding safeguarding, injury, illness and damage to property cannot be mitigated.
- 5.9.13 After giving careful consideration, the inability to monitor the safety of people with disabilities through the provision of CCTV coverage in toilet cubicles, means that it is not possible to safeguard people with disabilities, young people and other vulnerable people when no staff or volunteers are present.
- 5.9.14 The National Key Scheme has been considered as a way to provide toilet access to those with disabilities. However, the risks relating to lack of CCTV coverage remain.
- 5.9.15 Where currently available, library toilets will be accessible during staffed hour and they will also be accessible during TEO hours when the library is supported by volunteers. Toilet opening times will be prominently advertised in each site and online. Furthermore, the location of local public toilets will be displayed in each library so TEO users can identify where their closest facility would be.

5.10 Consultation and Engagement

- 5.10.1 Over the last four years there have been various strands of engagement with Barnet residents around the future of library services in the borough:
- consultation around 2011 Libraries Strategy;
 - public consultation on Council spending plans carried out in 2013; and
 - focus groups undertaken to inform options paper in summer 2014.
- 5.10.2 These consultations informed a report considered by the CELS Committee on 28th October 2014 and subsequently by Full Council on the 4th November 2014. The report, drawing on the key themes that emerged from previous consultations, contained a proposal to consult with residents on a number of issues and options for the future delivery of library services in the borough. The council wished to seek the views of residents about how best to deliver library services whilst achieving the savings required (set out above).
- 5.10.3 The consultation aimed to understand resident's views on the proposed outcomes and objectives, changes to the library services, modelled options and to get a better understanding of how residents use libraries. This consultation took place between 10th November 2014 and 22nd February 2015.
- 5.10.4 The consultation process was supported by Opinion Research Services (ORS), a spin-out company from Swansea University with UK-wide experience of conducting social research and major statutory consultations.

ORS was appointed by the Council to process the questionnaire responses, facilitate consultation events, convene deliberative discussion groups with residents, and to provide an independent report of the formal consultation programme

- 5.10.5 In total, London Borough of Barnet received over 3,800 responses to the consultation through various strands of consultation activity. Broadly, this comprised around 3,000 responses to questionnaires, over 300 attendees at drop-in sessions at libraries, over 100 attendees at Focus Groups, and about 170 attending LBB meetings.
- 5.10.6 The details of the original proposals submitted for consultation, and the responses received to the consultation exercise, are set out in the ORS report “Barnet’s Future Library Service: Final Report of the Consultation Outcomes – Report of Findings for London Borough of Barnet”. The full document is attached at Appendix E to this report.
- 5.10.7 The report details the range of responses and the different views of groups of respondents. There was a wide range of views from residents on the future of library services as part of the consultation with varying levels of support for different proposals. The table below contains a very high level summary of some of the key concerns from residents and outlines how the proposals set out in the report seeks to address these concerns.

Key concern	How the October 2015 proposal responded
None of the modelled options were supported by a majority of open questionnaire respondents, nor by a significant amount of those who responded through focus groups and written statements.	The Council has reviewed the modelled options and developed a new proposal for the future of library services in Barnet – set out in this report - which takes account of key concerns.
There was little or no support for library closures in principle, with questionnaire respondents being particularly opposed.	As a result the Council is proposing that all 14 static library sites continue to offer library services.
There were strong feelings from residents that the option to reduce libraries to 540 sq. ft. would be too small to accommodate many of the activities and facilities currently offered in libraries.	The Council has reviewed and clarified the range of activities that it proposes will be offered from library services in each location and increased the proposed minimum footprint. In all cases libraries will be significantly larger than 540 sq. ft. (50.2 sq. mtrs.), with the smallest libraries being Partnership libraries which will be a minimum of 1,991 sq. ft. (185 sq. mtrs.).
Some residents raised concerns about unstaffed libraries, mainly relating to security and safety	The Council has undertaken an Open +™ pilot at Edgware Library to understand the impact of the proposal.

issues for users, the library stock, restrictions on under 16s and the potential difficulties that some library users may have in using the technology.	Results from the pilot have been encouraging and are reported in Appendix F. In order to address some of these concerns, It is proposed to offer 'facilitated sessions', where volunteers support unstaffed libraries.
Some residents were concerned that libraries run by volunteers will not be sustainable and the standard of the service would decline over a number of years.	In order to address this concern, it is proposed that 'Partnership libraries', which are developed jointly between the Council and local community, would remain part of the statutory library network and have professional support and stock provision from the council. The council will invest in a centrally located library staff resource to support Partnership libraries.

5.10.8 The above is intended to be a summary of Phase 1 of consultation and Appendix E sets out the results of the consultation in full. Results have been referenced within this report and appendices. Consultation feedback was one of the key factors which informed the development of the proposals set out in the report considered by CELS on the 12th October 2015.

5.10.9 The CELS Committee approved further consultation with residents. The council commissioned Enventure, an independent research organisation to undertake this further consultation on elements of the proposals from 26 October 2015 to 4 January 2016. Consultation involved an online/offline questionnaire and a small number of focus groups, selected to reflect the interim Equalities Impact Assessment presented to CELS in October 2015. The results of this second consultation are reported in full in Appendix I and have been referenced within this report and appendices. Consultation involved an online/offline questionnaire, a survey with the councils Citizens' Panel, and a number of focus groups (with those residents identified, at the time of development of the Equality Impact Assessment in October 2015, as most likely to have a negative impact if the proposals were implemented). The results of this second consultation are reported in full in Appendix I and have been referenced within this report and appendices.

Key concerns during second consultation	March 2016 proposal
Some residents felt that money should be invested in staff and resources rather than new technology'	The proposed investment in technology is a one-off capital cost that will extend opening hours by 42%, alongside a year-on-year revenue saving in staff costs
Some residents felt that there is no evidence to support the council's	Evidence base includes the pilot at Edgware library where over 1,100 library users have registered to use TEO, with 514 users and 3,800

assumptions about the use of new technology	transactions undertaken, the good practice guidance issued by DCMS in Autumn 2015 and the increasing roll out of TEO by other local authorities
Some residents felt Libraries should produce revenue, hiring out rooms etc.	The continuation and development of current practice to raise income forms part of the proposal.
Some residents felt that libraries should remain as they are	There is a requirement to make savings in library services as part of the overall budget savings that the council has to make.
Some residents expressed a preference for spending cuts to be made elsewhere	The council has to consider savings across all council services and has to balance the services offered, its statutory duties to meeting the needs of vulnerable residents (elderly, children at risk, etc.). The council has consulted all residents as part of the annual budget savings consultation. The results of this consultation can be found here 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
Some residents felt that the council should Increase council tax rather than make savings to the library budget	The council has consulted all residents as part of the annual budget savings consultation. The results of this consultation can be found here 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
Some residents expressed a preference to close small libraries and invest in larger ones	The first phase of resident consultation explored this option with residents but received very little support.
Some residents raised concerns that unstaffed libraries will be unsafe	The council has carefully considered the views of residents and it is proposed to invest in enhanced security arrangements (see Appendix A). Live CCTV will be installed at each TEO site which will provide <ul style="list-style-type: none"> • CCTV coverage in publicly accessible areas in TEO libraries • CCTV monitored in real time • Audible link to enable CCTV centre to communicate with library users • CCTV centre to alert emergency services if required • CCTV operator able to control individual

	<p>cameras to monitor incidents or track behaviour</p> <ul style="list-style-type: none"> • Mobilise roving security to respond to any incident • Retain CCTV evidence for an agreed period. <p>Full building related health and safety risk assessments will be undertaken at each library site where TEO is planned.</p>
Some residents were concerned that under 16s will be unable to access TEO hours unaccompanied	The council has carefully considered the views of residents and the needs of young people (see Appendix A). It is proposed to adjust the requirement to enable all children in Year 11 and who are aged 15, to access TEO unaccompanied, with parental permission and validation by their school
Too much emphasis has been put on volunteers	The Council will engage its voluntary sector partners (GroundWork and CommUNITY Barnet) to support the recruitment of volunteers as the proposals are implemented during 2016/17.

6. BACKGROUND PAPERS

Strategic Library Review, Cabinet, 26 July 2011,
<http://barnet.moderngov.co.uk/Data/Cabinet/201107261900/Agenda/Document%203.pdf>

Library Strategy, Children's Education, Libraries and Safeguarding Committee, 28 October 2014,
<http://barnet.moderngov.co.uk/documents/s18680/Libraries%20Strategy.pdf>

Business Planning 2015/16 - 2019/20, Council, 3rd March 2015
<http://barnet.moderngov.co.uk/documents/s21537/Policy%20and%20Resources%20Committee%20Business%20Planning%20201516%20-%2020192%20Recommendations%20to%20Council.pdf>

Business Planning, Appendix A Commissioning Plan 2015 – 2020, Children's Education, Libraries and Safeguarding Committee, 9th March 2015
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=7927&Ver=4>

Barnet's future Library service Library, Children's Education, Libraries and Safeguarding Committee, 12th October 2015
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8512&Ver=4>

Barnet's future Library service Library, Council, 20th October 2015

<http://barnet.moderngov.co.uk/documents/s26698/Referral%20from%20Children%20Education%20Libraries%20and%20Safeguarding%20Committee%20-%20Barnets%20Future%20Library%20Serv.pdf>

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Appendix A: Future of Barnet Libraries

Section One: Introduction and context

1.1 Introduction

In October 2014 an initial options appraisal regarding the future library service was presented to the Children's, Libraries and Safeguarding Committee (CELS). This was followed by a period of public consultation (Phase 1) that took place between 10 November 2014 and 22 February 2015.

The feedback received during this initial phase of consultation informed the further development of a preferred option which was then presented to the CELS Committee on the 12 October 2015. This Committee approved an additional round of resident consultation on the revised proposals which was conducted between 27 October 2015 and 6 January 2016 (Phase 2).

The initial options appraisal considered in October 2014 included three potential future models for the library service. These models were developed and informed by a range of factors including:

- a review of residents' needs.
- the budget savings required.
- the pattern of use of each library over time and the size of libraries.
- the geographical spread of services across the borough and the distance of travel to each site.
- a review of new technology opportunities in development nationally.
- opportunities to increase the use of volunteers.
- the potential to increase sources of income from library buildings together with the investment required to maintain and improve each site.

The Phase 1 consultation that took place between 10 November 2014 and 22 February 2015 sought views on a range of different issues including:

- the proposed objectives and outcomes of the library service.
- a range of approaches to reduce costs.
- which opening times were most important for residents;
- residents' views on the relocation and redevelopment of library sites;
- ways to generate additional income;
- different ways to manage the library service and
- views about specific library services.

The consultation modelled three potential outline options for the borough-wide service, setting out the potential implications for each library site and also invited respondents to submit their own ideas (which became referred to as the 'fourth option' during the consultation process).

The consultation also sought the views of library users on what they valued, and explored the views of non-users.

More than 3,800 responses were received through a variety of different methods (including online and paper questionnaires, focus groups, drop-in sessions and written submissions). These responses informed and shaped the new proposed library strategy and service offer for Barnet outlined in the October 2015 committee report.

The Phase 2 consultation between 27 October 2015 and 6 January 2016 attracted 1,216 responses to the survey questionnaire (743 to the open questionnaire and 473 responses by the Citizens Panel), with further engagement through focus groups, in-depth telephone interviews, written submissions and school discussion groups. This round of consultation sought residents' views on the following issues:

- maintaining the same number of static library sites in a locality model with the library space reduced in size.
- investing in new technology to provide increased opening hours while reducing the number of staffed sessions.
- recruiting more volunteers to support the delivery of the library offer.
- co-locating libraries with other services and
- partnering with other organisations and community groups to provide services through Partnership libraries.

1.2 Financial context in Barnet

Despite economic growth, Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20, driven by further reductions in government spending and increased pressure on local services as the population grows and changes. In order to meet this gap, the Council will have to take difficult decisions on how it targets its resources and how it can continue to protect services which support the most vulnerable members of society.

The £98.4m in the second half of the decade is in addition to the £72m the Council will have saved between 2010 and 2015. This has included a reduction in Library Service budget of 23.7% over the period 2010 to 2015. In real terms, by the end of the decade, Barnet Council will be spending roughly half as much on local public services.

To respond to the financial challenge, the Council can reduce its spending on administration, contracts and services, increase Council Tax, generate more income from other areas (such as fees and charges), or make use of financial reserves. To meet the challenge, the Council will need to consider all of these things to a greater or lesser extent, and the key will be to strike the right balance between them.

As part of the Priorities and Spending Review, a reduced budget envelope was agreed by the Committee as part of its five year Commissioning Plan. This Commissioning Plan, developed as part of the Council's Medium-Term

Financial Strategy and subject to its own public consultation, sets out a challenge for the library service to reduce its cost by a further £2.85m by 2019/20, bringing the cumulative levels of savings on the library service budget to 71.35% since 2011. The financial pressure has increased due to recent increases in budget reduction which have been announced by Government since the General Election.

Section Two: Current Library Service in Barnet

2.1 The current service

This section outlines the composition of the current library service, including information on opening hours, budgets, staffing and on-going developments within the service.

The library service is made up of:

- fourteen physical sites, ranging in size from Hendon (19,375 sq. ft.) to Childs Hill (3,767 sq. ft.), providing access to books and learning materials, computers, printers, photocopiers, Wi-Fi accessibility, study and meeting space, and a range of activities run by library staff and local community groups;
- the mobile library service, which runs for four days a week with stops in 12 locations across the Borough;
- the home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
- the Local Studies and Archives service, which offers access to local historical materials by appointment three days a week, as well as online resources;
- e-books, e-audio and other online resources and learning materials;
- the Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum;
- the Early Years' service, which provides activities in libraries and other community venues for under-5s and their parents and helps administer the national Bookstart scheme; and
- support for adults, children and teenagers, including reading groups, Baby Rhyme Time and other activities.

These services are supported by a central management team, Bibliographic team and a service development team of professional librarians.

LBB is a member of the Central Buying Consortium whose role is to cost-effectively purchase new stock.

The fourteen static library sites in Barnet have two categorisations; these are 'Leading Library' and 'local library'. These categorisations were set relatively

informally, with leading libraries those which were predominantly busier, larger and open longer and local libraries which are mainly smaller, less busy and open slightly fewer hours. The borough has two community libraries, in Friern Barnet and Garden Suburb.

Figure 1 gives further detail about the 14 current library sites, including the categorisations of each library, the days and hours open and the current library footprint.

Figure 1

	Current configuration			
Library	Current tier	Days open p.w	LBB Staffed hours open p.w	Library footprint (sq. ft)
Chipping Barnet	Leading Library	7	56.5	17,222 (total) Est.15,000 (public)*
Edgware	Leading Library	7	53.5	5,748 (total) Est.4,800 (public)*
Church End	Leading Library	6	50.5	6,405 (total) Est.5,500 (public)*
Hendon	Leading Library	7	56.5	19,375 (total) Est.15,800 (public)*
Burnt Oak	Leading Library	6	51	2,713 (total) Est.2,200 (public)*
Golders Green	Leading Library	6	46	5,070 (total) Est.3,500 (public)*
North Finchley	Leading Library	5	43	6,512 (total) Est.5,700 (public)*
Grahame Park	Local Library	5	35	7,040 (total) Est.3,500 (public)*
Osidge	Local Library	5	39	4,445 (total) 3,500 (public)*
East Finchley	Local Library	5	40	5,081 (total) Est.4,300 (public)*
East Barnet	Local Library	6	50.5	5,834 (total) Est.4,800 (public)*
Mill Hill	Local Library	5	43	5,597 (total) Est.4,600 (public)*
South Friern	Local Library	5	35	4,445 (total) Est.4,000 (public)*

Childs Hill	Local Library	5	35	3,767 (total) Est.2,000 (public)*
Total			634.5	

*the square footage allocated to public services is an estimate only and is based upon the relative proportions of space currently allocated to public and non-public use within the total building footprint.

2.2 Budget

The net budget for the Libraries service in 2015/16 is £4,639,820. The Library Service forecasts that it will raise £505,240 in 2015/16 through a number of channels including traded services to: educational organisations; local authorities and the public; library services fees and charges; grant funding; and room rental.

Included in the net budget detailed above is the Media Fund, which in 2015/16 is £623k. This fund covers the cost of physical and electronic books, CDs, and other audio and visual materials.

Friern Barnet Community Library receives an annual grant of £20k, and Garden Suburb receive support to an equivalent amount, covering rent, utilities and other services.

2.3 Staff and volunteers

The service is staffed (as at September 2015), by 114 full time equivalents (FTE) (155 individuals but this varies at any one point in time). A total of 7.78 FTE (35 individuals) are weekend and evening assistants, whilst 98.49 FTE (139 individuals) deliver services directly to customers via library branches and outreach services. A complement of 15.5 FTE (16 individuals) occupy central roles providing essential support, service development and professional services including volunteer management, income generation, event programming and stock purchasing.

The library service deploys library volunteers to support the delivery of the current library offer. Since the beginning of the scheme in late 2011, volunteers have donated over 13,600 hours helping to shelve library books, to assist the Local Studies and Archives Service, and to support key library events and activities such as baby rhyme time and language conversation cafes. Young volunteers have provided invaluable assistance in the development of library services to children and teenagers via the Barnet Libraries Advisory Board (BLAB), through work experience programmes and through volunteering schemes to support the annual children's summer reading challenge. The recruitment and management of volunteers is currently contained within the remit of the centrally based Service Development Team.

There were 46 volunteers working within the library service in 2014/15, with 41 currently active (as of February 2016) and 143 new volunteer applications received in 2014/15.

The number of volunteers currently active (41) compares to an average of 193 for the Borough's Chartered Institute of Public Finance and Accountancy (CIPFA) comparator group, which benchmarks the performance of the service against similar local authorities. The proportion of hours worked by volunteers was 0.6% against a comparator average of 5.3%. This is based on the 2014 CIPFA data, which is the latest published information. At present, volunteers help support the current library offer. The service routinely receives more volunteer applications than can be processed within the current capacity of the central team responsible for their recruitment and management. Later sections of this Appendix discuss proposals to increase volunteering.

2.4 Recent developments

Following 2011's Strategic Library Review, a number of developments have been implemented or set in train, including:

- extending customer self-service and upgrading the free Wi-Fi available at all sites;
- initiating a phased capital maintenance programme;
- procurement of a new mobile library vehicle;
- initiating an ICT transformation programme to increase network capacity, public access PC devices, improve Wi-Fi accessibility, replace software such as the Library Management System and public network booking systems;
- a new library building in Colindale, relocating the existing library in Grahame Park, due for completion in summer 2016; and
- a new library in the redeveloped Gateway House building, relocating the existing library in Finchley Church End, due for completion in summer 2017.

Section three: Key factors in developing a new library offer

3.1 Introduction

This section outlines the Council's approach to the review of library services in Barnet and outlines the key factors which have been considered in developing the proposal for the future shape of library services in Barnet.

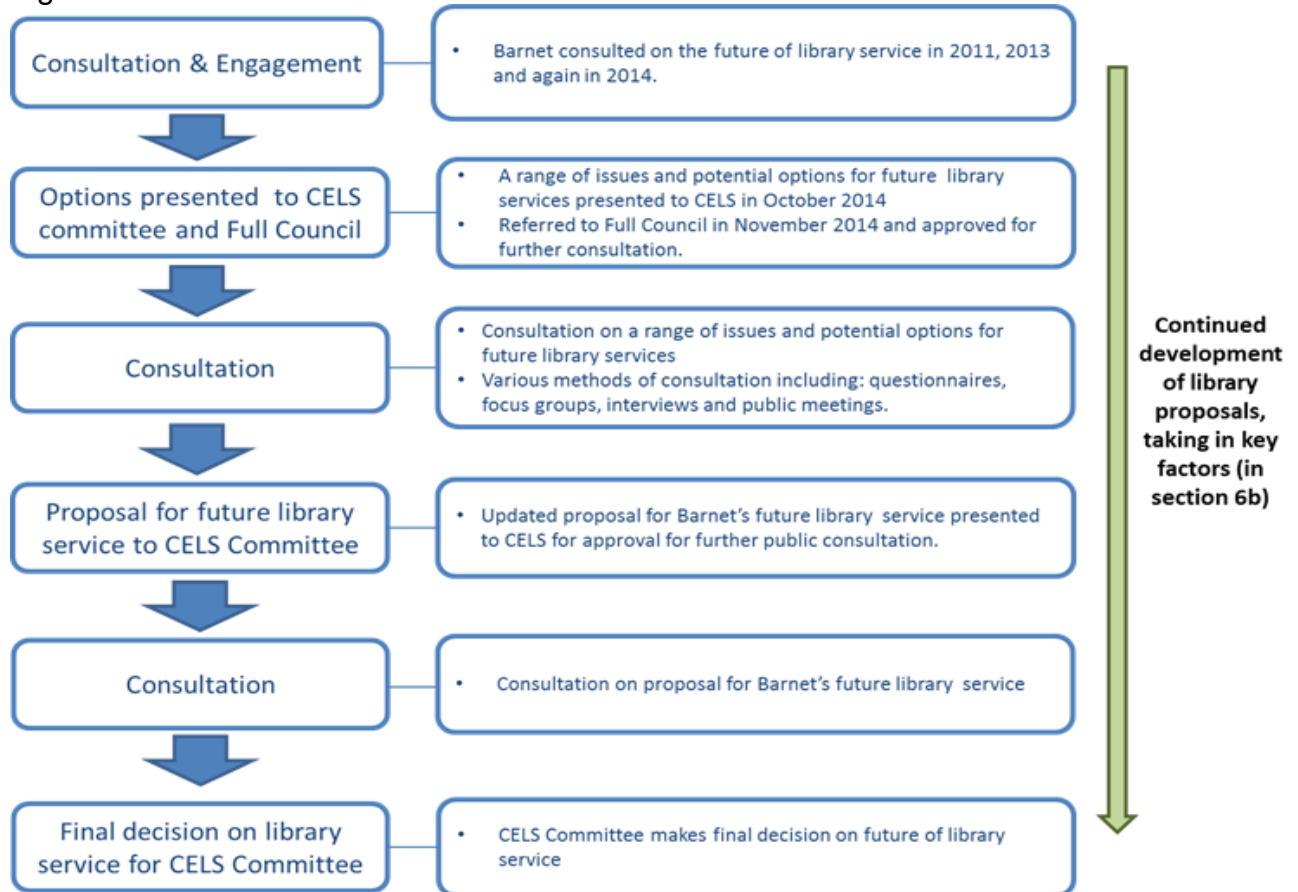
To ensure a robust process was followed, learning was undertaken from library reviews across the country as well as reviewing recent case law, judicial reviews and public enquiries. The Council has also taken into account the key findings from the 2009 Charteris Review. The following factors are considered relevant to this paper:

- requirement to make assessment of local need prior to considering changes to the library service;
- requirement to consider the specific needs of adults, including older people, disabled people, unemployed people and those living in deprived areas;
- the need to have due regard for the general needs of children, including consideration of the role of schools in the library service;
- the need to take a strategic approach to the library service, rather than focusing on asset management and cost savings;
- the need to have a clear understanding of the extent and range of services currently provided within libraries;
- consideration of the need for a comprehensive outreach service.

The review of library services is based on a programme of engagement and consultation with Barnet residents, library users and other stakeholders. The options proposed for consultation that were presented to the Children's, Education, Libraries and Safeguarding Committee (CELS) on 28th October 2014 and Council on 4 November 2014, were informed by previous resident engagement and consultation spanning from 2011 to 2014. Following the consideration by CELS and Council, these options, together with a range of library issues, were consulted on between 10 November 2014 and 22 February 2015. The feedback from this Phase 1 consultation, alongside more detailed design work informed the proposals outlined in a report considered by the CELS committee and Council in October 2015. A further round of consultation, Phase 2, took place between 27th October 2015 and the 6th January 2016.

The diagram below (Figure 3) summarises the process of engagement and political decision making undertaken through this review.

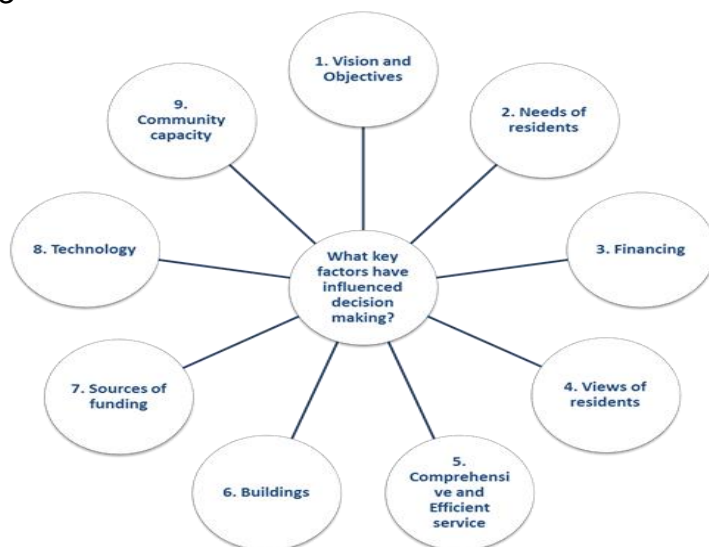
Figure 2



3.2 Key factors

The diagram (overleaf in Figure 3) outlines the main factors which have informed the decision making process, grouped around nine key issues. These factors have been balanced against each other to develop a deliverable service model which continues to offer a quality service whilst delivering the savings required. It does not claim to be an exhaustive list but aims to demonstrate the considerations that have informed the proposed model for future library services in Barnet.

Figure 3



3.3 Vision and objectives of the library service

The review has considered and consulted on the vision and objectives of the library service in Barnet. A proposed new vision for the service was developed following the first round of resident consultation in 2014/15. This is set out below in Section Five.

3.4 Needs of residents

A Needs Assessment (Appendix B) underpins the development of the library service proposal. The Needs Assessment includes demographic profiles, patterns of local library use, accessibility for transport, geographical spread of libraries and equality impact assessments. All these elements inform the development of the service offer outlined in this paper to ensure that the library service meets the needs of residents and local communities in Barnet. The Needs Assessment has informed the equalities impact assessment which considers the potential impact of the proposed changes of different demographic groups. The full Equalities Impact Assessment is in Appendix D.

The Needs Assessment has made use of quantitative data drawn from the Barnet library service, cross referencing this with demographic data from, for example, the Office for National Statistics and transport and accessibility data from Transport for London.

Firstly, the analysis explores the needs of Barnet's population, looking at local need in terms of the demographic profiles of those who live, work or study in the Borough. Secondly, the analysis looks at current patterns of use at local libraries for active users identifying where services are over- or under-utilised, looking at relative accessibility by public transport and equality impact assessments. Specific consideration has been given to relative levels of deprivation and other key indicators of demographic need when analysing library provision and usage.

In terms of Barnet's profile, census data shows that it is a large and growing borough in terms of population size. The Needs Assessment shows that, whilst Barnet is one of the least deprived London boroughs, there are pockets of high deprivation especially in the west of the borough. Similarly, whilst Barnet is less ethnically diverse than its neighbours, there are a large number of Jewish residents and a growing number of Muslim residents living in Barnet. The analysis shows that Barnet performs well in terms of educational attainment and health, both scoring high when compared to other London boroughs and the UK as a whole. Barnet has high car ownership when compared to other London boroughs.

The analysis indicates that library sites are fairly evenly spread across the borough (noting the large area of green space in the centre of the borough). Barnet's libraries are well used, but usage has been steadily decreasing at all sites over the last decade. Usage varies from library to library. Analysis of various different elements of use at each library site has been completed, including: number of transactions; number of borrowers; computer usage; and busy-ness. The analysis helps to build a picture of both how libraries are used in the borough, and by whom. For example, libraries in Chipping Barnet and Hendon are the busiest libraries and have the largest numbers of borrowers. The libraries in Grahame Park and Burnt Oak have the highest proportion of users from areas of deprivation and significantly more users from BME groups whilst libraries in Golders Green and Hendon have a high number of 'non-Christian' users.

Lincolnshire County Council's 2014 review of their service reconfigured the library network so that 95% of the population were able to travel to a library within 30 minutes by public transport. This was tested through a legal challenge which found faults in their process but not the substance of their proposals. This 30 minute standard matches the Department for Transport's indicator measuring the accessibility of public services in a local area. Respondents to consultation carried out in Barnet in 2013 also cited a maximum journey time of 30 minutes as their optimal distance from a library. The options considered through the decision making process use the 30 minute public transport travel time standard to judge access to sites in the Barnet library network and have modelled travel times to and from these, using Transport for London data.

3.5 Financing

The financial challenge facing the Council is set out above and the requirement of the library service to contribute to reducing the Council's expenditure. Finances influence all aspects of the decision making process, both in regard to revenue expenditure (day-to-day expenditure on services) and capital expenditure (one-off investment). The Council has a responsibility to all residents and tax-payers that the public services for which it is responsible provide value for money and the deploy the most efficient use of resources. For the library service, for example, this includes looking at library usage over time;

the ability of new technology to realise efficiencies and respond to changing use of services; and maximising revenue from the service and from buildings.

3.6 Views of residents

The Council has engaged with residents and library users throughout the development of the library service proposal. Over the last four years there have been various strands of engagement with Barnet residents around the future of library services. Consultation was undertaken to inform the development of the 2011 Library Strategy (Barnet 2011). Consultation and engagement was again undertaken in 2013, this time to inform the development of the Council's Priorities and Spending Review.

As described above, two rounds of consultation have informed the proposals set out in this paper, Phase 1 in 2014/15 and phase 2 in 2015/16 as set out above.

Phase 1 consultation in 2014/15 sought views on a range of components involved in delivering a library service, views on three modelled options and collected views on any other ideas residents had for the future of the service. The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries for a 12 week period);
- a survey of the Citizens' Panel;
- 12 focus groups, including one for non-users and one for infrequent users;
- a variety of in-person public consultation events including drop-ins at every library and three public meetings; and
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living.

In total, London Borough of Barnet received over 3,800 responses to the consultation through its various strands. Broadly, this broke down to: around 3,000 responses to questionnaires; over 300 attendees at drop-in sessions at libraries; over 100 attendees at Focus Groups; and around 170 attending LBB meetings.

All the feedback, including respondents' alternative ideas for the future of the service, was analysed by Opinion Research Services (ORS), an independent research organisation who produced a full and comprehensive report for the council outlining findings in July 2015. The full ORS report is included as Appendix E.

Findings from the consultation and how they have influenced the decision making process featured throughout the committee report and appendices considered by the CELS Committee on the 12th October 2015. The Committee agreed to a further ten week period of consultation.

Phase 2 consultation in 2015/16 attracted 1,216 responses to the survey questionnaire (743 to the open questionnaire and 473 responses by the

Citizens Panel), plus further engagement through focus groups, in-depth telephone interviews, written submissions and school discussion groups. This round of consultation sought residents views on maintaining the same number of static library sites in a locality model with the library space reduced in size; investing in new technology to provide increased opening hours while reducing the number of staffed sessions; recruiting more volunteers to support the delivery of the library offer; co-locating libraries with other services; and partnering with other organisations and community groups to provide services through Partnership libraries. The results were analysed by Enventure research, an independent research organisation who produced a full and comprehensive report for the council outlining its findings in February 2016. The full Enventure report is included as Appendix I.

3.7 Comprehensive and Efficient Library Service

Local authorities have a statutory duty to provide a library service. The Public Libraries and Museums Act (1964) states that “It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof”. The duty is owed to people who live, work and who are in full-time education in the Council’s area

To comply with the duty, the Council needs to ensure that the breadth and quality of the service provided can be considered comprehensive and efficient. This will mean considering the needs of local people as demonstrated in the needs assessment and other material, and then ensuring that the services directed towards meeting those needs are “comprehensive and efficient”.

In undertaking this duty, the Act says that the Council must have regard to the desirability of:-

(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

and of co-operating with other public authorities in any matter relating to libraries in the area.

The service being delivered also needs to be accessible to all residents using reasonable means, including digital technologies. The duty does not mean that every resident has to live close to a library, but distances and time taken to reach a library must nonetheless be reasonable and must take into account problems which people may face, whether physical disabilities, or those created

by age or family circumstances. Budgetary constraints can be taken into account when deciding the nature of the service provided.

The Council has studied case law to consider the practical impact of the duty, specifically Ouseley, J in *Bailey v London Borough of Brent* [2011] EWHC 2572 (Admin), stated that:

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

Furthermore, in *Draper v Lincolnshire County Council* [2014] EWHC 2388 (Admin), the question of delivery method and access should be considered, based on the whole service, rather than the location of library buildings:

"An example of access by digital technology could involve the identification of a book followed by delivery through a mobile library. But there are no doubt other ways in which such access could be achieved. The key is a reasonable ability to access the service by all residents of the county. This means that distances and time taken to reach a library must be reasonable and any particular problems, whether physical disabilities, or created by age or family considerations, must be capable of being met. Furthermore, budgetary constraints can properly be taken into account in deciding the nature of the service provided that it meets the requirements of s.7 of the 1964 Act."

Reviewing case law has helped develop a proposed model that is comprehensive and efficient.

The proposal includes a product catalogue (Appendix C) that sets out the service offer at each library site.

3.8 Buildings

The review has taken consideration of the current condition of each of the library buildings and its capacity to deliver a modern library service. The potential for each building, or elements of each building, to provide space that could generate income has been taken into account. The proposal balances the potential to maximise revenue from releasing lettable space within buildings that can help support the financial sustainability of the library service with the range of library services that can be offered within each space.

3.9 Sources of funding

Increasing income can help sustain local public services and mitigate reductions in central government expenditure. Potential sources of income have been explored including: making better use of buildings; charging for services where possible and attracting other sources of funding, for example grant funding or Friends of Libraries schemes.

3.10 Technology

The potential impact of technology has been considered. This has included:

- consideration of where technological development can allow for innovation and new ways of delivering services more effectively (such as self-service machines etc).
- piloting technology-enabled opening that allows access to unstaffed libraries.
- ensuring the proposed model is flexible enough to adapt as a service to future developments in technology.
- considering how library users' preferences are changing due to technological development (e.g. digital books).
- ensuring services are offered to those who, for whatever reason, do not have access to new technology, or cannot use new technology.

3.11 Community Capacity

The capacity, and appetite, of the local community to deliver key components such as volunteering or community libraries has been considered. In order to have an effective community library or to develop a library which has volunteers as a core component, the Council has to be confident that there is enough appetite from the community or individuals to fill these roles. The need to invest in supporting and training volunteers has been considered.

Section four: Developing a proposal for the library service

4.1 Introduction

The library service requires a range of components to deliver a comprehensive service. This section considers the main components of the service and how they can be balanced in order to deliver a library service within the financial budget available.

The most significant cost in delivering the current service is expenditure on the staffing structure. The budget comprises approximately:

- 70% of the library budget is spent on staff and staff-related pay (including training, allowances, travel, insurance, etc.), with
- 14.5% on building-related costs, and
- 12.5% on library resources for loan and reference
- 3% on other components including telephones, publicity, photocopiers, IT, stationery and furniture, which together account for the remaining.

In light of the above, our model has identified two primary components which are each given special consideration:

Strand 1: Library service – includes any service which impacts on the day-to-day delivery of the service.

Strand 2: The estate – includes issues relating to buildings

4.2 Strand 1: The library service

4.2.1 Vision and objectives of the library service

In the first phase of consultation between November 2014 and February 2015, the Council sought views on the following objectives for the Library Service. These objectives were developed and updated from the council's 2011 Library Strategy:

- **A library service that provides children and adults with reading, literacy and learning opportunities**
 - Reading and learning materials are provided for loan and library use, in traditional print/hard copy formats as well as provision of e-book, e-audio and online learning resources.
 - The Barnet Digital Library will increase reading and learning opportunities for local people, while the physical library estate continues to offer access to reading, literacy and learning opportunities for children and adults.

- 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.
 - Outreach and development is targeted at those most in need, with strategic partnerships in Education, Adult and Children's Services, and appropriate local partners.
 - The service continues to deliver onsite and online literacy activities and reading schemes (The National Reading Offer) such as the *Summer Reading Challenge*, *Reading Ahead* and *City Reads*.
- **A library service that engages with communities**
 - Library buildings continue to act as focal points of community activity, with further integration of services and use of library spaces which reflects local needs.
 - Opportunities for local people to shape and support library services are increased, through an expanded range of volunteering roles and advisory groups.
 - Social media and new technologies are increasingly used to deliver peer to peer customer interaction and support, offering residents the opportunities to share reading recommendations, advice and support.
 - Local commercial partnership opportunities are exploited where possible.
 - **A library service that makes knowledge and information easily accessible**
 - Local and Council information is provided in both hard and soft copy forms.
 - The library service continues to act as a gateway to local services, expanding its use of self-service technology to increase access to those provided by the Council.
 - Online library services, accessible 24:7, offer the library service increased opportunities to deliver literacy, learning and information services out of hours and to those unable to visit static service points.
 - Users of the physical libraries have access to modernised ICT equipment and ICT learning support.
 - **A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.**
 - Barnet's libraries are configured in such a way as to support the Council in meeting these challenges.
 - Income from services, assets, trading and other unique capabilities is maximised in order to take the universal free-to-use library service to the maximum number of people.
 - Opportunities presented by new technology and improved volunteering support are maximised to preserve libraries as physical spaces/community assets.

There was substantial support among residents for these proposed objectives, although a little less support for the last objective '*a library service that can withstand current and future financial challenges and safeguard services for vulnerable people*'. Based on this feedback, the objectives were captured in the

following vision set out in the report considered by the Children, Libraries, education and Safeguarding Committee on the 12th October 2015

Barnet is a great place to live. We want a 21st Century library service that is in tune with the changing lifestyles of our residents. Libraries are a universal and unique service, offering learning opportunities from the early years and through retirement.

Our ambition is for libraries to:

- Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and developing a love of reading from an early age.*
- Provide residents with the skills to live independently; to improve their health and wellbeing; and to get a job and progress whilst in work.*
- Bring people together, acting as a focal point for communities and assisting resident groups to support their local area.*

4.2.2 Network of libraries

The complete closure of a library service on a given site would generate revenue savings of between £135k and £480k. The statutory duty to maintain a comprehensive and efficient service relates to the service, rather than the buildings. It is therefore possible to provide a comprehensive and efficient service with fewer library buildings, and instead offer other options for accessing library resources. If the old library site was then leased, the rental income generated could also be used to mitigate the need for further cuts in service. Alternatively, income could be secured through the redevelopment of the site.

As part of the first phase of consultation, residents were invited to comment on three potential options that were modelled to illustrate a combination of factors; the number of library sites, size of libraries and management of libraries. Residents were also invited to put forward alternative proposals. Two of the three options would result in the closure of some library sites. Overall, residents expressed a preference to maintain the same number of library sites. Therefore it is proposed that no library site will close.

In order to maintain the same number of existing library sites within a reduced budget, the Council has considered a range of options to develop a revised offer in relation to opening hours and the availability of the service offered at each site.

The library offer at static library sites sits within a wider service offer that includes a digital library available 24-hours a day, 7-days a week, home and mobile library service for vulnerable residents and library services to schools.

4.2.3 Service offer at each site and within each locality:

In order to maintain the current number of sites within a reduced budget envelope the service offer will need to change. The current offer is differentiated by site, organised across a cluster of libraries within a locality. The council has considered how it could more clearly set out a new revised library offer. It has developed three categories libraries (below) with each category of library offering an agreed range of services. Each locality would comprise a minimum of one Core library, one Core Plus library and one Partnership library.

Phase 2 consultation sought residents' views on the proposal to have three categories of libraries; Core, Core Plus and Partnership libraries arranged within four localities of the borough. This enables a range of library services to be available in each part of the borough.

- Core libraries would provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas.
- Core Plus libraries would provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs.
- Partnership libraries would be developed jointly with local communities and remain part of the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

The consultation proposed four localities as follows:-

West: Grahame Park (Core Plus), Golders Green (Core), Hendon (Core), Childs Hill (Partnership)

East: Chipping Barnet (Core Plus) Osidge (Core), East Barnet (Partnership),

North: Edgware (Core Plus), Burnt Oak (Core), Mill Hill (Partnership)

Central: Church End (Core Plus), East Finchley (Core), North Finchley (Core), South Friern (Partnership)

The range of services and resources that would be available at each category of library is set out in Product Catalogue in Appendix C.

The council considered the needs analysis in developing the proposed criteria for categorising each library including:

- use of libraries, how many visitors, borrowers and general transactions
- demographic need within the local area, including considerations of deprivation levels and population growth
- access –location and transport links
- library site – the size and quality of the library site.
- the need to develop a locality model, with a geographical spread of Core, Core Plus and Partnership libraries.

The proposal included reducing the size of libraries in order to release space for income generation. The consultation set out the proposed minimum size for each category of library - Core libraries would be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries would be at least 1,900 square feet in size. The first round consultation had proposed a minimum of 540 square feet which residents roundly rejected.

Overall, just over two in five respondents in Phase 2 of consultation either agreed or strongly agreed with the locality model as a way to reduce costs and maintain all 14 static sites. Of those who supported this approach, 68% of panellists agreed or strongly agreed compared to 24% of open questionnaire respondents. In focus group discussion, respondents expressed concern at the scaling down of resources in Core libraries although there was some acknowledgement that the proposal would keep all libraries open, rather than closing which was seen as the least desirable option.

4.2.4 Staffed hours at Core and Core Plus libraries

The majority of the cost of operating libraries relates to the cost of staff. The council has considered the cost of staffed hours alongside new opportunities afforded by technological developments that enable library services to be offered unstaffed. It has sought resident views on new ways to offer services and has considered the role of volunteers in helping to support the library offer.

Reducing staffed opening hours directly reduces the cost of the staffing structure as fewer staff are needed. In Phase 1 of resident consultation, a reduction in staffed hours was opposed by respondents (71% of panellists and 88% of open questionnaire respondents). Many respondents felt that libraries needed qualified, professionally trained staff on hand to assist and help vulnerable user groups such as the elderly. It was reported that staff also provided reassurance around safety and security.

At present, most front line staff in libraries are not required to be qualified librarians. The council now maintains a core group of posts that require a professional library qualification in order to support front line library staff.

As staffing costs account for such a significant proportion of the library operating budget, the council has had to consider reducing staffed hours in order to maintain all 14 static library sites. Within the reduced staffing resource, it is proposed to maintain, as now, a core of professionally trained librarians to support front line staff in libraries.

Currently, Barnet libraries have at least two members of library staff on duty during opening hours. Some local authorities across the country operate lone working within libraries. This approach is more often adopted in smaller, rural libraries and is rare in London. This option is not included in the proposal.

The council has considered the scale of budget reduction required alongside the opportunities now available to offer technology-enabled opening, and the potential to harness capacity of volunteers. It is proposed to reduce staffed hours by up to 70%. Although a reduction in staffed opening hours was opposed by the majority of respondents in the consultation, on balance, the proposal gives more weight to the clear views from residents that no libraries should close.

Alongside this reduction, it is proposed to invest in the 'technology-enabled' library model and to develop volunteer supported opening to make available library services outside of the staffed hours, increasing total opening hours by 42%.

In developing an outline timetable for the reduced staffed opening hours, consideration will be given to:

- peak usage times; the first phase of consultation explored the views of residents on the relative importance of days of the week and times of the day.
- demographics of the local area
- usage by targeted groups.
- opening across the network, and
- ability to efficiently rota staff.

The reduced staffed hours will be arranged to offer a range of opening hours at each site across the week to ensure a spread of morning, afternoon, weekend and evening sessions are available within each locality.

To support the reduced staff hours, it is proposed to develop an enquiries and homework email service to be delivered Monday to Friday 9.30am – 5pm, whereby staffed sites could respond to information and reference enquiries from customers utilising technology-enabled hours in other unstaffed libraries during these hours (see below).

4.2.5 Technology-enabled opening at Core and Core Plus libraries

The use of technology allows for a library to open and close without the need for staff to be on site. Visitors access the library during unstaffed periods by scanning their library card and entering a unique PIN. Once inside residents are able to use self-service technology to borrow and return items, use computers, print and copy.

The Council has explored the views of residents in relation to the use of technology-enabled opening hours in both phases of resident consultation and has undertaken a pilot of technology-enabled opening at Edgware Library. Full

results of the both phases of consultation are set out in Appendix E and I. The full results of the Edgware pilot together with the results of a survey of residents who have registered to use technology-enabled opening the set out in Appendix F.

The first phase of resident consultation explored resident's views on opening hours and sought views on the 'technology-enabled' library approach. Some of the key messages in the first consultation were:

- Many library users reported that they would not feel safe or secure when using an unstaffed library and expressed concerns that stock and equipment would be at risk of theft or damage. However, some residents reported that they would feel confident - the proportion of panellists who said that they would feel confident about using an unstaffed library (63%) was more than twice the proportion of open questionnaire respondents who felt this way (30%);
- Some particular concerns related to the inadequacy of CCTV that is not monitored in real time: no-one on hand to assist with enquiries, emergencies (e.g. medical) or customer disagreements; the unreliability of self-service technology if there were no staff to assist; a decline in the number of people using libraries;
- While the majority of respondents and panellists indicated that the use of volunteers might encourage them to use an unstaffed library, the view of many individuals providing further comments was that they would not be an adequate replacement for highly qualified, experienced and professional members of staff (although there was some support for a view that volunteers could complement the existing service).

Phase 2 of resident consultation explored how likely residents were to use a library during technology-enabled opening hours. Panellists again differed from the open questionnaire respondents with 39% saying they were likely to very likely to use a library during TEO hours compared to 21% of open questionnaire respondents. Participants in focus groups also expressed concerns around safety and security, risk of damage to books and stock, lack of staff to intervene in the event of any misbehaviour etc. However, some participants were more positive about the potential opportunity for technology to extend opening hours.

Respondents were also asked what would encourage them to use TEO. Whilst 8% of panellists reported that nothing would encourage them, over 41% of open questionnaire respondents gave this answer. The presence of volunteers topped the list for those that offered a response (34%), followed by additional security (22%), on site access to toilets (14%), training (11%) and other (28%).

The use of technology-enabled opening has been tested during a pilot project at Edgware Library, starting in July 2015. The pilot offered TEO hours to extend the current opening hours, from 7am to 10 pm weekdays and sessions before opening on Saturday and Sunday. Between July 2015 and the end of January 2016:

- 1,115 customers have registered to access Edgware Library during extended hours (as at 31st January 2016);
- 518 individuals used the library during TEO hours (as at 31 December 2015)
 - There have been 3,800 entries to Edgware Library during the pilot TEO hours, averaging 540 visits per month (as at 31 December 2015) and
- Of the 5,640 transactions recorded during TEO opening hours, 50% were book issues, 33% were PC session and 17% was wi-fi use.
- TEO customers vary from those who make sporadic use to some residents who make weekly or daily use. The most popular times of use are between 6pm and 9pm (Monday to Friday), 7am and 9am (Monday to Friday) and on Sundays 10am to 2pm.
- Of the 518 users, there are a similar number of men and women although more entries are recorded by men than women.
- Usage was measured across the opening hours with peak transactions early morning, early evening and mid-evening. Fewer transactions were recorded in the final hour of opening. The TEO user survey also revealed that the TEO was popularly used on a Sunday when the library was previously closed.
- No incidents of theft or damage have been reported

The survey of library users who had registered to use TEO found that:

- The majority of those using the TEO hours are doing so alone.
- The majority of those using the TEO hours agreed with the current policy that under 16s should be accompanied by a registered user aged 18 or over.
- Of those who had registered but not yet used the TEO service (34% of survey respondents), the majority gave not yet having a need to use the extended hours as their reasoning.
- Just 8 respondents had experienced any difficulty using TEO service and more than three quarters said they would be very likely or fairly likely to use the service were it to be continued in the future.
- The service is providing a number of benefits to users, most notably offering flexibility to use the library to fit around working, studying and childcare arrangements. Other benefits included reduced noise levels; greater time available for studying; and increased local parking availability.

During the consultation with residents, three particular issues have been identified as concerns in relation to the impact of the further roll out of TEO:

- Access to TEO by children and young people
- The provision of toilet facilities during TEO hours
- Safety and security during TEO hours

These are considered in detail below.

Access to Technology-enabled Opening hours by children and young people

During the pilot, the TEO was available to all children. Children aged 16-18 years old were able to register for TEO with the consent of their parent or guardian. Children up to 16 were able to use the unstaffed library if they were accompanied by a registered user over the age of 18.

Since the onset of the pilot, the DCMS has published an updated good practice toolkit 'Libraries shaping the future; good practice toolkit' on 29 January 2016, which includes guidance on TEO. The DCMS guidance states that *'with reference to safeguarding, children and young people under 16 years need to be accompanied by an adult to enter the building. Given this it is important that staffed hours meet the requirements of children and young people who wish to visit the library unaccompanied'*

There are a number of considerations in relation to setting the requirements for children to be accompanied when using TEO opening hours when the library is unstaffed. The first relates to safeguarding. In many areas of public life, it is accepted that younger children require additional measures to be kept safe. For example, many schools require younger children to remain on site at lunchtimes but as they get older, the school allows pupils to leave the school site at lunchtime. In the UK, a number of legal rights are conferred at age 16, that recognise the independence of the young person and as stated above, this is the age recommended in the Government's good practice document. Barnet's pilot arrangement also reflected the arrangements in Peterborough where TEO has been rolled out across 10 libraries with under 16s also required to attend with an adult during unstaffed periods.

The TEO system allows all users to access libraries from 7am right through to 10pm in the evening. The technology does not allow a restriction to be placed on particular groups of registered users in order to, for example, only allow children access up to 6pm. Even if the technology is further developed to allow this, it is not possible to ensure that children in the library would leave at a particular time. Therefore we have had to consider that allowing younger children to register and use the TEO opening unaccompanied, in effect, allows access for the entire range of opening hours, through to 10pm at night.

A further consideration is the overall experience for all library users. Whilst the vast majority of younger pupils currently using the libraries after school do so in full respect of the needs of other library users, there are occasions when groups of pupils need to be reminded by library staff to study quietly. There is a risk that the provision of a warm, unstaffed space after school, open until 10pm, may attract younger pupils who are seeking somewhere to relax and socialise without supervision, rather than study.

The impact of the requirement for children under 16 to be accompanied during TEO hours together with the proposed reduction in staffed hours has been a significant issue raised during public consultation.

In the current staffed Barnet library offer, children under 8 are not allowed to enter or use the library on their own. We explored with primary aged children how common it was for primary aged children to go to the library unaccompanied. It was rare with only a few Year 6 children (aged 10-11) reporting that they had ever been to a library on their own, with one or two reporting that they had gone into the library on their way home.

During the Phase 1 , residents raised concerns about the 13-15 age group. Residents were concerned that the requirement for children of this age group to be accompanied by an adult to access the unstaffed opening hours, may mean that those children who did not have an adult available to accompany them, would not have access to study space after school.

This was a focus of the Phase 2 consultation, both in the resident and panel survey, in the survey of TEO users, in focus groups with children and young people and in phone interviews with secondary headteachers.

In the resident survey we asked respondents whether they agreed with the proposal that young people under 16 should be accompanied by a registered library user over the age of 18, 61% of panellists agreed with the proposal, compared with 35% of open questionnaire respondents. For those not in favour, most felt that age 13 would be a more appropriate age. However, it needs to be borne in mind that a third of respondents said that they themselves would never use a TEO library.

We also explored this issue with those library users who had registered to use the library during the Edgware pilot. 76% of those who have used the extended technology-enabled hours agreed that under 16s should be accompanied during TEO hours.

The main concern of residents was that children that currently go to study after school would no longer have access to the same arrangement to study (study space, ICT equipment, resources) if they could not identify an adult to accompany them to the library. The reduction in staffed hours would also reduce accessibility to trained library staff.

In the consultation with children and young people, there was a view expressed that some children under 16 are mature enough to use the library unstaffed. Most children and young people felt that the age requirement should be lower than 16. It was a common view that 13 to 15 year olds would not have an adult willing to accompany them and therefore would not be able to access the library during TEO hours. However, in discussion, it was acknowledged by some, that groups of pupils after school in libraries can sometimes become rowdy and need the intervention of a staff member. A few children and young people reported that some children go to the library after school until their parents

could collect them, in effect, using the library as alternative childcare. The council has no information as to how prevalent this practice may be.

Children and young people shared residents' concerns in relation to the potential risk that for some children and young people, the proposal would mean that they did not have the same access to study as now. There was particular concern for children leading up to, and during exam periods.

In the consultation, many respondents felt that the requirement for children under 16 to be accompanied by someone over 18 would mean that this age group would not have the same access to study as now.

During staffed opening hours, children and young people under the age of 16 can access the library unaccompanied as now and there is no change to the current access arrangements. For those over 16, with parental consent to use the library during TEO unstaffed hours, the proposal extends the hours that the library facilities are available for study. These additional hours are also available for younger children who are accompanied by an adult. Therefore, for this group of young people, the time the library service is accessible for study has increased by 42 per cent. It is also proposed enable TEO access for students studying in Year 11 and who are aged 15. These young people would require additional ID verification and authorisation from their school or college before being able to register and use the library during TEO hours. An overview of TEO access is detailed below:

Customer Group	Entry/ registration requirements
Adults (18 years and above)	No guarantor required Library membership required Name and address ID (cross checked with library membership data) Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Young People (16 years – 17 years)	Parental guarantor required Library membership required Name and address ID of young person (cross checked with library membership data) Name and address ID of guarantor or membership number if already a library member (cross checked with library membership data). Details of school/ college attended (where applicable) Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Young People (Year 11 up to 16 years)	Parental guarantor required Library membership required Name and address ID of young person (cross checked with library membership data) Name and address ID of guarantor or membership number if already a library member (cross checked

	with library membership data). Details of school/ college attended School/ college stamp required. Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Children up to 16 (excluding year 11s, see above)	Access <u>only</u> with registered TEO member (18 years and over) only Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.

However, the proposal would see a reduction in staffed library hours, reducing the accessibility of the library for those younger children who are not in Year 11 or who are not able to be accompanied by an adult to make use of the extended TEO hours. We have considered how best to balance the needs of younger children who cannot be accompanied, with the needs of other library users in order to develop a pattern of staffed hours within each locality.

Within each locality, the staffed opening hours across Barnet's Core libraries and Core Plus libraries will offer after school sessions on two afternoons each week, with one late night staffed session until 8pm. During these times, this cohort can access the libraries as now, albeit some young people may need to travel further or change their preferred location to study. All Core and Core Plus libraries will have staffed weekend opening hours with nine libraries open with staff for a minimum of half a day on Saturday and five libraries staffed for half a day on Sunday.

In addition to the physical study and learning resources held at each library site, Barnet Libraries will also continue to offer a range of online study materials via the Barnet Digital Library. These can be accessed online from home or school and include resources such as Encyclopaedia Britannica and Oxford Reference Online – a collection of over 170 different reference sources. The Barnet Libraries webpage for children will be redesigned so that access is made easier for young people wishing to use these online study materials.

In considering the impact of the proposal on children who are not accompanied and therefore not able to use TEO opening hours, we have looked at what other facilities and opportunities are available, to supplement the staffed hours that will be on offer across the locality.

We have also collated data on the arrangements that Barnet secondary schools offer and explored with secondary headteachers the sort of opportunities offered in schools for their pupils to study. All of the schools that provided information offer a range of study and homework opportunities for their pupils. All offer after school facilities in their school library or other study space. Schools tended to open for up to an hour before school and for one and half to two hours after school to enable pupils to come into school to access study space and computers. The offer ranges from using the school library to

supervised study clubs for pupils needing assistance with their homework. Some offer more access for older children, particularly sixth formers who can work unsupervised, who can come into the school as long as it is open.

It was not common for schools to make open access arrangements available at weekends although most offered homework clubs, revision sessions, exam preparations at weekends and holidays, particularly as the exam season was approaching.

Examples of facilities offered by Barnet Secondary schools

School	Examples of facilities available for pupils in Barnet schools outside of core school hours –
School A	Library and Homework club Monday - Thursday to 4.30/ Friday to 4pm
School B	Library/Learning Resource Centre open from 8am – 4.30 (Monday to Friday). Homework club for students needing extra support
School C	Library and computer suite open 8.15 to 5pm (Monday to Friday) ICT room 3 - 4pm. (Monday to Friday)
School D	Library open 7.45-5pm term time, space to study and computers.
School E	Library open 8:05 to 4:30 pm (Monday to Friday - 4pm Fridays) Homework clubs/workshops until 4:30 or 5:00.
School F	Library used for a homework club after school 4 nights a week.
School G	Library available from 8:30-4:15 from Monday to Thursday
School H	School open from 7am to 7 pm for children to use facilities.
School I	Library/school open 8am to 5.45pm (Monday to Friday) to access the school library and study spaces. Homework sessions where staff are on hand to assist
School J	Library 8.30 to 4.30 (Monday to Friday) School open 7am to 7pm
School K	Library 8am to 5pm (Monday to Friday) Ad hoc arrangements leading up to and during exam periods
School L	School ICT facilities 8 - 4.30pm (Monday to Friday)
School M	School Library open until 6pm Mon-Thurs 4.30 pm on Fridays
School N	School Library available before school from 8.15 and after school until 4.15pm. Ad hoc arrangements leading up to and during exam periods Specific subject related homework sessions
School O	School Library available 8 to 4.30 Monday to Friday Ad hoc arrangements leading up to and during exam periods Specific subject related homework sessions
School P	School Library operates homework club 8 to 8.20 before school and 3.20 Ad hoc arrangements leading up to and during exam periods

	Homework sessions by subject area
School Q	School library open 8-4 Monday to Friday during term time
School R	Study space available between 8 and 5 during school opening hours
School S	Library available Monday to Thursday 3.55 to 5pm

Schools advised that they also offered a range of other activity to support their pupils including subject specific homework clubs, targeted sessions for pupils requiring more support such those with special educational needs, revision sessions during exam periods for GCSE and A level students. In the consultation with children and young people, some young people explained that they did not want to stay in school to study after school, some young people wanted to study away from their peers and one young person explained that school internet access was too filtered, not allowing access to the internet pages she wanted. However, the table above indicates that for children attending Barnet schools, their school offers an opportunity for study space or librarian support that helps to supplement the public library offer.

As well as study space, we explored, with children, young people and secondary headteachers, the availability of technology at home or school. Almost all children reported having access to a device at home or to a mobile phone. Schools are also increasingly communicating with parents only on-line, through electronic newsletters, website and text alerts. One secondary HT reported that a recent initiative to move to on-line services elicited very few families reporting that they did not have access to use an on-line service. However, whilst accessing information through phones or small tablets is possible, some secondary headteachers felt that these smaller devices can be less useful for studying large amounts of data and information, required for some homework activities. Therefore pupils continue to make use of ICT facilities before and after school.

Schools varied in the availability of computers with one having up to 50 PC's available for after school use and one reported having as few as six. ICT facilities are available during TEO hours and therefore for those over 16, with parental consent to use the library during TEO unstaffed hours, the proposal extends the hours that ICT facilities are available. These additional hours are also available for younger children who are accompanied by an adult. For this group of young people, the proposal will increase the time the ICT facilities are available for study by 42 per cent.

Particular concern has been expressed in relation to children taking exams. For those young people studying for A levels or other post 16 qualifications TEO extends the offer as long as the pupil has parental consent. Schools also often offer more open access to study space for their sixth form students.

For younger pupils taking GCSE's at age 15/16, schools often arrange revision and study sessions targeted at this year group. Under the proposal, all pupils in

Year 11 would be eligible to use TEO with parental and school consent. The decision to extend TEO access 15 year olds in Year 11 will be reviewed after a year of operation.

There are also a number of voluntary organisations offering homework clubs and other forms of study support in the borough in addition to that provided via the mainstream school system. For example, there are over 30 supplementary schools in Barnet who work with children and young people aged between 5 and 19 years of age, offering after-school and weekend activities such as extra classes for English and maths, individual help and private study. More detail about Barnet’s supplementary schools can be found at the Barnet Supplementary Schools Forum: <http://www.barnetssf.org/>.

Toilet facilities during technology-enabled opening

There is no freestanding legal requirement to provide public toilets within public libraries but removing access to them, once provided, needs to be considered from the point of view of public welfare, and also from an equalities standpoint. Certain groups may be affected more than others e.g. some disabled people, the elderly, young children and those accompanying them, and pregnant women. However, there are currently public toilet facilities in 12 out of 14 Barnet’s libraries Childs Hill Library and Grahame Park Library do not offer public toilet facilities. Many of these facilities have been added to buildings in the last 8 – 10 years. The current configuration of library toilet facilities in each library is represented below:

Library	Adult toilets	Child toilets	Combined	Facilities for disabled people	comment
Burnt Oak					Located on ground floor customer service area
Childs Hill	X	X	X	X	
Church End	√	X	X	X	Located upstairs
Chipping Barnet	√	X	X	√	
East Barnet	√	X	X	√	Single toilet
East Finchley	√	X	X	X	
Edgware	√	√	X	√	
Golders Green	√	X	X	√	Single toilet
Grahame Park	X	X	X	X	
Hendon	√	X	X	√	

Mill Hill	√	√	X	√	Single toilet in public area
North Finchley	√	√	√	√	No DDA toilet on the ground floor
Osidge	√	X	X	√	Single toilet
South Friern	√	X	X	√	Shared public and staff toilets

There is considerable variation in available toilet facilities. Much of this is related to the nature of the building concerned, the amount of available space and the plumbing arrangements. Only nine of 14 sites currently have facilities for physically disabled clients. Where public toilets exist, these also contain baby changing units. Where child specific or combined adult/ child facilities exist these are generally located adjacent to children’s activity space and are only accessible to the groups hiring those spaces.

During the pilot, the toilet facilities at Edgware were not available for public use. The rationale for this was based on the following factors:

- Safety and security – although the entrance to the toilet can be covered by CCTV, this cannot apply to the inside of the facility. It would not be possible, therefore, to identify inappropriate behaviour or illness and injury. In this instance live monitored CCTV would not be able to mitigate risk.
- Maintenance – maintaining public library toilet facilities presents a number of challenges and experience shows that significant damage can be caused to toilets even in staffed periods. As a consequence many libraries control access to toilets, keeping them locked until required.

A notice is placed upon the toilet door to indicate that the facilities are only available during staffed hours. No formal complaints have been received by users of TEO regarding the lack of toilet provision though this was raised by several respondents to the TEO survey.

However, more general concerns have been voiced by residents that the lack of toilet facilities could inhibit the use of TEO opening hours, particularly by residents who may be particularly affected (see above). The second phase of consultation explored what would help encourage respondents to use technology-enabled opening. On site access to toilets was raised by 14% of respondents to the question, compared to 32% for the presence of volunteers, 21% additional security and 12% training.

The council has carefully considered whether it could offer on-site access to public toilets during TEO hours.

In relation to CCTV arrangements, it would be possible to locate cameras to monitor entry and exit to toilets. However, it is not possible to film or monitor inside the toilet area or cubicle. This means that the safeguarding risk coupled with the risk of not being able to respond in a medical emergency, and the risk of damage to property outweigh the benefits.

Public library toilets are notoriously difficult to maintain and are often subject to misuse. Several libraries (East Barnet and Golders Green) keep their toilets locked with customers having to request the key in order to use them. This practice is replicated across a number of London libraries (see table below).

Golders Green has a macerator toilet due to the nature of drainage and waste management within the building. This type of toilet can be easily damaged and is costly to repair. This has been a significant problem in the past.

The provision of public toilet facilities in London's libraries is broadly similar to that in Barnet and can be seen in the table below:

Borough	Are toilets provided in all public libraries?	Controlled access
Local authority A	X	X
Local authority B	X	X
Local authority C	√	Not available in TEO time
Local authority D	√	X
Local authority E	√	Limited access at 1 site due to listed status
Local authority F	√	X
Local authority G	√	Most libraries control access via a key due to inappropriate behaviour
Local authority H	√	X
Local authority I	√	Children's toilets generally locked and accessible via a key
Local authority J	X (4 of 7)	One site controlled via RADAR key due to damage
Local authority K	√	Only accessible to those with a library card.
Local authority L	X	X
Local authority M	√	1 site toilet is DDA and baby changing only

Whilst more libraries have toilets than don't, many London boroughs control access to some if not all of their toilet facilities in large part due to inappropriate behaviour and costly damage.

When staffed, toilets can be closed until they are cleaned. This is not possible during unstaffed hours and therefore, unclean or waterlogged floor surfaces could persist. The issue could not be promptly identified as these areas are not able to be monitored by CCTV.

We have carefully considered the National Key Scheme often used for accessible toilets for people with disabilities. However, again it is not possible to make use of CCTV inside the toilet cubicle and therefore this does not address the issue of being able to promptly identify inappropriate behaviour or illness and injury during unstaffed opening.

There are considerable numbers of public toilets located across the Borough. We mapped the proximity of public toilets to the libraries using the ‘Great British Public Toilet Map’. However a number of these are located in shopping centres or buildings that will have opening hours shorter than those of the libraries during TEO. The majority of public conveniences are located in town centre areas.

Of the alternative toilet facilities listed by the ‘Great British Toilet Map’ only Burnt Oak, Edgware, Church End and Chipping Barnet libraries are located within reasonable walking distances of these facilities. The table below maps the alternative toilet facilities by each site where it is proposed to roll out TEO opening:

Library	Alternative Public toilet facilities
Burnt Oak	Tesco Metro, public toilet pod outside library building
Church End	Ballards Lane, Victoria Park
Chipping Barnet	The Spires Shopping Centre
East Finchley	Cherry Tree Wood
Edgware	The Broadwalk Shopping Centre
Golders Green	Bus and tube station
Grahame Park (to be renamed Colindale)	Montrose Playing Fields, RAF museum New library to be co-located with Barnet and Southgate College
Hendon	Bell Lane, Hendon Park
North Finchley	Friary Park, Stanhope Road, Tally Ho Bus Station
Osidge	Oak Hill Park

People arrange their day to day life in the knowledge that not all services or places they visit offer toilet facilities and that they may need to use public toilets or make other arrangements – such as using toilets in cafés, pubs, shopping centres. Library toilet opening times (these will correspond with the staffed and volunteer supported TEO hours) will be clearly communicated both in the library building and online. Furthermore, we will display in each library public toilet facilities in the local area.

Security and safety arrangements for technology-enabled opening

Enabling libraries to be opened unstaffed, using technology raises important considerations in relation to safety and security. During the pilot a number of approaches were tried and tested to inform the proposal to roll out TEO to other library sites.

Preparing the building: To facilitate delivery of the pilot, the Council undertook a risk assessment of Edgware Library and made a number of changes to the building. These changes included:

- Replacement of rear fire exit with ramped access and push bar.
- Magna locks fitted to all emergency exit doors – these locks release when the fire alarm is activated.

- Front doors linked to fire alarms to ensure automatic opening in the event of a fire.
- Gate fitted to the staircase leading to the upper study area, and bannisters enclosed.
- Staff areas and areas not accessible during TEO secured with coded locks
- Additional lighting provided in the lobby area to increase light levels.
- CCTV cameras located in all public areas of the building and external

The upstairs room and the toilets were not made available during TEO hours

To implement the proposal to roll out TEO to Core Plus and Core libraries a detailed site assessment and risk assessment will be conducted. The risk assessment for each site will be informed by the nature and characteristics of the building, the particular layout and the location of services within the building etc. The following building risk assessments have been completed for the Edgware pilot and will be updated in line with any roll-out:

- Burst pipes
- Critical incident plan
- Gas leaks
- Movement of public around the site
- Moving equipment and books
- Use of the photocopier
- Use of portable electrical equipment
- Use of public computers
- Roof leaks
- Site cleanliness and hygiene
- Trip and slip hazards
- Use of office equipment
- Vandalism
- Vehicles on site
- Violence at work

Building related risk assessments are the responsibility of the premises manager who would follow council health and safety policy in relation to risk assessment and control. Where there are technical risks, they would seek the advice of professional officers, including the Council's building services team and the Council's health and safety service.

Promoting the safety and security of users and stock: The TEO system works using a barcode and PIN system to gain entry. Library users are required to register to use the system and their details are recorded. Currently, people wishing to register for a library card do not have to provide proof of identity or proof of address. This requirement was removed several years ago in a desire to streamline joining the library and to make it easier for residents to become library members. Public libraries lose very little to theft and damage. Library users requesting to access TEO during the Edgware pilot were required to be a registered Barnet library member and were required to complete a TEO application form and register to use the scheme

In extending TEO to other Core and Core Plus libraries it is proposed to require one form of personal identification for all library users registering for access during TEO. Registration forms from Year 11 students (15 years old) will also require the official stamp of their school or college.

For the pilot of TEO, the council installed event recorded CCTV. This system records all activity in the library during TEO hours. Should an incident be reported, CCTV footage can be checked (in accordance with data protection regulations which proscribe the circumstances that CCTV can be used as evidence).

The TEO system records the barcode and PIN details for each entry to the building, thereby creating a record of users. Together with the event recorded CCTV the council was able to check CCTV in relation to two reported incidents (see Appendix F Report of Pilot).

For the Edgware pilot the council also made users aware that staff/personnel would enter the building from time to time and for this purpose the council engaged security staff. The security staff individual was not uniformed. At the outset for the first three months, the security staff member presence was significant but over time, the staff presence became a regular patrol of the building and its surroundings.

During the pilot, a fire drill was successfully undertaken during one of the early evening extended hours sessions, with users vacating the building as required. All technology functioned correctly. A further fire drill is planned.

In both phases of consultation, concerns about the safety and security aspects of the proposal have featured including:

- Library users would not feel safe or secure when using an unstaffed library
- Stock and equipment would be at risk of theft or damage
- CCTV is an inadequate security measure, particularly if it is not being monitored in 'real time'
- There would be nobody on hand to assist users with any queries;
- There would be nobody on hand to respond to or manage difficult situations e.g. medical emergencies, accidents on-site, disagreements and arguments, etc.

In the Phase 1 consultation and again in Phase 2, respondents were asked what might help encourage use of an unstaffed library. Whilst for some respondents, nothing would encourage them to use an unstaffed library, for others responses, included having volunteers on site, having staff on site, and the introduction of live CCTV.

Although there have been no incidents of substance during the pilot phase, the council has considered the views of residents and the Edgware pilot. It has considered a number of options to enhance security arrangements including full time security guards at each site (annual cost of £510k), roving security patrols

(annual cost of £200k) and live CCTV at each site supported by an emergency response (annual cost of £75k),

On balance the council considers that moving to live CCTV supported by the council's existing emergency response arrangements will help to meet residents' concerns about safety and security and encourage more residents to use TEO opening. Therefore it is proposed to provide live CCTV monitoring during all TEO opening hours. This will enable live monitoring of the library system which will be supported by the council's existing emergency response arrangements. The person monitoring library activity will also be able to summon emergency assistance from existing emergency services if necessary. In summary, live CCTV will provide:

- CCTV coverage in publicly accessible areas in TEO libraries
- CCTV monitored in real time
- Audible link to enable CCTV centre to communicate with library users
- CCTV centre to alert emergency services if required
- CCTV operator able to control individual cameras to monitor incidents or track behaviour
- CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes
- Retains CCTV evidence for an agreed period.

Live CCTV will be installed at all TEO sites and its operation will be a requirement of opening during TEO scheduled hours. In the event that live CCTV monitoring is not operational, TEO opening hours will be maintained through the deployment of a security staff individual, at a cost of approximately £15 per hour.

In relation to unplanned episodes of service unavailability due to technical reasons, there have been three periods during the pilot where the service was unavailable due to technical difficulties. Two periods were short. The latest third period is due to a problem with a related system server and this issue is taking longer to rectify. The failure relates to a corruption of the library database and its back up system. For the TEO pilot, entry to the library by a registered TEO user is authenticated through the main library database. As the main database is not operational at the time of writing, the extended opening hours at the pilot site have been temporarily suspended.

Appendix L sets out the circumstances of the failure of the main library database, the reasons for the failure and the steps being taken to rectify the issue. It sets out changes to where the system data is stored and the way back ups for the system are held to mitigate against this happening again. It also sets out the contingency plans and timetable for implementing the contingency plan in the unlikely event of a future whole data system failure. The contingency plan will maintain a library service at Core and Core Plus libraries through the deployment of additional staff at an estimated cost of £75k per month. The library service would operate from 9 to 5 over six days at Core Plus libraries and five days at Core libraries.

4.2.6 Technology-enabled opening supported by volunteers at Core and Core Plus libraries

The most significant factor that residents stated would help increase the use of a 'technology-enabled' library was the presence of volunteers with over 72% of the panel survey and 55% of the open questionnaire in Phase 1 consultation giving this response. In the Phase 2 consultation, residents were first asked how likely they were to use TEO and then what would encourage them to use it. 81% of panellists and 32% of respondents, who provided an answer to what would encourage them, reported that the presence of volunteers would.

We have given careful consideration to the views of residents and consultees. For the roll out of TEO the proposal is to:

- Require library users to provide proof of identify and address when registering for TEO access.
- Undertake a detailed site by site risk assessment.
- Deploy 6 hours of volunteer supported TEO at each site.
- Implement live monitored CCTV at all locations. Cameras would be monitored in real time during all unstaffed hours from a centralised control room
- Utilise the council's existing emergency response service to respond to any incidents.
- Develop an enquiries and homework email service to be delivered Monday – Friday 9.30am – 5pm, whereby staffed sites could respond to information and reference enquiries from customers utilising TEO hours in other libraries.
- Improve access to online study support materials held as part of the Barnet Libraries Digital Library, redesigning access for children and young people and ensuring that all secondary schools are aware of the resources available.

4.2.7 Opening hours within each locality

A range of the three types of opening hours and will be available across the week in each locality;

- Staffed hours
- Technology-enabled opening hours
- Technology-enabled opening hours supported by volunteers.

Opening hours will be staggered across a locality to maximise the variety of staffed, technology-enabled and volunteer supported hours within a given geographical area.

Each Core and Core Plus library will be staffed for one evening per week with evening openings staggered to ensure that libraries within close proximity to each other are staffed on different evenings.

Volunteer supported hours and day time technology-enabled hours will be matched with staffed hours elsewhere to provide additional support and security and to facilitate the resolution of more complex customer enquiries.

4.2.8 Sources of income

The library service currently raises around £500k per annum through a number of channels including: traded services to educational organisations, local authorities and the public; library services fees and charges; grant funding; and room rental.

Additional income can help to support the continuance of the library service and some areas for maximising revenue were explored during the consultation with residents including;

- Installing commercial collection points (e.g. Amazon lockers);
- Advertising and sponsorship;
- Increased hiring out of the library space;
- 'Barnet Libraries Supporters Scheme' available on subscription;
- Installing more vending machines;
- Hiring out of parking spaces; and
- Reviewing current fees and charges

Separate consideration is given to the commercial or community letting of non-library space below.

There was a strong sense across the qualitative strands of the first phase of consultation that the library service could be far more enterprising and visionary in terms of income generation, and there were many suggestions for how revenue could be generated (e.g. cafés and limited charges for activities). Similarly, panellists and questionnaire respondents tended to be supportive of proposals such as increased hiring out of library space, as well as advertising and sponsorship. Nonetheless, there were some caveats (e.g. it was suggested that not all sponsors would necessarily be appropriate partners), along with some sense that libraries should maintain their public character and ethos, without becoming unduly commercial.

At least half of both respondents and panellists in the first consultation supported the following proposals, although larger proportions of panellists tended to be supportive: Increased hiring out of library space (82% of panellists; 79% of respondents); Installing commercial collection points (e.g. Amazon lockers) (83% of panellists; 64% of respondents); Advertising and sponsorship (82% of panellists; 67% of respondents); 'Barnet Libraries Supporters Scheme' available on subscription (74% of panellists; 59% of

respondents;); Installing more vending machines (62% of panellists; 50% of respondents). However, there was some concern about the potential harmful impacts of charging fines for children's stock.

In terms of creating revenue, participants across the various consultation strands suggested: co-locating a library with a café/coffee shop; hiring out surplus space where possible (for both leisure activities and to businesses for workshops and meetings); charging those who can afford it for computer classes and activities such as Stay and Play, music groups and book clubs; introducing more chargeable services such as soft play, foreign language classes, literacy classes, theatre groups, job clubs, talks, book clubs and a conversation café; developing an online shopping pick-up service; commercial sponsorship; and, importantly, hosting other organisations within libraries - and, where possible, "charging them for the privilege".

All of the areas explored, apart from two, were supported by a majority of both respondents to the open questionnaire and the citizen's panel questionnaire. There was less support for the proposal to hire out parking spaces at libraries, which received a majority of support in the citizens panel questionnaire and 45% support in open questionnaire. Likewise the proposal to review library fees and charges was supported by 46% of citizen panel respondents and 38% of open questionnaire respondents.

It is proposed to move forward with a range of income generation opportunities:

Increased hiring out of the library space: Within the library network, opportunities remain to hire out space for community and other use. It is proposed to reshape some spaces within the library footprint to enable continued opportunities to raise income through letting out these spaces.

Reviewing fees and charges: The opportunities to renew library items, therefore avoid fines, has increased steadily over the last few years and it is now possible to renew materials 24 hours a day online or via an automated telephone renewals line.

Fines for the late return of library resources are a standard feature of all public library services. Currently fines are charged for the late return of adult materials at a rate of 20p per item per day. This rate is relatively consistent with other London Boroughs, with some local authorities charging up to 30p per day. Fines have not been increased since April 2013.

The proposal raises the rate of adult fines to 25p per day and introduces a fine for the late return of children's materials of 5p per day. A number of London Boroughs already levy charges for the late return of children's items.

Income from traditional Library service fees and charges has diminished significantly over recent years. For example, since 2010 income from DVD hire charges has declined by around 23%. To offset this loss and to increase revenue, the library service is currently developing a range of new services including literacy training for professionals and organisations, local studies

research services and high-end cultural activities. These service developments are in addition to the core universal library offer. A set of revised charges is proposed for these additional services and is available in Appendix G.

The proposal removes charges for the reservation of items already held within the Barnet libraries network. The removal of charges for the reservation of items held in stock will significantly increase the accessibility of library materials to all Barnet residents. Currently residents living in areas served by small libraries are required to pay between £1 and £1.53 to obtain an item held by a larger Barnet library.

Advertising and sponsorship: The library service currently provides limited local advertising space in the form of display windows and display cabinets. These are currently only located at Chipping Barnet and Hendon Libraries. The proposal expands the use of advertising display windows and cabinets for use by local residents, businesses and community organisations.

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.

Barnet Libraries Supporters Scheme' available on subscription: A number of library authorities operate a form of supporter scheme whereby customers pay an annual fee (circa £10 - £25 p.a) for discounts on events and special offers from the library service and from partner organisations. This proposal introduces such a scheme to Barnet.

Amending current subscription schemes: The library service currently operates a number of subscription services including a loan service for musical sets and scores. This scheme provides music scores to choirs and other musical groups. Currently materials are sourced from both within the borough and from other library services. To increase efficiencies within the administration of this service it is proposed that scores are only sourced internally. This brings this service into line with other Barnet Libraries subscription services such as the Barnet Book Club and The Playset loan collection. It is also proposed to amend the hire charges for sets and scores as outlined in Appendix H.

Hiring out of parking spaces at libraries: It is proposed that the Council hire car parking spaces at Chipping Barnet Library. These spaces are currently in the staff car park and therefore will have no impact on the general public. The proposed charge for these spaces is estimated to be in the region of £100 per month.

Further proposals: The Council will continue to explore the option of commercial collection points (e.g. Amazon lockers) but there are currently no plans for change. If this proposal moves forward in the future the change will be communicated with library users.

4.2.9 Volunteers

There has been a significant trend across the country in recent years towards a much greater involvement of volunteers in the running of library services.

Volunteers to support and extend existing services: There is an opportunity to increase the use of volunteers to help support and run additional services in libraries such as toddler activities, reading clubs, or job clubs. This builds on current practice and opportunities to recruit volunteers will continue to be sought. Currently, the service routinely receives more applications than it can process. Therefore, the number of volunteers currently deployed within the service is constrained by the capacity of the central team tasked with recruiting and managing the volunteer programme.

Respondents to consultation in Barnet have expressed broad support for greater volunteer involvement in the service, to complement the work of library staff (Barnet, 2011, 2014). In the first phase of consultation, around a third (34%) of panellists stated that they would be interested in volunteering to help with activities in Barnet libraries, with just under a quarter (23%) of open questionnaire respondents positively.

However, many respondents fear that using more volunteers to support the service would lead to fewer trained librarians in the service. There was widespread praise for the expertise and professionalism of Barnet's library staff, and a strong sense that these qualities could never be adequately replaced through the use of volunteers. So although there was support across the various strands for increasing the use of volunteers, this was frequently on the proviso that they should only be used to complement the work of paid staff (i.e. not to replace them).

In Phase 2 of consultation, residents were asked for their views about whether investing in a small team of paid staff employed to recruit, train and support volunteers is an effective way to encourage and support volunteers. 50% of respondents overall agreed or strongly agreed, with 78% of panellists in agreement. So whereas 13% of panellists disagreed, over 59% of open questionnaire respondents disagreed. Residents were again asked if they would be interested in volunteering: 7% said they would with a further 20% possibly interested.

In the focus groups, there was concern expressed about relying on volunteers and that volunteers would not be able to provide the same level of service as trained library staff. However, some participants recognised that harnessing the capacity of volunteers was a way to keep libraries open and that volunteers can play a useful role in helping to support library users. Volunteering was also seen as a way for people to come together, build up friendships and help provide some useful work experience for unemployed residents who may be looking for work in the longer term.

Volunteers to support 'technology-enabled' libraries: Some residents have raised concerns about using technology to access and use library services. There is a role for volunteers to help support less confident library users access services during technology-enabled hours. It is proposed to offer technology-

enabled sessions that are facilitated by volunteers to help support and assist users who may be less confident. Volunteer supported opening hours will be supported by staff on duty in other libraries within the locality.

Concerns about TEO have to be balanced against the opportunity to provide increased access to residents who, with the presence of volunteers, would be more willing and confident to use 'technology-enabled' libraries. Therefore the proposal contains unstaffed sessions with the presence of volunteers.

A volunteer role profile (TEO Volunteer Meeter and Greeter) and training plan have been developed. This training plan will include:

- An introduction to volunteering in Barnet Libraries
- Data protection
- Safeguarding and health and safety
- Customer Service standards and best practice
- Understanding the library building
- Reporting faults and maintenance issues
- Signposting customers
- Referring complex enquiries
- self-issue systems, TEO door opening systems, On line Public Access Catalogues, wifi and PC sign-on processes and trouble-shooting problems.
- Introduction to online library resources
- Introduction to the email enquiries and homework support service.

The on-going support and training of TEO volunteers will be provided by the library service staff teams and by a new proposed in-house library community engagement team (costed within the proposal). The establishment of this community engagement team will significantly increase the capacity of the library service to engage and recruit volunteers and will facilitate a greater level of volunteering more in line with that experienced by other London Boroughs. This team will also be responsible for running pro-active recruitment campaigns, recruitment sessions and for marketing volunteer opportunities. These tasks are not currently undertaken and the council is confident that a more pro-active recruitment approach will greatly increase the pool of volunteers available to support the new offer. This is based on the experience of other London boroughs.

The Council will also work with its partners, GroundWork and associated volunteering networks, to recruit new volunteers and to develop the capacity within the community to support extending opening hours. A cohort of circa 100 volunteers from across the borough will be required (25 per locality) to deliver the proposed weekly 6 hours per site of volunteer supported TEO opening.

In Phase 2 of consultation, residents were asked how likely they felt that having volunteers 'meeting and greeting' would encourage residents to use technology-enabled opening hours. Again there was a difference between

panellists where 77% felt it was likely or very likely to encourage residents but only 29% of open questionnaire respondents felt this way.

In the focus groups, there was concern about the capacity to recruit sufficient volunteers, the reliability of volunteers to turn up and whether there were sufficient people willing to volunteer. However, some participants recognised that harnessing the capacity of volunteers was a way to keep libraries open and that volunteers can play a useful role in helping to support library users.

Friends groups: The library service consultation has given voice to strength of feeling within local communities about the role that libraries can play within each community. It is proposed re-establish Friends Groups within each library locality. These groups will enable the service to harness additional support from residents who want to support their local library but who are unable, or do not wish to volunteer directly. Charitable status for these groups will be investigated, enabling them to access new and alternative funding streams to support library projects initiated by local communities. Membership will be sought from residents and local businesses in the locality. This proposal builds upon the positive examples of friends fundraising groups that have been established in other local authorities.

4.2.10 Partnership libraries

Across the country, there are an increasing number of examples of libraries run by local communities, both outside London and within London (e.g. Camden, Wandsworth, etc). In Barnet, Friern Barnet and Garden Suburb libraries are operated by members of the local community. The review has considered two options for future community run libraries in Barnet.

- **Community run library operating within the Barnet network of libraries and commissioned to run services:** A community or other voluntary group would run the library and meet a minimum specification set by the library service. The Council would provide support, for example, the building and potentially stock, equipment and additional technology to facilitate easier opening and closing. The specification is likely to result in the Council paying a grant to attract a group to run a library in this fashion. There would also be potential to attract external funding, especially if the community organisation was granted a 25 year lease.
- **Community run library operating outside the Barnet network of libraries** The Council would provide the building and current stock. However, the group would then run the library as it saw fit, without any kind of specification. This could potentially lead to the diversification of service delivery and could sit well with the development of community hubs. The added freedom and flexibility in running the space is likely to attract a broader range of groups and individuals. It is assumed that in this model the Council would need to pay premises related costs. The potential to attract external funding is increased if the building is leased on a term in excess of 25 years.

In the first phase of consultation, while the majority of focus group and drop-in participants supported the use of volunteers within the library service, few endorsed the idea of 'community libraries' where the community assumes the management and operation for the service. The concerns raised included: that the quality of the library service would be negatively affected; that community-run libraries may suffer service decline after a few years; volunteers may not be sufficiently skilled, available or reliable; community-run libraries would not be sustainable and would close; an over-reliance on volunteers would result in the loss of professional staff; and that volunteers would be drawn from a narrow demographic and would thus not cater for the diversity of the area.

In order to maintain the current network of libraries within the financial constraints, the proposal includes four library sites to be operated and managed by local community or voluntary sector groups. To mitigate concerns raised by residents, the Council is proposing developing Partnership libraries – libraries that will be developed jointly with local communities and will remain part of the statutory library network, retaining LBB Barnet library branding. The libraries will receive professional support from other libraries as well as centralised management support and stock provision. The Partnership library will also be provided with a small grant to help deliver the service. The package of support offered will be clearly defined, as well as the expectations of the library from the local authority. Appendix G sets out the Partnership library model in more detail.

Partnership libraries will get the benefits of professional support and stock, combined with the advantages community groups offer in engaging local residents and responding to local needs. Partnership libraries will be those local libraries which are smaller and with a lower footfall.

At this stage, it is not proposed to adopt technology-enabled opening in Partnership libraries

A model in which community run libraries remain within the library network and are supported by the Council is more likely to be sustainable and able to deliver a service to a defined quality. It retains a coherent library network meaning that the service as a whole meets the statutory requirement for a comprehensive and efficient library offer. In 2013 Arts Council England and the Local Government Association published a report for local authorities drawing on the experiences of a variety of boroughs and counties, setting out the different approaches adopted, their respective benefits and the practicalities involved.

Bradford and North Yorkshire have adopted a similar model to that proposed in Barnet, developing library facilities that are community-led and largely community delivered but with on-going Council support. In this model community developed libraries are retained within the statutory public library network. In this way the proposed model for Barnet takes into account the views of local residents participating in the 2014-15 library consultation who were clear in their desire for any community managed library to remain part of the local library network.

In Phase 2 of consultation, residents were asked to what extent they agreed or disagreed with the proposed approach to Partnership libraries. Overall, 43% agreed or strongly agreed with the proposed approach. Again there were very significant differences expressed between panellists and open questionnaire respondents with 73% of panellists agreeing or strongly agreeing compared to 25% among open questionnaire respondents. In the focus group discussions, there was an appreciation that Partnership libraries were a better option than closing libraries and some residents saw an opportunity for particular groups, such as those working with people with disabilities, to manage a local library to the benefit of their service users.

The proposal considered by CELS in October 2015 was for an annual grant circa £25k for organisations or groups to support the provision of Partnership library services to an agreed service level agreement. As groups in Barnet have become aware of this proposal, the council has received feedback from two groups that the £25k annual grant is considered to be too low. The council has considered these representations and is now proposing to:

- Introduce a tapered grant of £35k in year 1, £28 in year 2 and £25 in year 3 and thereafter.
- To offer an interest free one-off loan of up to £8k to any group seeking to establish an organisation to operate a Partnership library

Further details of the proposed Partnership library model are contained in Appendix G.

4.2.11 Alternative Delivery Models

There are an increasing number of examples across the country where alternative management arrangements have been developed for library services including staff mutuals and charitable trusts. Some of the reasons for the increasing popularity of these new models of delivery are that they are able to offer an opportunity to access new funding sources, increase the freedom to innovate and develop new services to generate income, develop a more flexible staffing model, and through closer or direct involvement of local communities, offer greater opportunities to engage more directly with customers, communities and partners.

As part of the original options paper, published in October 2014, a range of options were outlined for public consultation. The models considered were libraries run: directly by the Council; by an educational body; through a shared service; by a staff owned mutual; by a charitable provider and by a commercial provider.

Among respondents, there was clearly most support for libraries being run directly by the Council (93% of panellists; 95% of respondents) and least support for libraries being run by a commercial provider (19% of panellists; 11% of respondents). Of those questionnaire respondents who provided further comments, nearly a third (30%) expressed the view that, as a public service, libraries should be run by the Council and not outsourced. The same opinion was expressed by more than a fifth (22%) of panellists who commented.

Some staff could see advantages to a staff-owned mutual, namely that it would allow: library professionals to run their own service; more autonomy and freedom in terms of stock and discretionary charging and charitable status and associated fundraising activities. While most focus group participants agreed that library staff are highly skilled and capable of running some aspects of the library service, they were sceptical about how well they could manage and administer it as a whole. There was also some concern that a staff-owned mutual would not be not a sustainable alternative to a Council-run service.

The majority of focus group participants (public and staff), drop-in attendees and home library users opposed outsourcing to a private operator, primarily as they did not feel delivering library services should be a profit-making enterprise or due to concerns about performance.

Following consultation feedback and soft market testing it is felt that the future service offer needs to be clear so that staff and any potential delivery partner are clear of the service offer for which they would become responsible

The council will continue to explore the opportunity to develop an alternative model for the management of library services as part of a later phase of the library service review once the future model for the service is agreed by the Council. Until this point the service will continue to be delivered directly by the Council.

4.3 Strand Two: The estate

The review has taken into consideration a range of issues in relation to the estate from which the library service is offered. The Council's public libraries are located in buildings constructed at various times since the 1930's and which were designed to meet the library requirements of their day. The review has considered the condition of each of the library buildings and its capacity to deliver a modern library service; options to improve the library estate and the potential for each building to provide space that could generate income.

Condition of current buildings: The level of backlog maintenance and repairs has been estimated to be £2.47m. The proposal is to invest in the retained buildings to remedy major maintenance and repair.

Suitability of the buildings: Some library buildings are now unable to meet the modern day needs of a library service. For example, layout and building constraints make it difficult to use space flexibly or to increase accessibility. Two libraries currently identified for complete re-provision into new purpose

built buildings are Grahame Park and Church End libraries. Any future opportunities to provide modern fit-for-purpose library spaces (e.g. through regeneration schemes or relocation as part of new commercial or residential developments) will be considered on a site-by-site basis.

Location of buildings: Most library buildings have been operational in their current location for many years, often since they were built. Inevitably, the nature of local areas has changed meaning that in some places, library buildings are no longer situated in the most ideal location.

Relocation would free-up existing sites for rental, development or disposal with the additional income representing a further saving. There was some support among residents for the re-provision or re-location of libraries as a means to improve the physical estate and/or to make it more accessible. At least half of staff questionnaire respondents supported redeveloping library sites; building a new library as part of a new development near to the existing site or moving the library into an existing, accessible venue, near to the current site. Again, any future opportunities to re-locate libraries (e.g. through regeneration schemes or relocation as part of new commercial or residential developments) will be considered on a site-by-site basis.

Mixed use development of existing sites: A number of library sites have the potential for mixed use development with a new library facility funded by a residential development. This could reduce premises costs and buildings maintenance and would ensure that the use of space is fit-for-purpose along with the potential for a capital receipt. Again, the consultation found some support for exploring this option among residents. The development of South Friern library and the proposed new Church End library are examples of this type of opportunity. Any future opportunities will be explored on a site-by-site basis, overseen by the council's Assets, Regeneration and Growth Committee.

Co-locating with other services or public sector partners: There are a range of opportunities for re-locating and/or co-locating library services with other services offered by the Council, community groups or partner organisations. Residents were broadly supportive of reducing costs through co-locating services to increase the efficient use of space.

The proposal is to progress the following opportunities;

- The re-provision of library facilities in Mill Hill within a new Daws Lane Community Hub is being explored in partnership with the residents of Mill Hill who have an ambition to develop a new community offer on this site. If the proposal goes ahead, it would enable the co-location of the Partnership library with a range of local services in the community hub.
- The Council is developing an investment programme in new leisure and sports facilities, with the proposal to co-locate the proposed Partnership library at East Barnet within the new leisure centre.

- There is an intention to develop a strategic partnership with Middlesex University for the co-location of Hendon library and university services.

Any future opportunities to co-locate library services will be considered on a site-by-site basis.

Maximising revenue on existing sites: Another avenue is to make better use of the asset by using space to generate income to support the cost of the library service. The letting of released space, through reducing the size of the library footprint has the potential to generate significant income to support the service. The needs analysis demonstrates the way in which residents use libraries has, and continues to change over time, with increasing use of the digital library service and increasing accessibility of information from home or mobile devices.. Over time, the library service has increasingly sought to generate income through renting out community rooms and other spaces and it is proposed to build on this trend.

Respondents to consultation between 2011 and 2014 were broadly in favour of generating more income from library buildings but were keen to ensure that profits were channelled back into the service. This issue was also explored in the latest consultation. The consultation document indicated the level of space that could potentially be released in each building, assuming a range of library footprints, starting with a minimum library footprint of 540 square feet (similar to that in Garden Suburb library) in some libraries.

Whilst there was some support for making better use of the libraries, residents were concerned about the proposed minimum footprint. Many could not comprehend what could be provided in a library of this size and assumed that the whole range of service provision would have to be downsized significantly. The general sense was that it would result in: a very restricted number of books and computers; a lack of space for studying or relaxing; and a reduction in the number of activities held at library sites. It was frequently suggested that downsizing to such a degree would lead to a decrease in the number of people visiting libraries, ultimately leading to a non-sustainable service.

Appendix C sets out a catalogue of the services proposed for each category of library. Core libraries will be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries will be at least 1,900 square feet in size.

Apart from those sites where new library accommodation is being provided, it is proposed that library buildings will in future be managed as part of the Council's Corporate Asset Strategy, overseen by the council's Asset, Regeneration and Growth Committee. The maintenance of buildings and the letting of spaces sits best in estates management where the expertise in these matters is situated. The future use of space released by the re-configuration and reduction in the library foot print or through the re-location of a library (e.g. Church End) will be therefore be managed by the Council's property services. Property services are responsible for managing the Council's asset portfolio and for delivering the Council's Community Asset Strategy. It will be tasked with maintaining the

buildings and seeking opportunities to maximise the income and social value on the released property areas. The opportunity to generate income will vary from site-to-site. Some lend themselves more easily to the provision of lettable space and some are more attractive to potential occupiers or users dependent on size, location, layout and independent access. The library service will become a ‘user’ of the building.

This element of the proposal will require some capital works to separate the space and is dependent on finding suitable tenants for each site. The lettings process and budgetary risk of not finding tenants would best sit outside of the library service in estates management where the expertise in these matters is situated.,

The Asset, Regeneration and Growth Committee will also oversee any future exploration of opportunities to provide modern fit-for-purpose library space (e.g. through regeneration schemes or relocation as part of new commercial or residential opportunities).

4.4 Summary: Balancing factors in developing the proposal

Developing a proposal to maintain existing static library sites, the home and mobile service, the schools service, the local studies and archive service and to enhance the digital offer within a significantly reduced budget, requires balancing all of the factors discussed above and set out in more detail in the appendices attached to the report.

The Phase 2 consultation asked residents whether, given the level of savings required, the council has balanced the factors effectively.

Overall, 41% of respondents felt that the council had fully or partly balanced factors effectively with 46% saying ‘not at all’. However, again there were significant differences between the panellists and the open questionnaire respondents. 67% of panellists felt that the council had fully or partly balanced the factors with only 14% responding ‘not at all’. In comparison, 66% of respondents to the open questionnaire said ‘not at all’ with only 25% saying fully or partly.

Respondents were asked how the council could have more effectively balanced the factors. The most common responses reflected points also raised in focus groups and can be grouped into themes:

	Some considerations
Money should be invested in staff and resources rather than new technology’	The proposed capital investment in technology is a one-off capital cost that will enable Core and Core Plus libraries to offer extended opening hours by 42%, alongside a year on year revenue saving in staff costs.
There is no evidence to support	Evidence base includes the pilot at

the council's assumptions in relation to technology-enabled opening	Edgware library, the resident consultation, the good practice guidance issued by DCMS in Autumn 2015 and the increasing roll out of TEO by other local authorities
Libraries should produce revenue, hiring out rooms etc	The continuation and further development of current practice to raise income forms part of the proposal.
Leave libraries as they are	There is a requirement to make savings in library services as part of the overall budget savings that the council has to make.
Make spending cuts elsewhere	The council has to consider savings across all council services and has to balance the services offered, its statutory duties, for example to meet the needs of vulnerable residents (elderly, children at risk etc)
Increase council tax	The council has consulted all residents as part of the annual budget savings consultation. The results of this consultation can be found here (insert link)
Close small libraries and invest in larger ones	The first phase of resident consultation explored this option with residents but received very little support.
Unstaffed libraries will be unsafe	The council will undertake a health and safety risk assessment at each library site where TEO is planned.
Too much emphasis has been put on volunteers	The proposal reflects the increasing use of volunteers to support the library offer nationally. Barnet currently utilises fewer volunteers than many other library services.

Section Five: The future delivery of library services in Barnet

To deliver the vision for a future library service in Barnet set out in Section Three, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the digital, and mobile and home library service. The Council will also continue to grant fund the community libraries at Friern Barnet and Garden Suburb.

The proposed future model will deliver savings of £2.162m by 2019/20, contributing towards the Council's £98.4m budget gap. The savings are achieved from a £1.616m reduction in the library's budget and £0.546m increase in income through improved use of the library estate.

The library offer will be based on 4 localities

West: Grahame Park (Core Plus), Golders Green (Core), Hendon (Core), Childs Hill (Partnership)

East: Chipping Barnet (Core Plus) Osidge (Core), East Barnet (Partnership),

North: Edgware (Core Plus), Burnt Oak (Core), Mill Hill (Partnership)

Central: Church End (Core Plus), East Finchley (Core), North Finchley (Core), South Friern (Partnership)

The service offer at each library will be based on a classification, informed by a needs assessment, by the use of libraries, access and quality and size of the library building. Libraries will be categorised as Core, Core Plus and Partnership libraries as set out above

A product catalogue will clearly set out the service offer available at each category of library:

Core libraries will provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas and will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.

Core Plus libraries will provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.

Partnership libraries will be developed jointly with local communities and will remain part of the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

Opening hours will be divided into three different types of session. These are;

- sessions staffed by members of the library service
- facilitated sessions where the library is open through the use of new technology supported by volunteers.
- 'technology-enabled sessions where the library is open but is unstaffed.

Library opening hours and types of session will be balanced across each locality to maximise access to libraries within a given area.

Staffed opening hours will be reduced by 70%. However, investing in new technology will allow libraries to both open longer as well as provide information digitally 24 hours a day. The use of technology which allows libraries to be opened unstaffed, will be implemented at all Core and Core Plus libraries. Alternative arrangements will be put into place at Burnt Oak where the library is co-located with the Council's Customer Service Centre. Live CCTV monitoring will take place during all technology-enabled opening hours.

The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and to develop Partnership libraries at four sites. Volunteers will play a key role in facilitated opening hours with the use of new technology.

The majority of the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will be a 'user' of the building and have a defined footprint within the building. This will allow the Council to ensure it maximises income from the library buildings whilst continuing to support the library service.

The Council will continue to seek to maximise income through use of library space, amending current fees and charges and exploring new revenue streams such as sponsorship and advertising and developing friends of / supports groups.

The library service will continue to offer:

- a mobile library service;
- the home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
- the digital library service;
- the Local Studies and Archives service, which offers access to local historical materials, e-books, e-audio and other online resources and learning materials;

- the Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum; and
- the Early Years' service, which provides activities in libraries and other community venues for under-5s and their parents and helps administer the national Bookstart scheme; and
- support for adults, children and teenagers, including reading groups, Baby Rhyme Time and other activities.

5.1 Site by site

Each library has been categorised based on a range of criteria to establish which library is Core, Core Plus or Partnership. Library categorisation has been based on the needs assessment, as well as a consideration of the condition and size of each library site. A range of factors have had to be considered and balanced when categorising each library site.

The new locality model ensures that libraries that are generally largest and open longest, are in areas with high footfall, in highly populated areas, have good transport links or serve areas of deprivation. The criteria for categorising libraries were:

- use of libraries – how many visitors, borrowers and general transactions have been recorded at each library
- demographic need – what the need is within the local area, including considerations of deprivation levels and population growth
- access – how accessible libraries are in regard to their location (e.g. are they in town centres and how good are transport links?); and
- library site – the size and quality of the library site and what opportunities are there for community use, study space and maximising income.

5.1.1 Core libraries

Core libraries will be located in key residential areas. They will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.

Burnt Oak

Burnt Oak library is co-located with the Customer Service Centre. Although the number of transactions and visitors per hour is fairly low compared to other libraries, modelled data suggests that the library has a higher-than-average use by unemployed people. Burnt Oak is in an area of high deprivation, with an above-average number of children in low income families and a high proportion of BME users. Transport links to the library are good, as the library is close to Burnt Oak Underground and on good bus routes.

East Finchley

East Finchley library has an average number of transactions, borrowers and visitors, although the library has a higher-than-average percentage of transactions from the 20% most deprived LSOA's. East Finchley library is in a

residential location, with some transport links, although these are not as extensive as some other sites.

Golders Green

Golders Green library has a higher than average number of borrowers and average number of transactions. Golders Green is highly populated area, with a high level of projected growth as well as a high proportion of non-Christian users.

Hendon

Hendon has the highest number of borrowers although usage has been declining steadily for a number of years. The library has the second highest number of transactions with a high use from local students. Its location presents an ideal opportunity to work closely with Middlesex University to ensure a high quality library service continues, supporting both the university students and the local community. Although a busy library, Grahame Park (Colindale) library has been selected as the West Locality Core Plus library due to greater population growth, levels of deprivation and the investment in a new state of the art library, co-located with Barnet and Southgate College.

North Finchley

North Finchley library is in one of the borough's town centres and has a higher-than-average number of borrowers and an average number of visits per hour and transactions. The library has good transport links, is close to a number of bus routes but not very close to an underground station. The local area has a lower-than-average percentage of transactions from the 20% most deprived areas in Barnet.

Osidge

Osidge library is located in a residential area in Brunswick Park. The library has a lower-than-average number of visits per hour, borrowers and transactions. However, Osidge is in a slightly higher-than-average area for children from low income families. The library has average access routes as it is on a bus route but not near a town centre.

5.1.2 Core Plus libraries

Core Plus libraries will be those with the highest footfall and use and will be located in town centres and areas with the highest population density and growth. They will be sites situated near to retail and transport hubs, ensuring they are easy to access for all communities in Barnet. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.

Chipping Barnet

Chipping Barnet is the busiest library in Barnet with the highest number of transactions and second highest number of borrowers. The Library is in a reasonably good location in High Barnet. The library has a number of well used community rooms which generate around £35-40k per year.

Church End

In 2017, a new library will be provided on the site of Gateway House, offering state-of-the-art facilities. The current library in Church End has a high number of transactions and loans per year. The current Church End site is reasonably close to Finchley Central underground station and is located on main bus routes. However, whilst it is reasonably easily accessible, the current library is situated slightly beyond the main thoroughfare. The new library will provide an improved location and ideal site in which to invest extended hours technology

Edgware

Edgware is one of Barnet's busiest town centres and the library has a high number of transactions and loans each year. The library is close to the town centre and has good transport links, including Edgware Underground and bus routes. Edgware library serves a diverse population and is easily accessible from a range of deprivation areas of the borough. Edgware library has been piloting technology-enabled opening (through the use of Open+™) over the past 9 months.

Grahame Park (Colindale)

The new library at Grahame Park (to be known as Colindale Library) is scheduled to open in July 2016 and will be a state-of-the-art facility, located alongside Barnet and Southgate College and Barnet's Centre for Independent Living. The library will be based in an area with the highest growth in the borough and an area of high deprivation, with a much higher than average percentage of children in low-income families. For these reasons, Colindale has been identified as the West Locality Core Plus site. The new library will provide an ideal site to invest in technology to ensure longer opening hours.

5.1.3 Partnership libraries

Partnership libraries will be located in smaller sites, with a lower number of transactions and visitors.

Childs Hill

Childs Hill Library is one of the borough's smaller libraries, with a low number of transactions and the lowest number of borrowers in the borough. This makes the site a suitable Partnership library.

East Barnet

East Barnet has lower-than-average transactions and borrowers and around an average number of visitors per hour. The library is reasonably accessible although located slightly outside East Barnet town centre. Proposals to develop a new library provision co-located with new leisure facilities are in their early stages.

South Friern

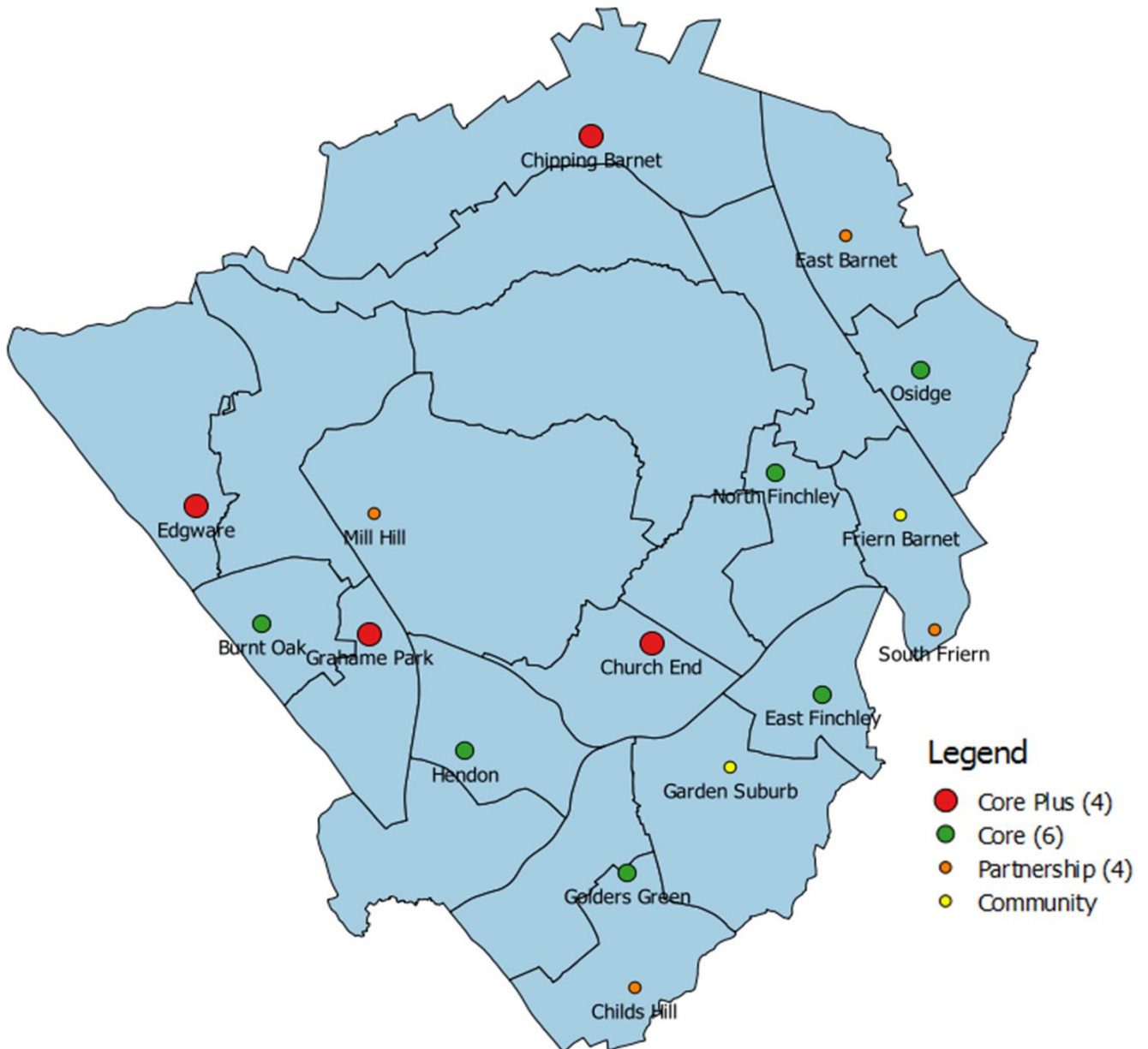
South Friern is one of the smallest libraries within Barnet and has a low footfall, making the site suitable for a Partnership library. The library has a lower number of visitors per hour than other libraries and significantly less borrowers

and transactions. The library site is on a number of bus routes but not near a town centre. Modelled data suggests this library enjoys a higher-than-average use by unemployed people and has a higher-than-average percentage of members who are children in low income families.

Mill Hill

There is an opportunity to offer a new Partnership library at Mill Hill as part of the Dawes Lane Community development, making the library an integral part of a new community facility. This arrangement allows the library to continue within the local community, in a new, flexible building, linking closely to the community group’s aims of providing information, advice and support to local residents and businesses

The Map (Figure 5) highlights each library and the boroughs localities;



5.2 Opening hours

Technology-enabled (e.g. Open+™) deployed in all Core and Core Plus libraries plus extended hours at Burnt Oak

Library	Staffed opening hours	Technology-enabled opening hours (supported by volunteers)	Technology-enabled opening hours	Partnership library opening hours	TOTAL
Church End	23.5	6.0	62.5		92.0
North Finchley	15.5	6.0	63.5		85.0
East Finchley	16.0	6.0	63.0		85.0
South Friern				15.0	15.0
Grahame park	23.5	6.0	62.5		92.0
Golders green	15.5	6.0	63.5		85.0
Hendon	16.0	6.0	63.0		85.0
Childs Hill				15.0	15.0
Chipping Barnet	23.5	6.0	62.5		92.0
Osidge	15.5	6.0	63.5		85.0
East Barnet				15.0	15.0
Edgware	23.5	6.0	62.5		92.0
Burnt Oak	15.5	6.0	29.5		51.0
Mill Hill				15.0	15.0

Total weekly hours across the library network: 904 hours

5.3 Service offer by type of opening

Service Offer
1. Staffed Opening
Full service offer relative to status as Core or Core Plus including: <ul style="list-style-type: none"> • Access for all • Library led activities and events (see Product Catalogue, Appendix C) • Facilitated educational visits by schools/ organisations • Full research, information, advice and signposting service. • Full reservations service including inter-library loans • Access to digital library resources • In-branch signposting • Customer support in the use of automated technology

<ul style="list-style-type: none"> • Facilitated and un-facilitated education visits • Automated and staffed issues, returns and renewals • Automated and staffed PC access and support • Automated access to Wi-Fi • Events/ services delivered by 3rd party organisations • Hall hire • Public toilets • Sales (cards, stamps, educational materials, drinks)
<p>2. Technology-Enabled Opening with Volunteer Support</p>
<p>Targeted service offer relative to status as Core or Core Plus including:</p> <ul style="list-style-type: none"> • Access for adults and accompanied children • Automated access to issues, returns, renewals • Automated access to PCs and printing • Automated access to Wi-Fi • Events/ services delivered by 3rd party organisations • Reservation placement and collection (excluding interlibrary loans) • Access to digital library resources • In-branch signposting • Customer support in the use of automated technology • Un-facilitated education visits • Hall hire • Public toilets • Remote professional support from staffed libraries in the locality and wider network.
<p>3. Unstaffed Technology-enabled Opening</p>
<p>Targeted service offer relative to status and Core or Core Plus including:</p> <ul style="list-style-type: none"> • Access for adults and accompanied children • Automated access to issues, returns, renewals • Automated access to PCs and printing • Automated access to Wi-Fi • Reservation placement and collection (excluding interlibrary loans) • Access to digital library resources • Remote professional support from staffed libraries in the locality (subject to opening hours)





Figure 6 (below) outlines the number of staff, unstaffed and facilitated opening hours at each library in comparison to the current library service offer.

Library	Current configuration				Proposed configuration						
	Current tier	Days per week	LBB Staffed hours open p.w	Library footprint	Tier	Staffed hours p.w	Technology-enabled hours p.w		Total opening hours	Days per week	Library footprint
							Technology only	Volunteer supported			
Chipping Barnet	Leading	7	56.5	17,222 sqft (total) Est. 15,000 sqft(public)*	C+	23.5	62.5	6	92	7	15,000 sqft+ (total)
Edgware	Leading	7	53.5	5,748sqft (total) Est. 4,800 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Church End	Leading	6	50.5	6405sqft (total) Est. 5,500 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Grahame Park	Local	5	35	7,040sqft (total) Est. 3,500 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Hendon	Leading	7	56.5	19,375sqft (total) Est. 15,800 sqft (public)*	C	16	63	6	85	6	2,100 sqft+ (total)
Burnt Oak	Leading	6	51	2,713sqft (total) Est. 2,200 sqft (public)*	C	15.5	29.5	6	51	6	2,100 sqft+ (total)
Golders Green	Leading	6	46	5,070sqft (total) Est. 3,500 (public)*	C	15.5	63.5	6	85	6	2,100 sqft+ (total)
North Finchley	Leading	5	43	6,512 sqft (total)	C	15.5	63.5	6	85	6	2,100 sqft+ (total)

				Est. 5,700sqft (public)*							
Osidge	Local	5	39	4,445sqft (total) Est. 3,500 sqft (public)*	C	15.5	63.5	6	85	6	2,100 sqft+ (total)
East Finchley	Local	5	40	5,081sqft (total) Est. 4,300 sqft (public)*	C	16	63	6	85	6	2,100 sqft+ (total)
East Barnet	Local	6	50.5	5,834 sqft (total) Est. 4,800 sqft (public)*	P	15 hours minimum				1,900 sqft (total)	
Mill Hill	Local	5	43	5,597 sqft (total) Est. 4,600 sqft (public)*	P	15 hours minimum				1900 sqft (total)	
South Friern	Local	5	35	4,445 sqft (total) Est. 4,000 sqft (public)*	P	15 hours minimum				1,900 sqft (total)	
Childs Hill	Local	5	35	3,767 sqft (total) Est. 2,000 sqft (public)*	P	15 hours minimum				1,900 sqft (total)	
Total			634.5			188	596	60	904		

Figure 7 (below) outlines an indicative library timetable for each locality. This has been developed to ensure that the service is deliverable within the financial resources available, as well as ensuring each locality has opening hours throughout the week.

Site	MONDAY					TUESDAY					WEDNESDAY					THURSDAY					FRIDAY					SATURDAY				SUNDAY	
	7-9	9-12/ 12.30	2	2-5	5-8	8-10	7-9	9-12/ 12.30	2	2-5	5-8	8-10	7-9	9-12/ 12.30	2	2-5	5-8	8-10	7-9	9-12/ 12.30	2	2-5	5-8	8-10	7-9	9-12/ 12.30	2	2-5	10-2	2-5	
C+	[Timetable grid for Site C+]																														
C	[Timetable grid for Site C]																														
C	[Timetable grid for Site C]																														
P	15 hours minimum to be scheduled																														
C+	[Timetable grid for Site C+]																														
C	[Timetable grid for Site C]																														
C	[Timetable grid for Site C]																														
P	15 hours minimum to be scheduled																														
C+	[Timetable grid for Site C+]																														
C	[Timetable grid for Site C]																														
P	15 hours minimum to be scheduled																														
C+	[Timetable grid for Site C+]																														
C	[Timetable grid for Site C]																														
P	15 hours minimum to be scheduled																														

	staffed hours
	technology enabled hours
	technology enabled hours with volunteers
	closed

Following a pilot of the live-monitored CCTV solution, we will review the timetable to explore the possibility of increasing the technology-enabled opening hours of Core libraries at the weekend.

5.4 Library footprint

The proposed library footprint for each library and the proposed space released for income generation is:

Library	Existing Floorspace (sq. ft.)	Proposed minimum library footprint (sq. ft.)	Approximate space released for income generation (sq. ft.)	Provisional estimate of potential rental income p.a. assumed for modelling purposes by 2019/20**
Burnt Oak	2,713 (total) Est. 2,200 (public)*	2,153	559	Circa £4k
Childs Hill	3,767 (total) Est. 2,000 (public)*	1,991	1,776	Circa £10k
Chipping Barnet	17,222 (total) Est. 15,000 (public)*	15,069	2,153	Circa £35k
Church End	6,405 (total) Est. 5,500 (public)*	5,382	1,023	Circa £73k
East Barnet	5,834 (total) Est. 4,800 (public)*	1,991	3,843	Circa up to £54k
Edgware	5,748 (total) Est. 4,800 (public)*	5,382	366	Circa £4k
East Finchley	5,081 (total) Est. 4,300 (public)*	2,153	2,928	Circa £35k
Golders Green	5,070 (total) Est. 3,500 (public)*	2,153	2,917	Circa £29k
Hendon	19,375 (total) Est. 15,800 (public)*	2,153	17,222	Circa £154k
Mill Hill	5,597 (total) Est. 4,600 (public)*	1,991	3,606	Circa £46k
North Finchley	6,512 (total) Est. 5,700 (public)*	2,153	4,359	Circa £47k
Osidge	4,445 (total) Est. 3,500 (public)*	2,153	2,293	Circa £26k
South Friern	4,445 (total) Est. 4,000 (public)	1,991	2,454	Circa £29k

* the square footage allocated to public services is an estimate only and is based upon the relative proportions of space currently allocated to public and non-public use within the total building footprint. Current library footprints include non-public spaces including staff areas and circulation spaces. For example, Hendon library currently contains large spaces which are rented out to other organisations, or to provide storage of IT servers or the Borough's archive.

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Appendix B: Libraries Needs Assessment

Section A - Introduction

This report looks at the demographic makeup of the London Borough of Barnet. It focuses on libraries, catchment areas of libraries and library users, including those who use the library most often. It looks at how libraries are used and where libraries are fulfilling residents' needs. The Needs Assessment is a key factor in informing the proposed future model of library services in the borough.

The Council collects a range of information and data that informs service delivery and this Needs Assessment is a summary of the information. More detailed analysis can be found in the latest Joint Strategic Needs Assessment (JSNA; 2015) which looks at a range services across the borough, informing strategic decision making.

The analysis of local need for a library service is based on:

- the demographic profiles of those who live, work or study in the borough;
- the patterns of use at local libraries for active users;
- accessibility by public transport; and
- Equality Impact Assessments.

Section B – Assessment of local needs

1. Background to Barnet

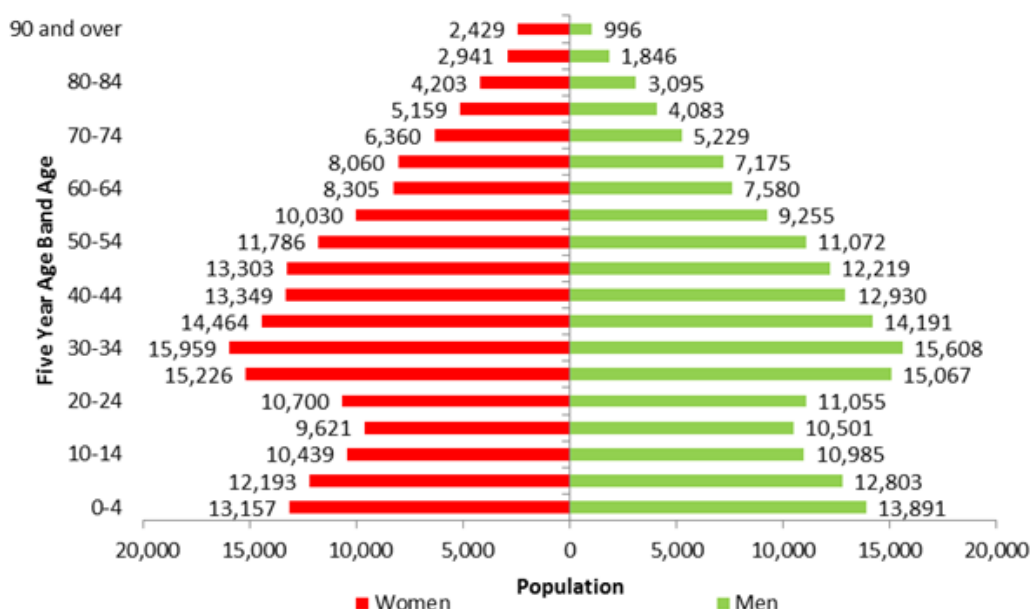
Barnet is a successful and thriving borough and, in 2015 became London’s most populous borough. Economic growth, alongside exciting new plans for redevelopment of certain areas of the borough, will drive prosperity and bring opportunities to residents, businesses, and the council.

2. Population

The residential population of Barnet was recorded as 357,700 in the 2011 census, an increase of 11.5% from the 2001 census. Barnet is already London’s most populous borough, with an estimated population of 367,265 in 2015 and projections suggest that between 2015 and 2020, the population of Barnet will continue to grow by 5.3% reaching 386,752.

The census showed that 51.5% of the Barnet population are female – higher than the London average, rising to 67.5% among over 85s. Conversely, among the under 20s, males predominate, at 51.4%. Figure 1 shows the age structure of Barnet’s population as projected for 2015.

Figure 1 Barnet Population by Age Band and Gender in 2015



Source: GLA 2013 Projections

Within Barnet, as with Outer London in general, the largest proportion of the population is within the 30-34 and the 25-29 age groups. Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and

the UK (2.3%). This is likely to be driven by the high life expectancy rates experienced within Barnet.

In 2015, at ward level, Colindale is Barnet’s most populous ward and is predicted to experience the greatest change in population between 2015 and 2020 (42%) and between 2015 and 2030 (79%).

Golders Green currently has the highest proportion of children aged 0-15 (more than 1 in 4 residents) and the highest population of children compared to all other wards. Its population is predicted to grow by almost 30% to 2020.

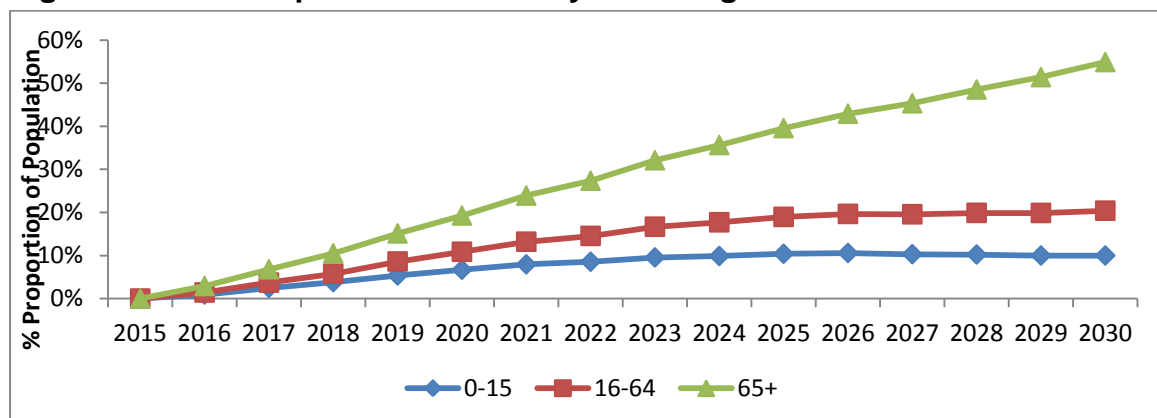
In regard to children and young people, in the 0-16 population category, Colindale is again predicted to have the highest growth (59.2%) with Golders Green (22%), Mill Hill (12%) and Edgware (10.3%) also seeing relatively large growth. Numbers of 0-16 year olds are projected to increase in most wards, except Underhill, Hale, Garden Suburb, Coppetts and Brunswick all of which see small decreases. In regard to under 5s, Colindale (56.4%) and Golders Green (32.2%) are projected to have the highest growth with Mill Hill (8.1%) also growing slightly. All other wards are predicted to experience a decrease in their under 5 population.

Burnt Oak is the borough’s most densely populated ward, with 8,586 residents per square km; it also has a high proportion of children (approximately 1 in 4 residents). However, its population is not expected to change significantly to 2020.

Latest projections suggest that by 2030 the number of people aged 65 and over is projected to increase by 34.5%, over three times greater than other age groups. The growth in the number of over 85’s is even more significant, increasing by two-thirds (66.6%) by 2030 (8,212 in 2015 to 13,684 in 2030). The greatest increase in 65 and over populations is projected in Brunswick Park (5.8%), Hale (5.5%), High Barnet (4.9%), Coppetts (4.7%) and East Barnet (4.7%). Only Golders Green is projected to see a decrease in 65 and over population between 2015-2030 (-2.4%).

Figure 2 outlines Barnet’s projected population growth by broad age structure.

Figure 2 Barnet Population Growth by Broad Age Structure 2015 –2030



Source: GLA Projections 2013

3. Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD 2010) is the primary source for measuring deprivation in England and Wales. The Index is made up of seven categories which relate to income, employment, health and disability, education, skills and training, barriers to housing and services, living environment and crime, reflecting the broad range of deprivation that people can experience.

The 2010 update to the Index of Multiple Deprivation, ranks Barnet 176th out of the 326 local authorities in England and Wales for deprivation – just slightly below the average. This is 48 places higher than in 2007 meaning that deprivation in Barnet has seen a decrease compared to other London boroughs over this time period. Relative to other London boroughs, Barnet is ranked 25th out of 33 local authorities and nearly all of the Lower Super Output Areas (LSOAs) in Barnet have become less deprived relative to the rest of London since 2007.

Super Output Areas (SOAs) are a set of geographical areas developed to facilitate the calculation of the Indices of Deprivation as well as a range of other Neighbourhood Statistics. The aim was to produce a set of areas of consistent size, whose boundaries would not change, suitable for the publication of data such as the Indices of Deprivation. They are an aggregation of adjacent Output Areas with similar social characteristics. Lower Layer Super Output Areas (LSOAs) typically contain 4 to 6 OAs with a population of around 1500. Figure 3 maps IMD scores across Barnet.

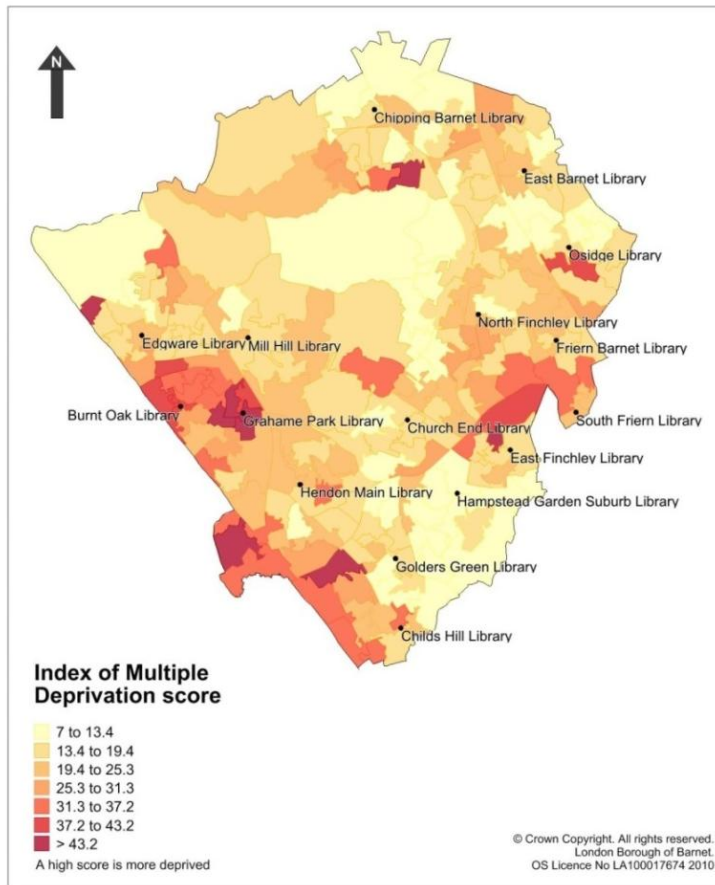
Whilst Barnet is generally an affluent borough, approximately 16% of children under 5 live in the 30% most deprived Local Super Output Areas¹. 19% of children under 5 (5,000 children) live in low income families, defined as those in receipt of Child Tax Credit, and either on benefits (Income Support or Jobseekers allowance) or earning less than 60% of median income.²

Generally speaking, the most deprived communities are concentrated in LSOAs in the West of the Borough in Colindale, West Hendon and Burnt Oak – areas in which large scale regeneration projects are underway. The most deprived area in Barnet is located in East Finchley, specifically the Strawberry Vale estate, which falls within the 11% most deprived areas in the country.

¹ Index of Multiple Deprivation, DCLG, 2010

² HMRC, 2011

Figure 3 Deprivation in Barnet by ward and Library location

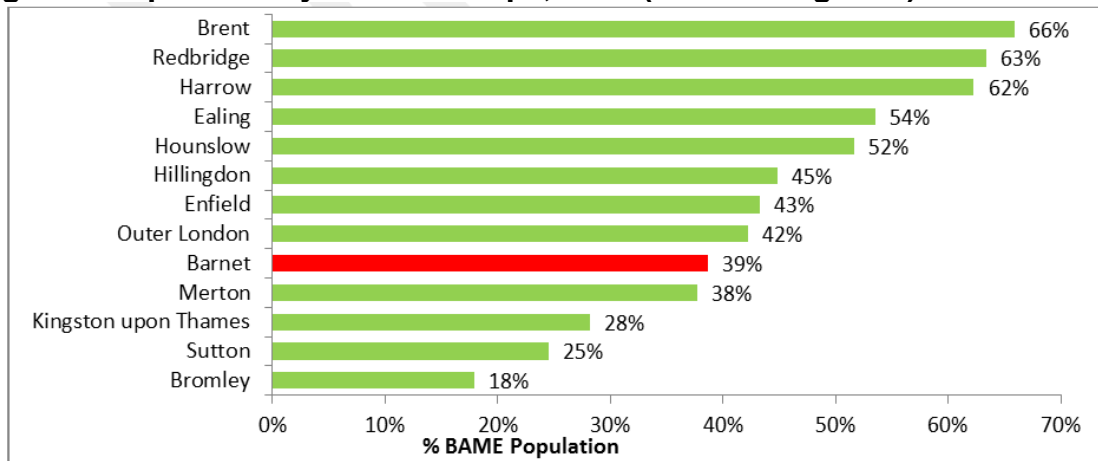


Source: IMD 2010

4. Ethnic diversity and religion

Compared to the Outer London average, Barnet has a higher proportion of people within the White ethnic group (61.3% compared to an average of 57.8%). Barnet also has higher rates of the population within 'Other'; 'Other Asian' and 'Chinese' ethnic groups.

Figure 4 Population by BAME Groups, 2015 (Barnet/ Regional)

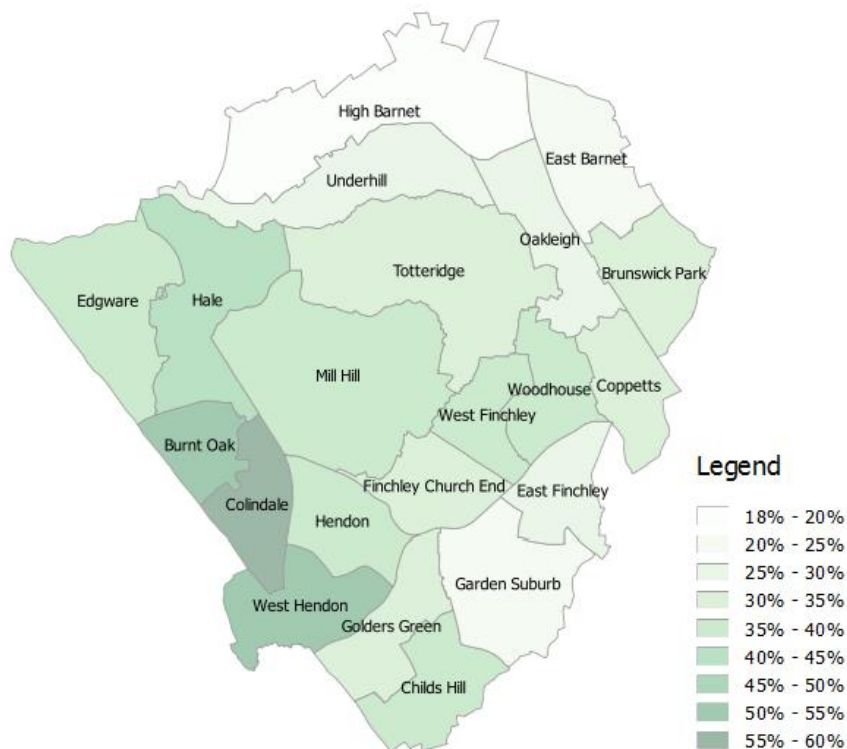


Source: GLA Projections 2013

However, certain areas within the borough have a higher proportional Black, Asian and Minority Ethnic (BAME) population than the Borough average. The BAME population in Barnet varies significantly by ward, with the highest rates of BAME populations generally found to the West of the borough. Based on the 2011 Census, Colindale, Burnt Oak and West Hendon all have populations where BAME residents make up over half of the population; this is significantly above the borough wide average of 39%. High Barnet, Garden Suburb and East Barnet all have the lowest BAME populations (less than 25%).

In addition, Barnet's population is projected to become increasingly diverse, with the BAME population projected to increase from 38.7% to 43.6% of the total Barnet population between 2015 and 2020. Whilst the 'White' population will remain the largest ethnic group, it is only predicted to grow at 5% between 2015-2030 compared to much larger increases in 'Other Asian' (42%), 'Black Other' (41%) and 'Other' (39%) populations.

Figure 5 Population by BAME Groups by Ward, 2011



Source: 2011 Census

The only reliable data set for religion within the borough comes from the 2011 Census results. Over the ten years between the 2001 and 2011 Census the religious makeup of Barnet has become increasingly diverse, with proportionate growth in most religions except Christianity and Hinduism.

The largest increase was in the number of Muslims within the borough, which increased by 4.2%, although people with no religion had the second highest rate of growth and now accounts for 16.1% of the local population. Christianity saw the biggest decrease from 2001 to 2011 (6.4% with Hinduism seeing a smaller decrease (0.5%).

After Christianity (40.1%), Judaism was the second most common religion (15.2%), with Barnet continuing to have the largest Jewish population in the country. The Jewish and Muslim population make up over a quarter of the total population of Barnet. Figure 6 and 7 show the population of the borough by ward, by number of Jewish and Muslim residents.

Figure 6 Barnet Jewish Population by Ward

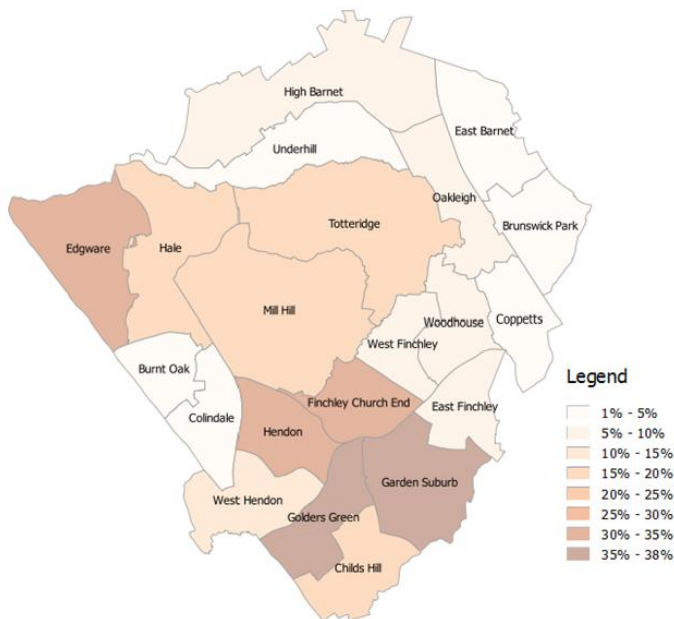
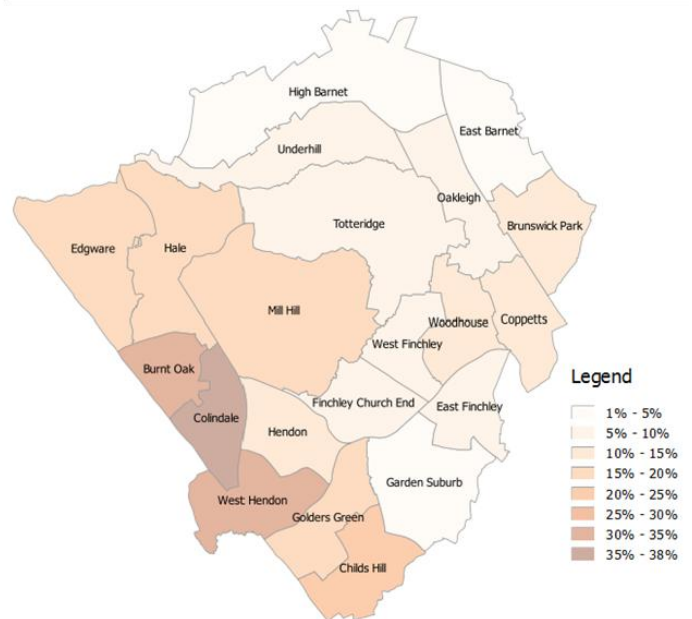


Figure 7 Barnet Muslim Population by Ward



Source: 2011 Census

Wards situated in the North / Eastern areas of Barnet tend to have the highest proportions of Christians compared to other areas of the borough.

A large portion of the Jewish community is centred in the south of the borough, with the largest population in Garden Suburb (38.2%), followed by Golders Green (37.1%). Although, Edgware has the third largest Jewish community (32.6%).

The largest proportion of the Muslim community is located towards the South West / South of the borough, with the largest population in Burnt Oak (18.4%) followed by Colindale (19.3%) and West Hendon (17.1%).

5. Education

At Key Stage 2 (2014), attainment and achievement in all subjects is in the top quartile nationally. The attainment and achievement of all pupil groups are in line with national averages, and most pupil groups attain significantly above the national average. Barnet's Free School Meals and disadvantaged pupil attainment gaps have narrowed, and the gap is now in line with the London average and smaller than the national average.

There is an 11 percentage point difference in attainment between disadvantaged (those who have been eligible for free school meals in the past 6 years or are in local authority care) and non-disadvantaged pupils, which is in line with the London average. Disadvantaged pupil attainment is high, and is ranked 13th nationally.

Pupil progress in Reading and Mathematics is significantly above national levels, with Barnet ranked 6th and 12th nationally. The proportion of pupils making expected progress in Writing is in the third quartile, ranked 48th nationally.

At Key Stage 4 (2014), attainment of 5 A*-C grades including English and Maths and 5 A* - C grades is ranked in the top quartile nationally. Attainment of Special Educational Needs, English as an Additional Language and disadvantaged pupils is significantly above the attainment of their national counterparts. The attainment gap for disadvantaged and non-disadvantaged pupils increased to 28 percentage points in 2014, and is wider than the London attainment gap (21 percentage points).

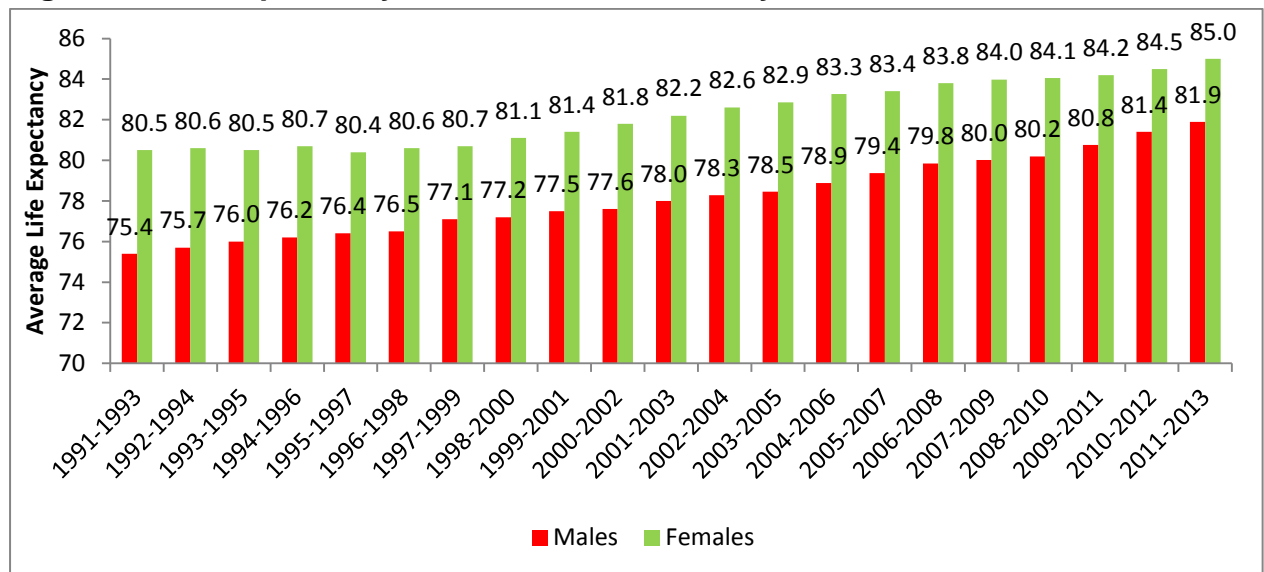
6. Health

Life expectancy is a good measure of the overall health of a population. People in Barnet continue to enjoy a better health experience than the national average and this is reflected in their life expectancy.

Figure 8 displays the life expectancy from birth for men and women within Barnet for the period 1991 – 2013. In Barnet, as in the rest of the country, women have a higher average life expectancy than men. However, as Figure 8 shows, the life expectancy of men has increased at a higher rate than for women, reducing the life expectancy gap between genders from 5.1 years to 3.1 years.

In Barnet, 7% of live births are less than 2.5kg and 1% of children in reception year are underweight, which is largely in line with the London and England averages. Life expectancy for males and females is higher than the London average; however, life expectancy is 7.8 years lower for men and 5.6 years lower for women in the most deprived areas of Barnet than in the least deprived areas.

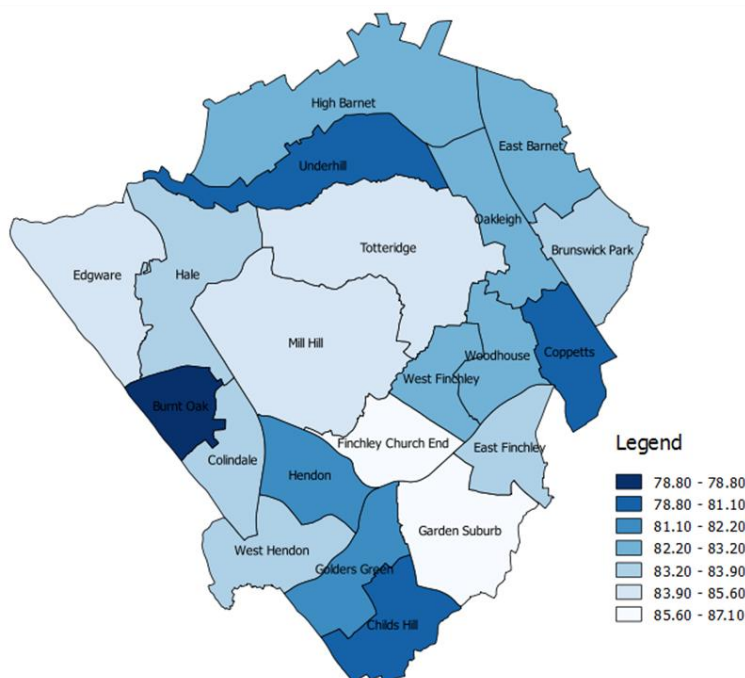
Figure 8: Life Expectancy at Birth within Barnet by Gender, 1991-2013



Source: ONS 2013

The ONS provides pooled figures on the life expectancy rates by ward. Figure 9 shows the latest figures for Barnet. Although many of the wards have life expectancies close to the borough average, there are some significant outliers.

Figure 9 Life Expectancy at Birth within Barnet by Ward, 2009-2013



Source: ONS 2013

Burnt Oak has the lowest life expectancy from birth, 78.8. This is 4.2 years behind the Barnet average and 8.3 years behind Garden Suburb, which has the highest age of 87.1.

Poverty has been the major determinant of child and adult health and it remains a major cause of ill health with huge public health consequences. A report from End Child Poverty states the following:

- The effects of poverty are passed across generations through pregnancy.
- Poor infants are more likely to be born small and/or early
- Acute illnesses are more likely to affect poor children and they are more likely to experience hospital admission.
- Child abuse and neglect appear to be more common among poor families, possibly related to the adverse effects of poverty on child rearing.
- Breastfeeding is strongly socially patterned.

The percentage of children living in poverty in Barnet is 21.2%³ - which is slightly higher than the UK average (20.6%). Barnet has the 25th highest rate of child poverty of the 33 London Authorities.

Children living in poverty are not distributed equally across the borough and there is a strong correlation between child poverty and deprived LSOAs in Barnet. In turn, the proportion of BAME residents is higher in these areas.

The highest rates of child poverty are in the West of the borough, in particular Burnt Oak (36%) and Colindale (37.5%)⁴, which exceed the national and London averages. Colindale and Burnt Oak also have the highest proportion of children living in low-income families, with just over one third of the children living in low-income families⁵. Underhill, Childs Hill and Coppetts are the wards with the next highest rates of child poverty, with Underhill at 26.2% and the other wards both at 25%.

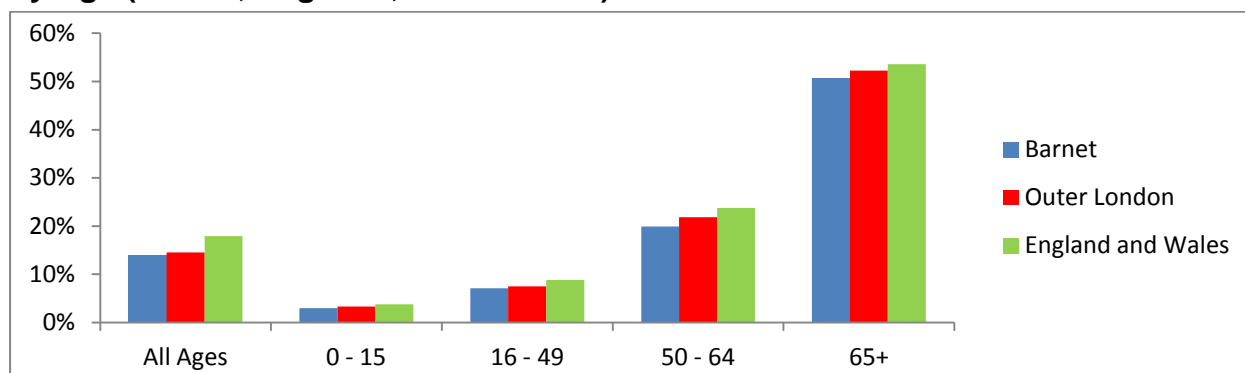
Child poverty is particularly low in the more central wards running from North to South: High Barnet, Totteridge, West Finchley, Finchley Church End and Garden Suburb. Garden Suburb has the lowest percentage at only 7.9%. These are also the wards in which the percentage of all children living in a low-income family is at its lowest in the borough.

In the 2011 Census, residents were asked to assess whether their day-to-day activities were either 'Limited a lot' or 'Limited a little' because of a health problem or disability. These include any problem related to old age, which has lasted, or is expected to last, at least 12 months.

³ 2010 HMRC data

⁴ HMRC data 2010

Figure 10: Proportion of Population Whose Activity is Limited ‘a lot’ or ‘a little’ by Age (Barnet, Regional, and National)



Source: 2011 Census

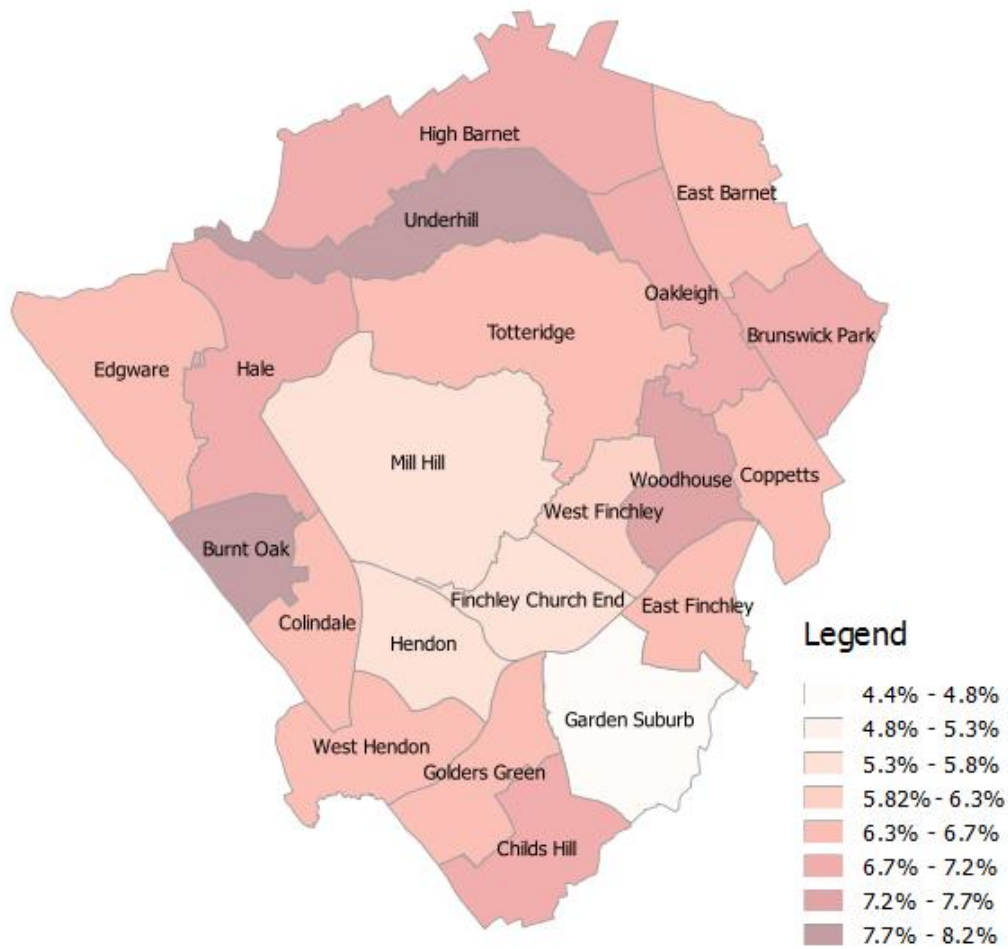
As is expected, the proportion of people with disabilities increases as the age range increases. Across all age ranges, Barnet has a lower proportion of people with disabilities compared to Outer London and England and Wales. By gender, there were more females aged 16 and above with disabilities than men. For those aged under 16, proportionally more males reported limitations in their day-to-day activities. This was the same across all geographical areas. Although some wards have a larger proportion of residents whose activity is limited ‘a lot’ or ‘a little’, the variation across wards is not significant.

By ward, Underhill had the largest proportion of residents who reported having their day-to-day activities limited in some way, (17.2%) with 8.2% of these residents assessing themselves as having their day-to-day activities limited ‘a lot’.

Burnt Oak and Childs Hill had the highest number of residents who assessed themselves as having their activities limited ‘a lot’, 7.8% and 7.4% respectively.

Figure 11 provides map of the Barnet population by residents who reported having their day-to-day activities limited a lot. As you can see from the map, this indicator appears less impacted by locality, with a fairly even spread across the whole borough.

Figure 11: Proportion of Population Whose Activity is Limited ‘a lot’ by Ward, 2011

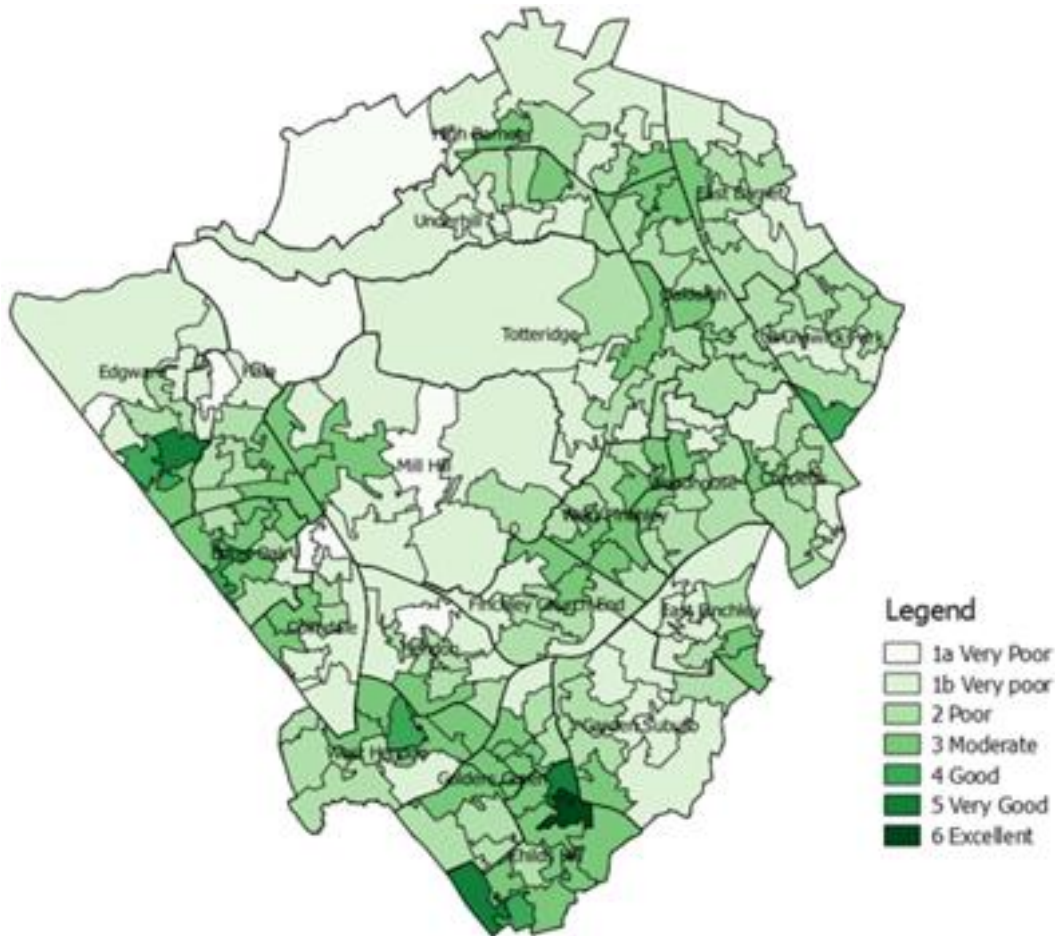


Source: 2011 Census

7. Transport

Barnet has high car ownership in comparison to other London boroughs (6th of 32). 71.3% of Barnet's households own a car or van (Census 2011). However, this is still low in comparison to the rest of England and Wales (Barnet is 300th of 348 local authorities). Figure 12 shows a comparison of accessibility across the borough as a whole.

Figure 12: Public Transport Accessibility Levels in Barnet, 2014



Source: Transport for London 2014, Public Transport Accessibility Levels

Section C – Barnet Libraries

8. Introduction

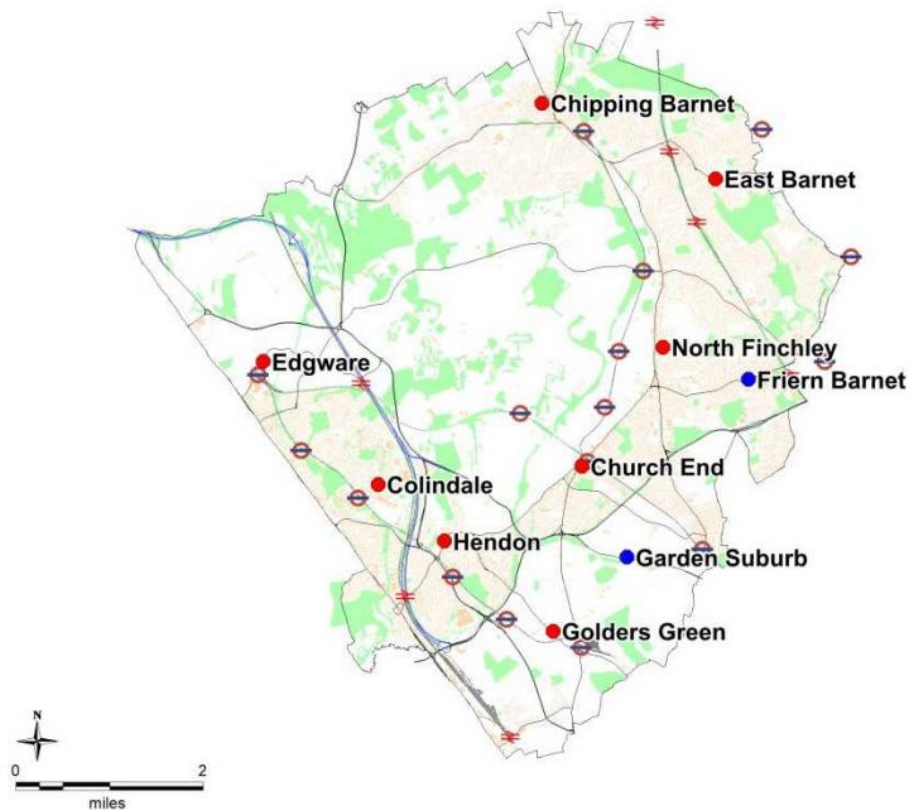
CIPFA analysis benchmarks Barnet against a group of fifteen comparable local authorities. This analysis shows that Barnet's library infrastructure is large and compares favourably against other local authorities provision. The library service is made up of:

- 14 physical sites, ranging in size from Hendon (19,375 sq. ft.) to Childs Hill (3,767 sq. ft.), providing access to books and learning materials, computers, printers, photocopiers and Wi-Fi, study and meeting space, and a range of activities run by library staff and local community groups.
- The mobile library service, which runs for 4 days a week with stops in 12 locations across the borough.
- The home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness.
- The Local Studies and Archives service, which offers access to local historical materials by appointment 3 days a week, as well as online resources e-books, e-audio and other online resources and learning materials.
- The School Libraries Resources Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum.
- The Early Years' service, which provides activities in libraries and a range of community venues for under-5s and their parents and helps administer the national Bookstart scheme
- Support for adults, children and teenagers, including homework clubs and other activities. These services are supported by a a service development team of professional librarians.
- LBB is a member of the Central Buying Consortium for the purposes of stock purchase. The consortium bulk-processes new stock and does so cost-effectively.
- The borough has two community libraries, in Friern Barnet and Hampstead Garden Suburb.

9. Location of libraries

Barnet has a good geographical spread of libraries across the borough with the majority of libraries located within easy reach of high streets and public transportation links. Figure 13 maps library locations with the road network and tube/train stations. The proposed future network does not make any substantial change to library sites with most libraries remaining in or near to the current location.

Figure 13: Location of Libraries in Barnet



10. Buildings

The condition of the current library estate varies but many sites are likely to require significant maintenance work in the next five years. The table below summarises known major works required by site. A preliminary assessment of sites has been undertaken as a part of the library review although more detailed designs, costings, and investigative structure assessments are yet to be carried out.

Figure 14: Table of major works required

Library	Major work required
Burnt Oak	None
Childs Hill	External and internal building works, full electrical rewiring, Equality Act compliance
Chipping Barnet	External and internal building works, new lighting system, new heating system
Church End	<i>Moving to new site</i>
East Barnet	Internal building works, substantial electrical works, Equality Act compliance
East Finchley	Internal building works, substantial electrical works, Equality Act compliance
Edgware	
Golders Green	External building works, Equality Act compliance, Asbestos works, replacement toilet facilities and heating system.
Grahame Park	<i>Moving to new site</i>
Hendon	Minor internal, external works and mechanical works
Mill Hill	External building works
North Finchley	Equality Act compliance
Osidge	Full electrical rewiring, new boiler and heating system, asbestos, Equality Act compliance
South Friern	None

11. Who uses libraries

Data around library service usage is available from various sources including:

- Vubis Library Management System (transactions and borrowers)
- Wi-Fi usage 2014/15
- Netloan (computer reservations and usage)
- CIPFA survey (enquiry type) 2013/14
- Meeting room bookings, 2013/14
- Volunteers
- JCP statistics for free PC hours, 2014/15
- Visitor statistics, 2014/15
- Barnet Libraries Annual Statistics, 2004/5 to 2014/15
- Barnet Library Data, 2013/14 (transaction data)
- Events data

According to Barnet Libraries Annual Statistics 2014/15 there were 182,726 registered borrowers in 2014/15. Of these an estimated 25% were active users of libraries (those who have undertaken a library transaction in the last year).

CIPFA statistics demonstrate that while the number of visits to Barnet's libraries is relatively high, the proportion of people who live in Barnet who are active library

borrowers is amongst the lowest in the comparator group of local authorities (148 active borrowers per 1,000 people in the population against an average of 182). This suggests that Barnet has a smaller but more engaged user base. Similarly, the number of housebound readers using the home library service in Barnet was also one of the lowest in its grouping (0.9 per 1,000 people against the average of 1.4.)

12. Patterns of use

Activity varies from library to library across the network:

- 1,171,710 loans and 22,350 reservations at static library sites. There were 168,503 borrowers, equating to approximately 7 loans per borrower per year (Barnet Libraries Annual Statistics 2014/15).
- 50,873 loans from the mobile library and the home library, with 1,899 reservations across the two services (Barnet libraries Annual Statistics, 2014/15).
- 2,363,023 transactions at the static library sites and 22,451 at mobile and home libraries (Barnet Library Data, 2013/14).
- 56% of book loans were for adult books and 44% for children and teen books. (Barnet Library Data, 2014/15).

Barnet Libraries Annual Statistics 2014-15 show that in this year Hendon had the highest number of individual borrowers and the second highest number of loans, whilst Chipping Barnet had the highest number of loans and second highest number of individual borrowers. Childs Hill and Grahame Park had the lowest number of individual borrowers and loans.

In general, those libraries with the highest number of book loans have the highest percentage of adult loans in comparison to children and teen loans, whereas smaller libraries generally have a higher percentage of children and teen loans. Children and teen loans make up 41% of loans at Chipping Barnet whilst they make up 70% of loans at Grahame Park.

The number of transactions per borrower gives a sense of whether the library has a larger number of users who each take out a small number of items or whether a smaller number of users are carrying out many transactions. Transactions data shows that in Hendon, South Friern, Grahame Park and Burnt Oak the number of transactions per active borrower is relatively low (implying the former), while in East Barnet, Childs Hill and Chipping Barnet it is relatively high.

The number of transactions per visitor gives a sense of the proportion of library activity that relates to borrowing books and other media. In Childs Hill, Mill Hill, Osidge and East Finchley the number of transactions per visitor is high, suggesting many people using those libraries are doing so to borrow books and media. In East Barnet, South Friern, Church End and Grahame Park the transactions per visitor are low, suggesting that people visit those libraries for other services or activities. (Transaction and borrower figures Barnet Library Data, 2013/14).

Hendon has the largest number of computers (28), whilst Childs Hill has the lowest number (4). Data on the hours of use per computer and the number of minutes of Wi-Fi usage suggest that:

- Computers are most in demand at Hendon, Chipping Barnet and Church End (Barnet Library Data, 2014/15).
- Those in Childs Hill, East Finchley and Osidge are less well used. (Barnet Library Data, 2014/15).
- Wi-Fi activity is concentrated in Hendon and Chipping Barnet (Barnet Library Data, 2014/15).
- Wi-Fi use in Childs Hill is particularly low (Barnet Library Data, 2014/15).

Events data shows that Grahame Park provides the largest number of library supported events (512), followed by East Finchley (376) and Hendon (329). The number of library-led events at Osidge is notably lower (125). These figures do not include any events delivered independently by external groups hiring library space.

Across all physical library sites (excluding the home and mobile library and the two sites which are now community libraries for which data is not available), loans have fallen by approximately 36% between 2004/5 and 2014/15.

- All libraries have seen library useage reduce by more than 25%, with East Barnet seeing the biggest reduction of 52%, followed by East Finchley (48%), Chipping Barnet (47%) and Mill Hill (47%).
- Hendon has seen a reduction of 3% over this time period, although this is because in 2004/5 the library was closed for part of the financial year. A more accurate comparison, from 2005-6 to 2014/15 shows a reduction of 54%, the largestpercentage reduction over this time period.
- The number of adult loans has decreased by 46%, compared to 21% for children and teen loans.
(Barnet Libraries Annual Statistics 2004/5 to 2014/15)

When analysing the change between 2010/11 and 2014/15 the reduction has been less significant than the previous 7 years but there has still been a reduction of 23% in the number of book loans across this period.

- All libraries have seen a reduction in borrowing over the past 4 years, with loans falling the most significantly at Burnt Oak (39%), Hendon (36%) and East Barnet (36%).
- The number of book loans has fallen less severely over last 4 years at Grahame Park (2% reduction) and Edgware (14%).

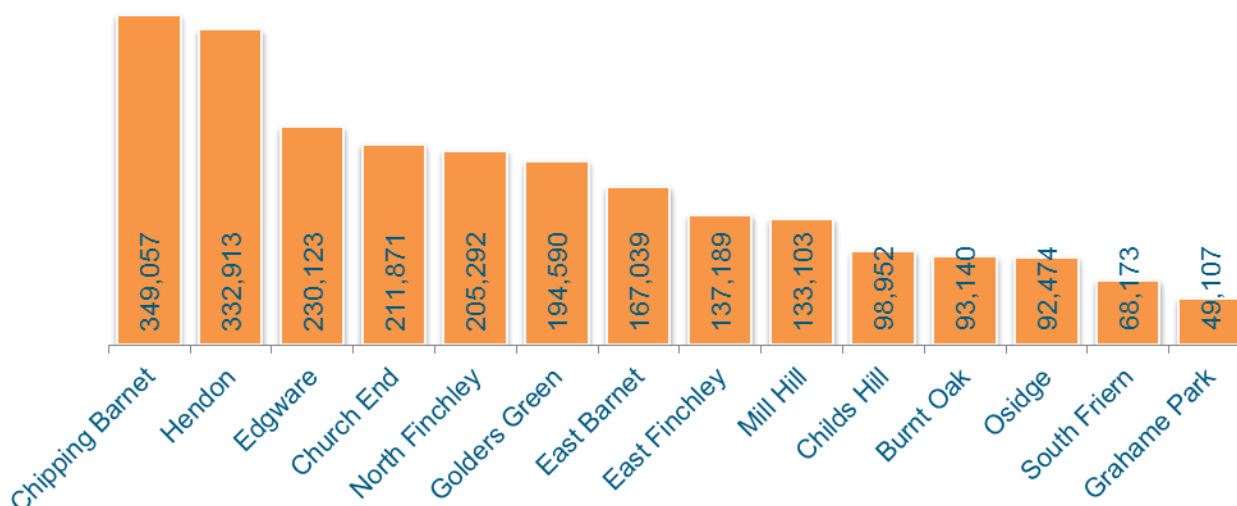
The number of digital loans has risen by 42% between 2011/12 and 2014/15 (from 13,487 to 19,090).

It is important to note that whilst trend data gives a good indication of changing behaviour, some libraries have been closed over the time period which has resulted in fluctuations in the number of book loans. Hendon was closed in 2003-4, Burnt Oak in 2008 and South Friern from 2006 to 2009.

12.1 Transactions by library

Chipping Barnet library had the highest number of transactions in 2013/14, followed closely by Hendon library. Grahame Park has the lowest number of transactions, followed closely by South Friern library.

Figure 15: Number of transactions by library site (2013/14)

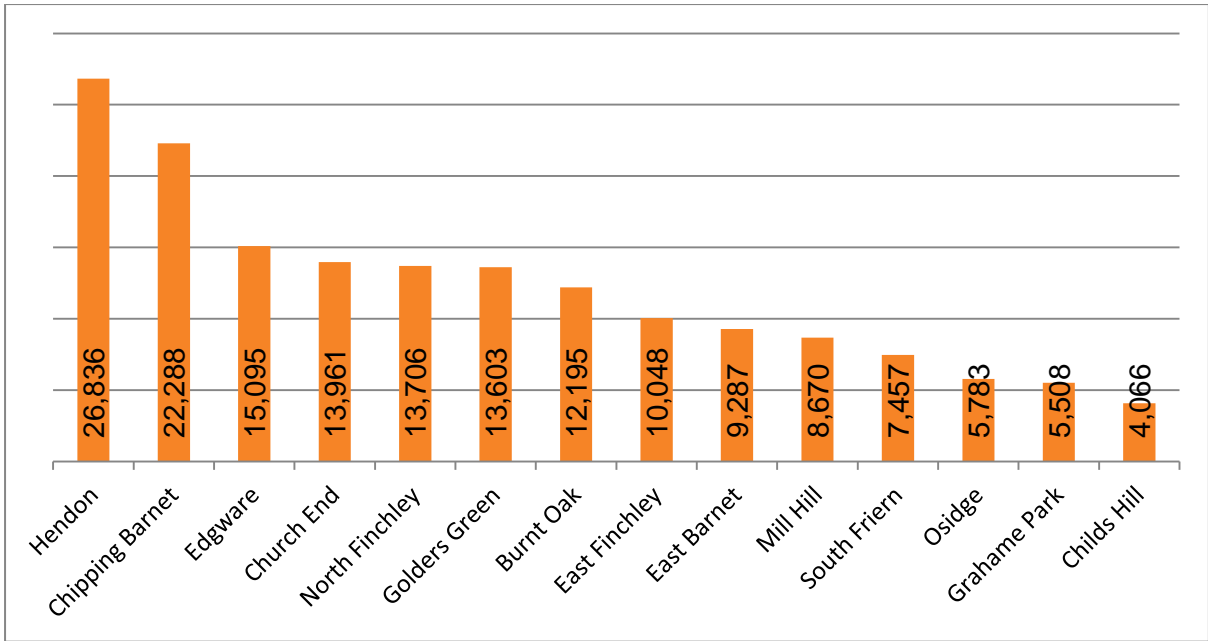


Source: Barnet Library Data 2013/14

12.2 Borrowers by library

In 2014/15 Hendon had the highest number of individual borrowers and the second highest number of loans, whilst Chipping Barnet had the highest number of loans and second highest number of individual borrowers. Childs Hill and Grahame Park had the lowest number of individual borrowers and loans.

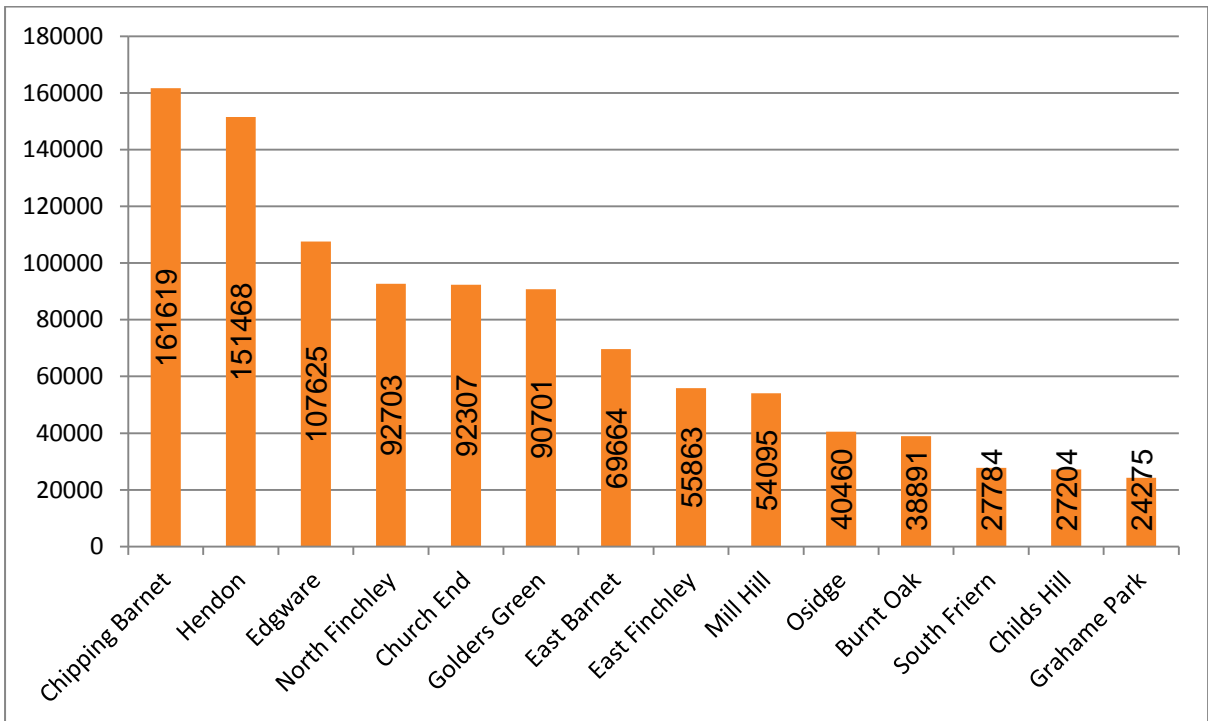
Figure 16: Number of borrowers by library site



Source: Barnet Annual Statistics, 2014/5

12.3 Loans by library

Figure 17: Number of loans by library site

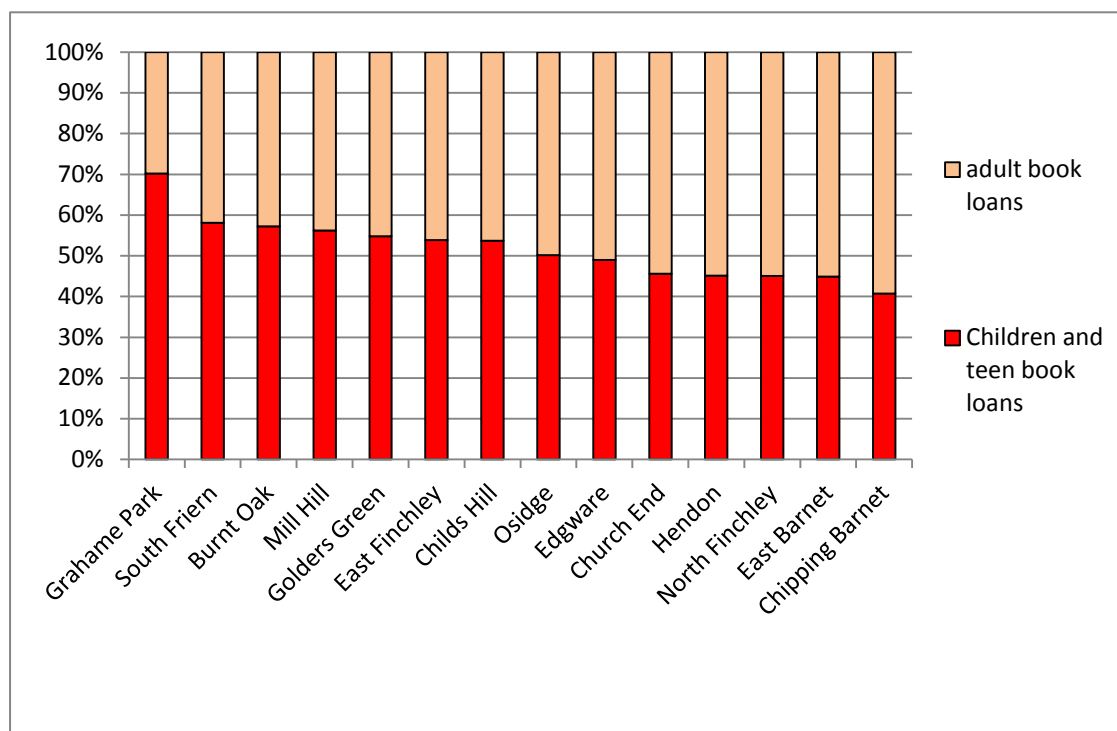


Source: Barnet Annual Statistics, 2014/5

12.4 Comparative number of loans

Figure 18 and 19 below demonstrate the variation of adult and children and teen books by library. In regard to the percentage of book loans, in general the smaller libraries have a higher percentage of children and teen book loans. 70% of loans at Grahame Park were children and teen loans, whilst South Friern, Burnt Oak, Mill Hill, Golders Green, East Finchley and Childs Hill all had a higher percentage of children and teen loans than adult loans. Chipping Barnet had the highest percentage of adult loans (59%) followed by East Barnet, North Finchley, Hendon, Church End and Edgware who all had a higher percentage of adult book loans.

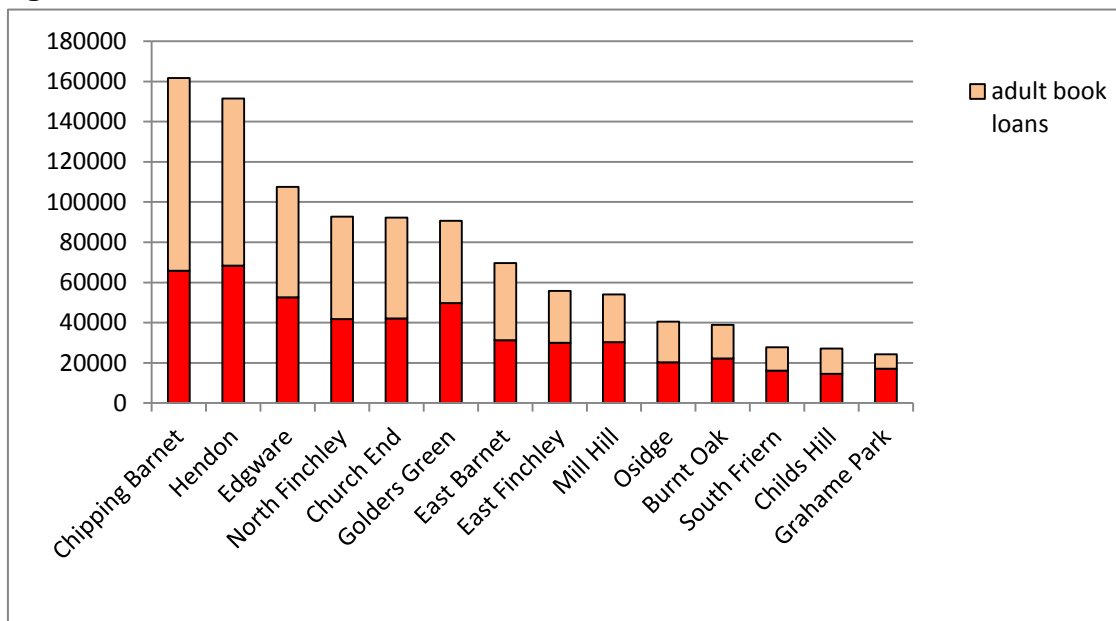
Figure 18: Percentage of loans adults and children and teen books



Source: Barnet Annual Statistics, 2014/5

Figure 19 illustrates that there is a more significant variation in the number of loans of adult books across the 14 physical library sites compared to the variation in children and teen loans.

Figure 19: Number of loans adults and children teen books



Source: Barnet Annual Statistics, 2014/5

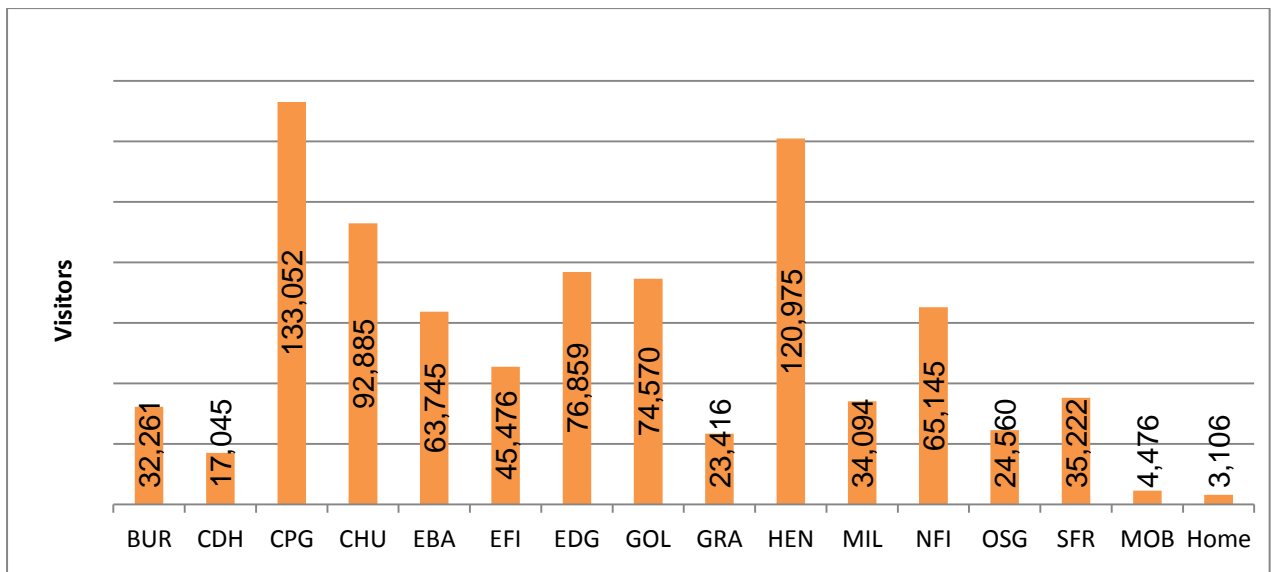
13. How busy are libraries

There were 49 visitors per hour across all static sites and 9 visitors an hour at the mobile library. Chipping Barnet (90 visitors per hour), Hendon (82) and Church End (72) were the busiest sites while the quietest were Burnt Oak (24), Grahame Park (26), Osidge (23) and Childs Hill (18).

13.1 All books

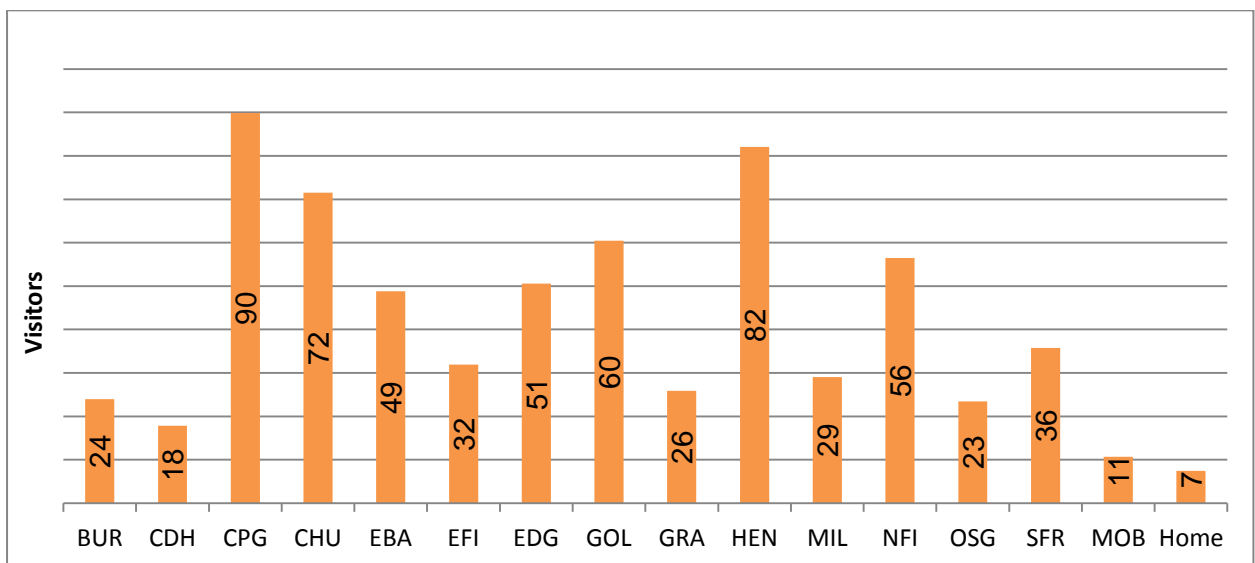
The total visitors at each site and total visitors per open hour at each location are shown in the graphs below.

Figure 20: Total visits per library (2014/15)



Source: Visitor statistics 2014-15

Figure 21: Visits per hour (2014/15)



Source: Visitor statistics, 2014-5

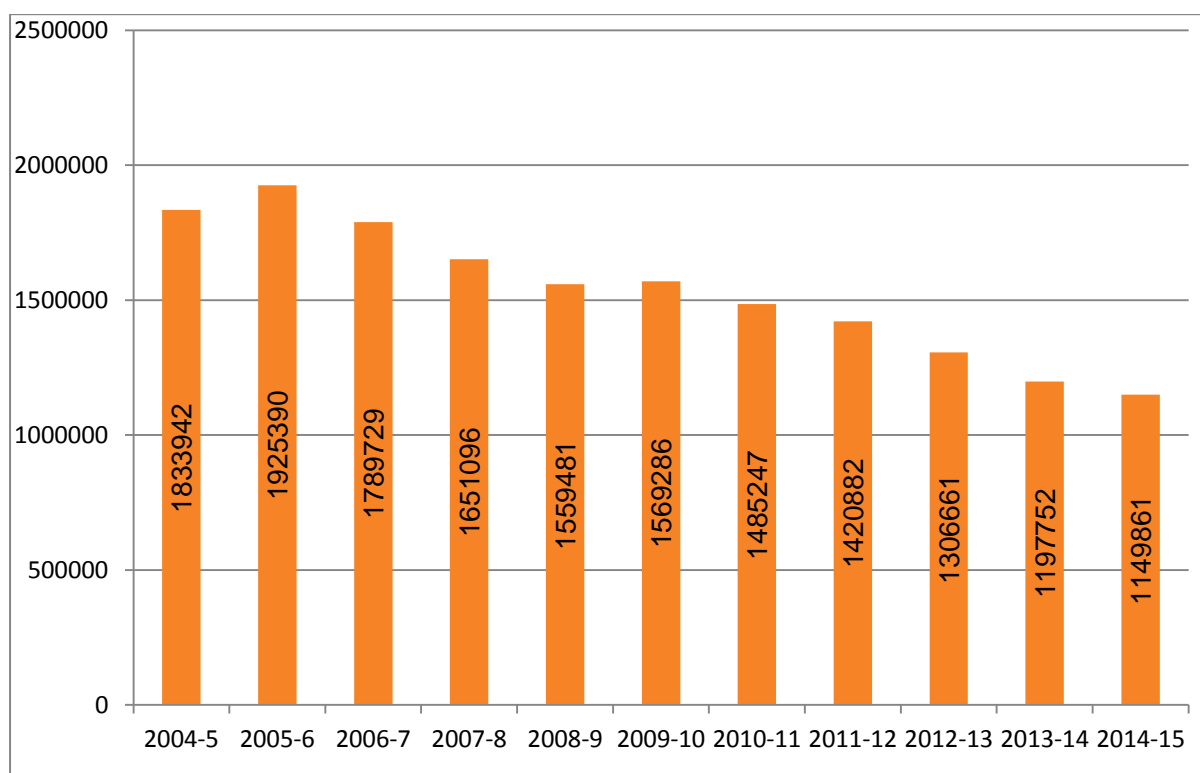
14. Trends

This section outlines the trends, from 2004/5 to 2014/15 of the number of loans across the library network in Barnet.

14.1 All books

The graph below outlines the number of loans (not including digital books) from 2004/5 to 2014/15. It illustrates a reduction in loans from 1,833,942 in 2004-5, rising to a high of 1,925,390 in 2005/6, and then reducing year on year to a total of 1,149,861 in 2014-15, a reduction of 37% from 2004/5 to 2014/15. The increase in book loans between 2004/5 to 2005/6 can be explained by the part closure of Hendon library in 2014/5.

Figure 22: Changes in number of loans for all books (2004/5 to 2014/15)

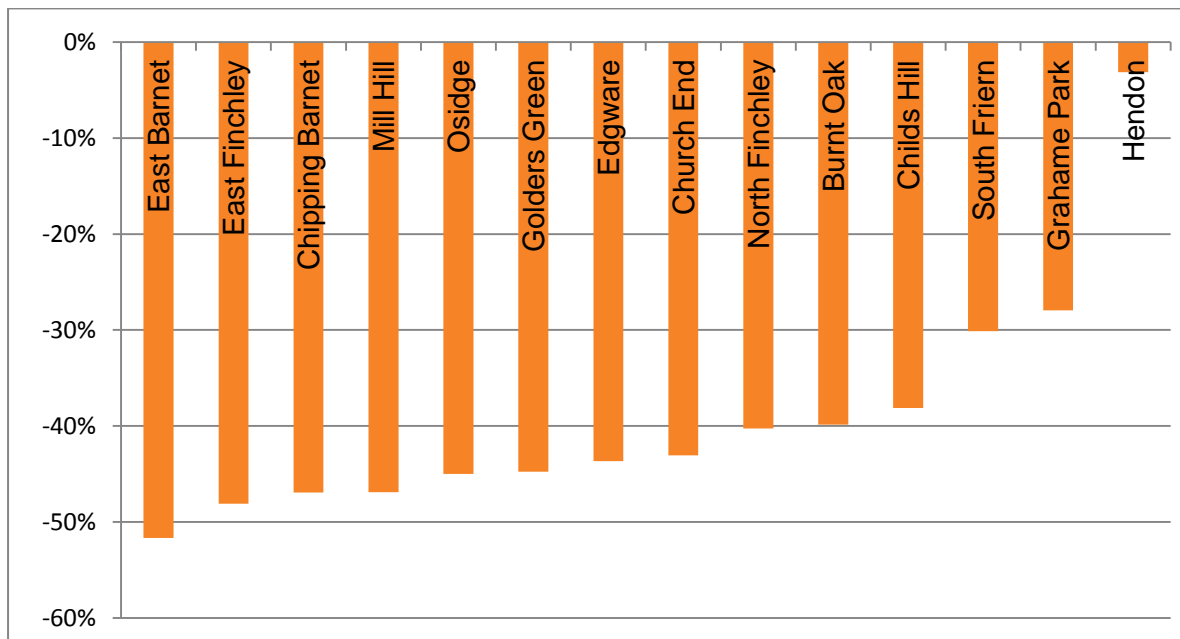


Source: Barnet Annual Statistics, 2004-5 to 2014-5

If digital materials are taken into consideration then the reduction from 2004-5 (where digital books were not available) to 2014-15 was from 1,833,942 to 1,168,951, a reduction of 36%.

The table below shows the change in library use (by percentage) from 2004-5 until 2014-15. It shows that all libraries apart from Hendon have seen library usage reduce by more than 25%, with East Barnet seeing the biggest reduction of 52%, followed by East Finchley (48%), Chipping Barnet (47%) and Mill Hill (47%). Hendon shows a very different picture to other libraries with a reduction of just 3%.

Figure 23: Change in number of loans broken down by library (2004-5 to 2014-15)

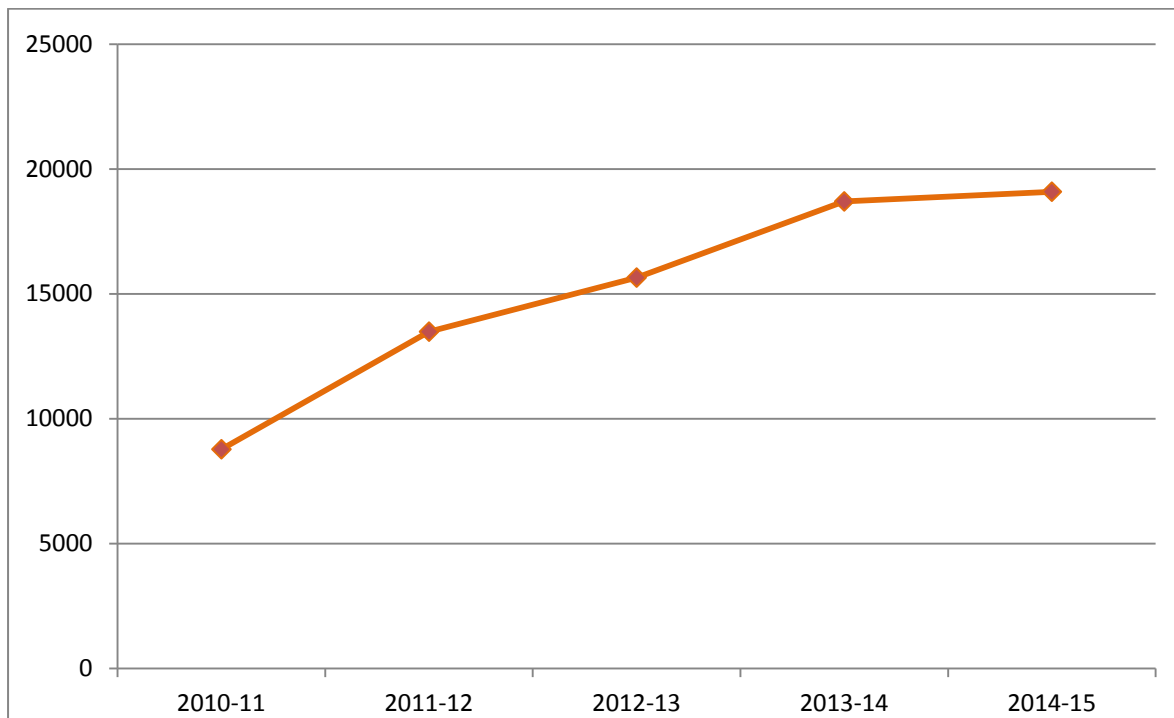


Source: Barnet Annual Statistics, 2004-5 to 2014-5

14.2 Digital Books

The loan of digital books (not including digital magazines or digital reference materials) has increased significantly since being introduced in 2010/11. The number of digital loans has risen by 42% between 2011/12 and 2014/15 (from 13,487 to 19,090). The figure from 2011/12 has been used as a comparator as this was the first year the technology for loaning digital books was available across the network.

Figure 24: Changes in number of loans of digital books (2004/5 to 2014/15)

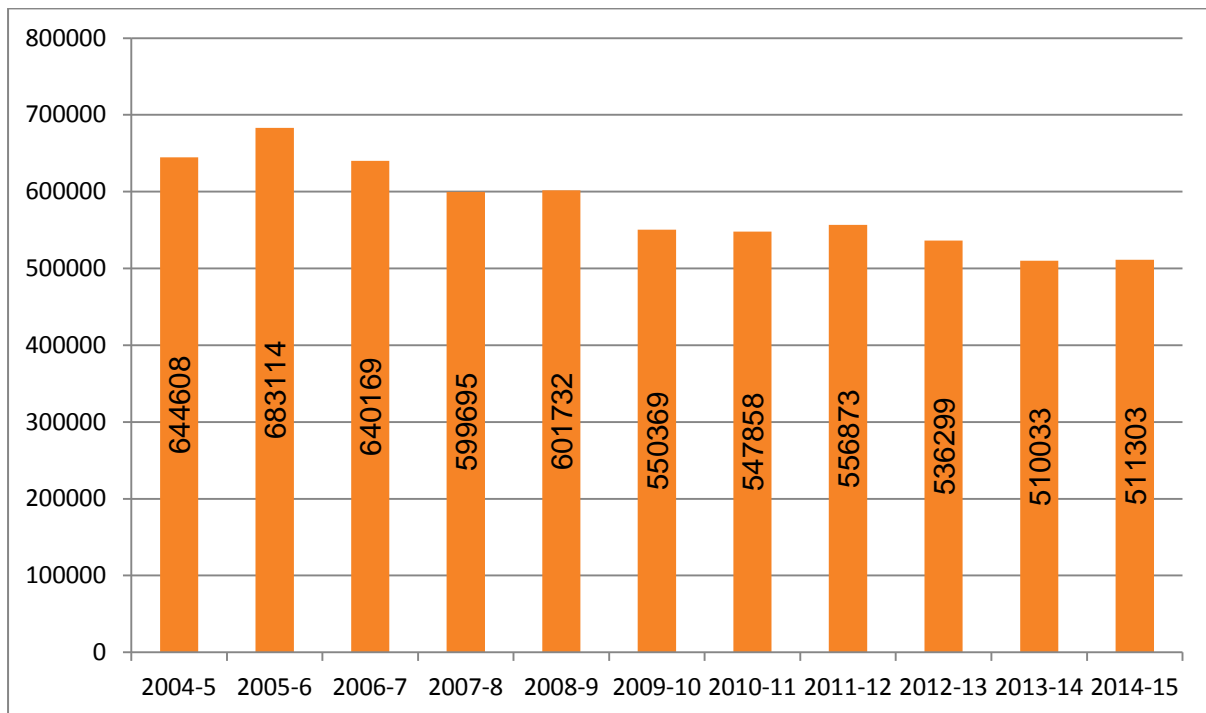


Source: Barnet Annual Statistics, 2004-5 to 2014-5

14.3 Children and Teen books

Children and teen books saw a much smaller reduction in number of loans (21%) over the same period compared to figures for all books. The number of loans of children and books reduced from 644,608 (2004-5) to 511,303 (2014/15).

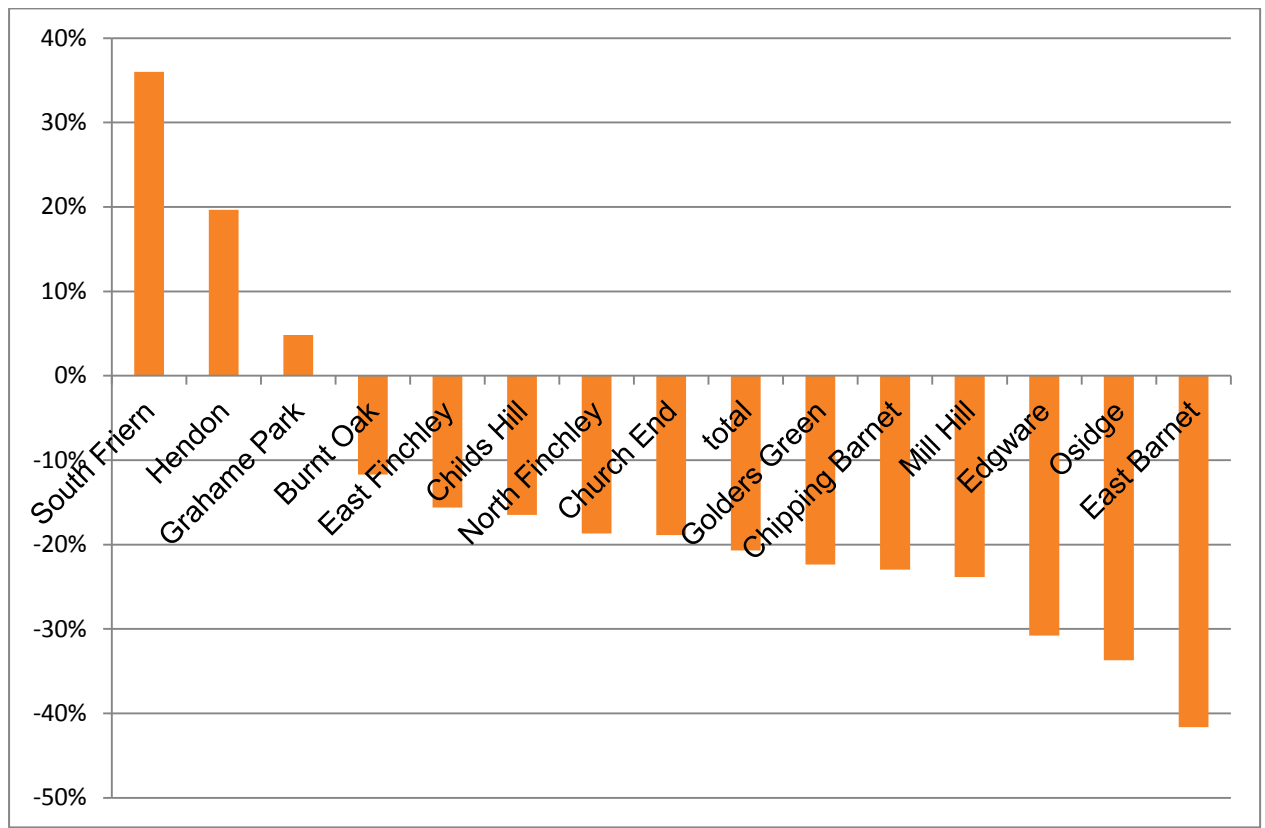
Figure 25: Changes in number of loans for children and teen books (2004/5 to 2014/15)



Source: Barnet Annual Statistics, 2004/5 to 2014/5

Over the period 2004/5 to 2014/15 three libraries saw an increase in the number of loans for children and teen books, these were South Friern (36%), Hendon (20%) and Grahame Park (5%). All other libraries saw a reduction in loans, with East Barnet with the most significant reduction (42%) followed by Osidge (34%) and Edgware (31%). When taking into account the closure of Hendon library in 2004/5, children and teen book loans from Hendon library have reduced by 41%.

Figure 26: Changes in number of loans for children and teen books broken down by library (2004/5 to 2014/15)

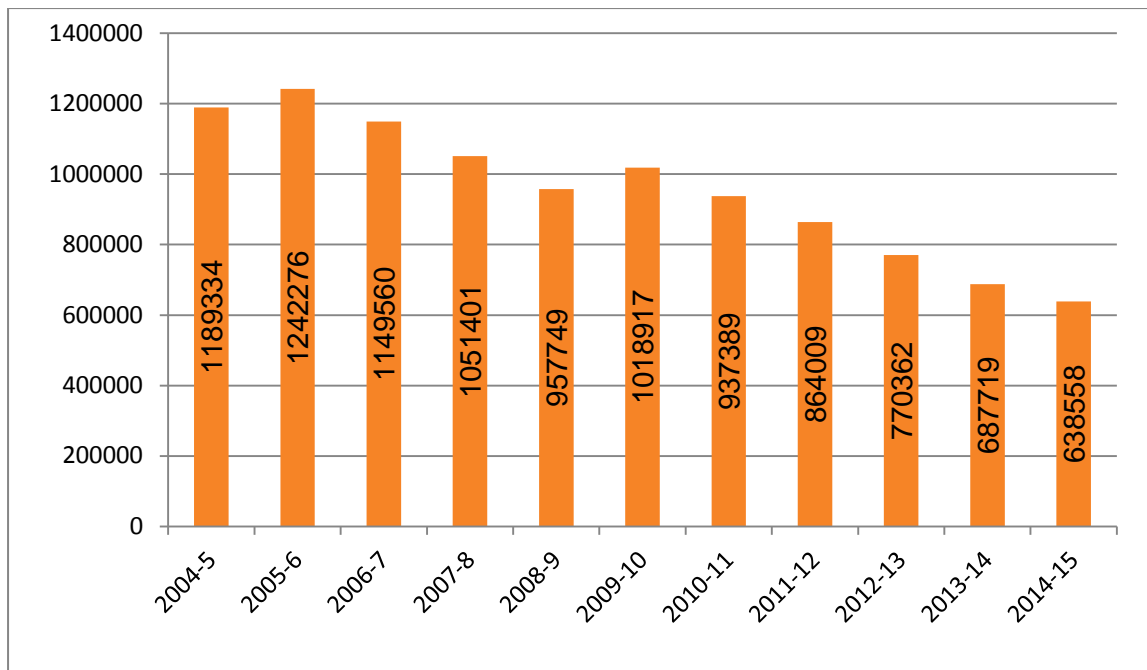


Source: Barnet Annual Statistics, 2004/5 to 2014/5

14.4 Adults Books

The number of adult book loans has reduced by 46% between 2004-5 and 2014-15, a significantly higher reduction than childrens and teen books, which reduced by 21%.

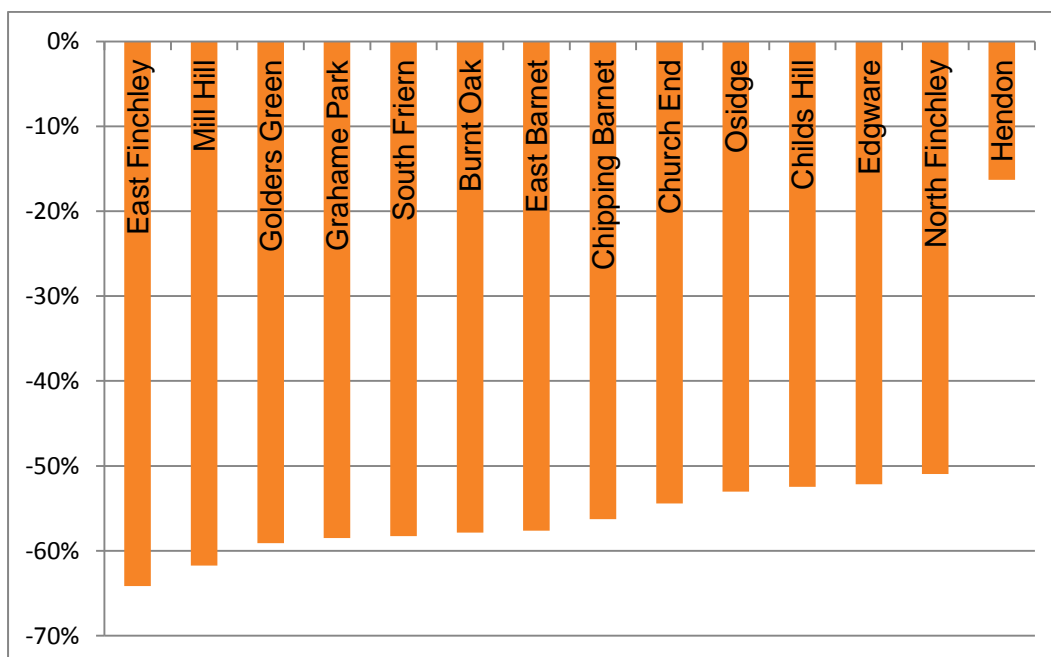
Figure 29: Changes in number of loans for adult books (2004/5 to 2014/15)



Source: Barnet Annual Statistics, 2004/5 to 2014/5

Thirteen of Barnet’s libraries saw a reduction in loans of adult books by between 50 and 64%. The reduction in number of adult loans was most significant at East Finchley (64%) followed by Mill Hill (62%). Hendon library saw a reduction of 62% between 2005/6 and 2014/15.

Figure 30: Changes in number of loans for adult broken down by library (2004/5 to 2014/15)

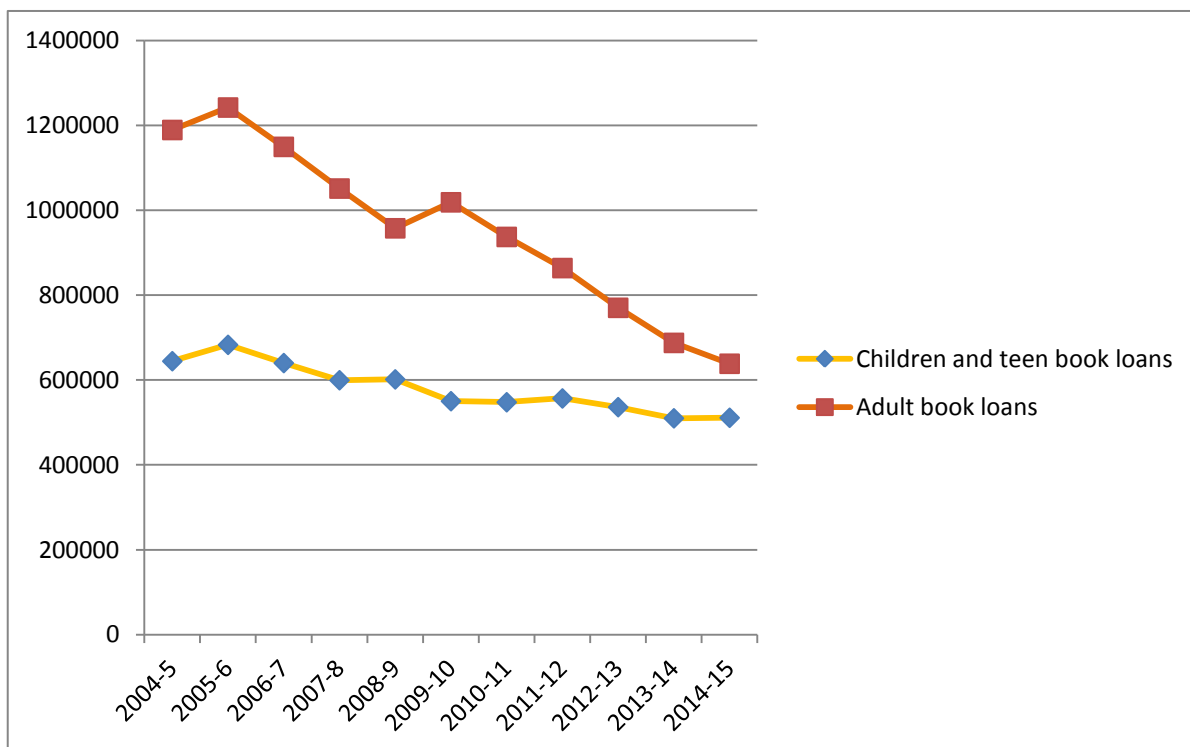


Source: Barnet Annual Statistics, 2004/5 to 2014/5

14.5 Changing trends

Figure 31 demonstrates how the number of Adult book loans has decreased far more (46%) compared to Children and Teen book loans (21%) and whilst in 2004/5 Adults book loans accounted for 65% of all loans this has decreased to just 56%.

Figure 31: Changing numbers of loans, comparing Children’s and Teens and Adult book loans.



Source: Barnet Annual Statistics, 2004/5 to 2014/5

15. Wi-Fi usage

The table below outlines the data from use of Wi-fi within each library. It shows that Hendon had the highest number of unique users (4,318) and sessions (24,106) followed by Chipping Barnet (15,407 and 3,327) and Edgware (9,408 and 1,929). The lowest Wi-fi use was at Childs Hill (832 and 242), South Friern (2,595 and 793) and Grahame Park (2,609 and 583).

Figure 32: Table outlining number of Wi-fi sessions and unique users for 2014/15

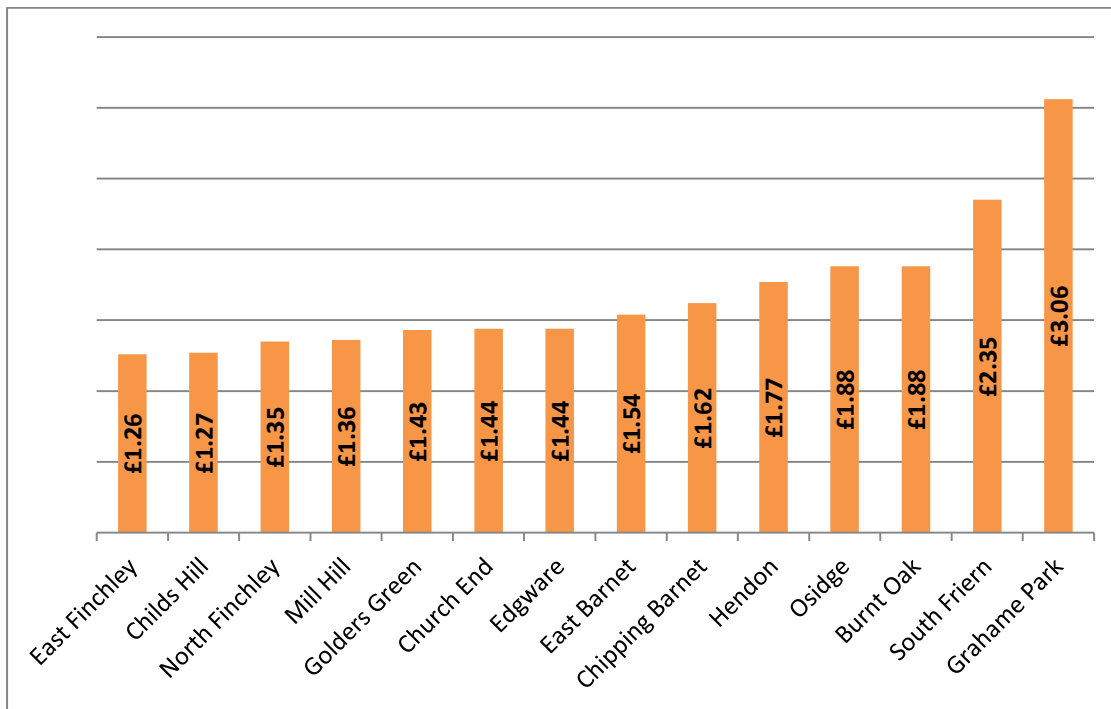
Library	Sessions	Unique Users
Burnt Oak	7800	1469
Childs Hill	823	242
Chipping Barnet	15407	3327
Church End	8047	1689
East Barnet	5511	1216
East Finchley	3828	1051
Edgware	9408	1929
Golders Green	4922	1326
Grahame Park	2609	583
Hendon	24106	4318
Mill Hill	4010	970
North Finchley	4424	1167
Osidge	2659	713
South Friern	2595	793
All Sites	96149	18317

Source: Wifi statistics, 2014/5

16. Library costs

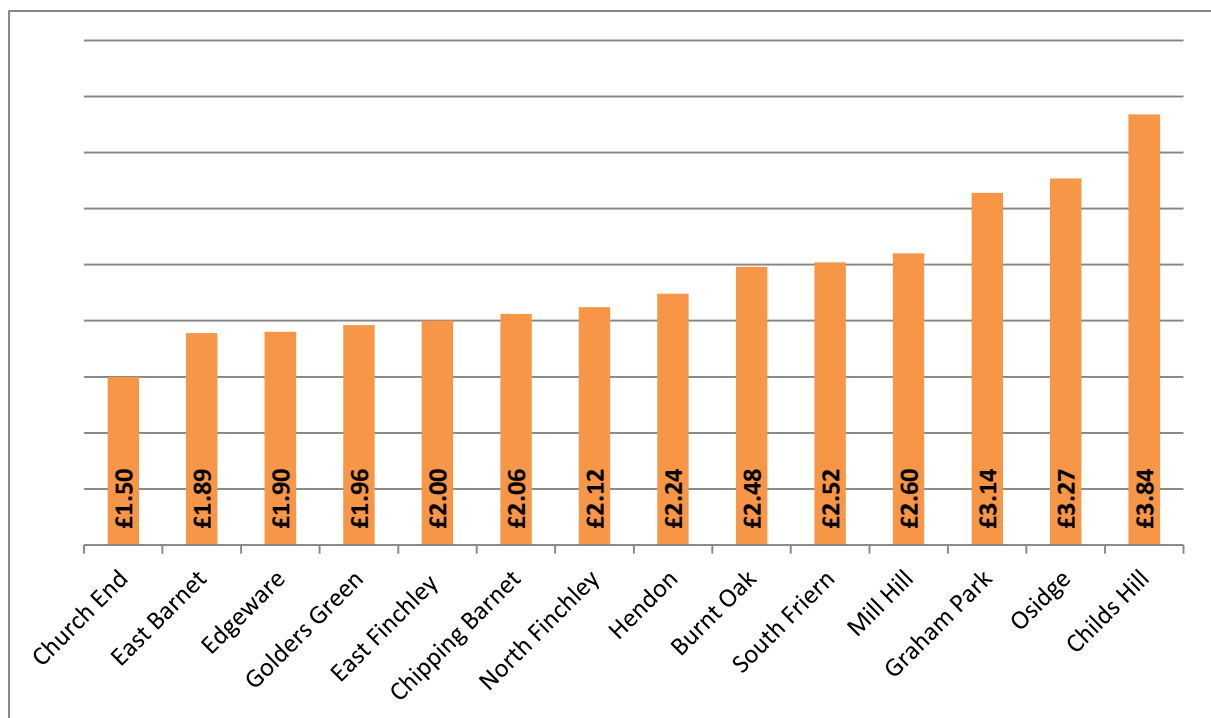
Library costs have been calculated as cost per transaction and cost per visitor for each library. The total cost of running each library is calculated, combining the library's annual budget with a proportion of the central costs of running the service, and divided by the number of transactions and number of visitors for the year 2013/14. Whilst Childs Hill has one of the lowest transaction costs, it has the highest cost per visitor.

Figure 33: Cost per transaction (2013/14)



Source: Barnet Library Data (Transaction data) 2013/14

Figure 34: Cost per visitor (2013/14)



Source: Barnet Library data (transaction data) 2013/14

17. Users as representative of population

This section outlines the breakdown of library users based on transaction data. The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010 as this would be considered disproportionate given the purpose of the service. Therefore transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census, to predict and model the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This data has been labelled as 'modelled data' and has led to the conclusions outlined in this section.

17.1. By Age

Compared to resident population, modelled data shows residents aged 6-9 years use libraries significantly more than average (14.5% of 6-9 year olds compared to 5.2% of the borough population). Data also shows that 0-5 year olds (14.5% compared to 8.8% of the resident population) and 10-15 year olds (11.4% compared to 7.0% of the resident population) are more likely to use libraries compared to the borough's population. Whilst working age adults (18-64) use the library less than average, older people (65+) use the library service in line with the resident population.

Qualitative focus groups with parents of children aged 0-15, with young people themselves as well as a targeted 'young people's' questionnaire ensured that this user group's voice was heard. Young people were generally unsupportive of library closures or plans to make libraries smaller, but were supportive of plans for generating income and using technology to extend opening hours, as long as this didn't restrict their future library access.

On the other hand, older people, in particular those aged 65+, were overrepresented in the responses to the main consultation with 33.1% of responses coming from this age group despite only making up 18% of the borough's resident population. Older people were particularly unsupportive of plans to use technology to replace staff but were in favour of maintaining the mobile library service at current levels.

Under 35s were underrepresented in responses to the main consultation. Only 11.2% of responses to the main questionnaire were under 35 despite making up 33.1% residents in the borough's population as a whole.

17.2. By Gender

The modelled data suggests that library usage by men and women broadly mirrors the profile of the borough overall, approximately 47.9% and 52.1% respectively. However, in the 2014/15 consultation, women were over represented as a proportion of respondents to the main questionnaire making up 64.4% of respondents.

In the 2014/15 consultation there was limited difference in responses between male and female respondents although men were more likely than women to agree with increased use of self-service technology.

Some gender differences also emerged in responses to the 2011 consultation. The most significant of these were:

- Men were more likely than women to agree with increased use of self-service technology.
- Men were more likely to access online resources while women were more likely to borrow books.
- Women were more likely than men to cite parking as a problem.
- Women were more likely than men to request longer opening hours.

17.3. Sexual orientation

The library service does not collect user data on sexual orientation and this data is not available from the 2011 Census.

If use by lesbian, gay and bisexual people (LGB) followed the proportion of the national population who are LGB it would run at approximately 6% or just over 11,000 active borrowers. A small proportion (5%) of respondents to the main questionnaire in the 2014/15 consultation identified themselves as 'non-heterosexual'. Whilst this response rate is too low to draw out specific findings, non-heterosexual respondents were more likely to agree with using volunteers to enhance the service provided by paid staff and to agree with the redevelopment of library sites.

The library service stocks materials tailored to LGB people. Research carried out elsewhere (Voice Counts, a 2010 consultation carried out in Hertfordshire) identified a need for libraries to continue to provide specific media relating to LGB people and access to relevant information.

17.4. Gender identity

The library service does not collect user data on gender reassignment and this data is not available from the 2011 Census. Respondents to the 2014/15 consultation were not asked about their gender identity.

GIRES, the Gender Identify Research and Education Society, estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with the body they were born in). If this proportion held locally it would suggest that 750-1000 library users might be affected. National research suggests that people affected by gender dysphoria, particularly children and young people, often have difficulties because of a lack of relevant information about issues which affect them and improved access to information is therefore likely to have a particular benefit for this group.

17.5. Marriage and civil partnership

The library service does not collect user data on marriage and civil partnership and respondents to the 2014/15 consultation were not asked about their marital status.

Research carried out by Age UK (Loneliness and Isolation Evidence Review, 2014) suggests that widowed people may be disproportionately at risk of loneliness and isolation, which may mean that the inclusive nature of libraries is important to this group.

17.6. Disability

Modelled data suggests that disabled people are responsible for roughly 14% of library usage, 6.5% of transactions being carried out by with people whose day to day activities are limited 'a lot'. According to modelled data people whose day to day activities are limited 'a lot' make significantly higher use of libraries in Burnt Oak, Childs Hill and Grahame Park, and relatively low use of the libraries in Church End, Hendon and Mill Hill.

Residents whose day-to-day activities are not limited or are limited 'a little' use the library as much as expected according to modelled data.

Consultation with disabled people has suggested that the aspects of the service they value most highly are:

- book lending,
- access to information and resources,
- access to online facilities,
- education and community facilities,
- libraries as a focal point of the community and of learning for local people, and
- libraries as places which offer a warm welcome at the same time as learning, social and personal development opportunities (Barnet, 2011).

Following on from this, respondents who had mental health issues or learning disabilities describe libraries as welcoming, inclusive places, and as community 'resources' which reduce social isolation (Barnet, 2014). People with sensory impairments were enthusiastic about the role of library reading groups in reducing isolation.

People with disabilities have reported relatively 'heavy' library use: 64% of disabled respondents said that they also used a library at least once a week in Barnet, 2011. Parents of disabled children reported high levels of library use in Barnet, 2013. Respondents have stressed the importance of working toilet facilities and user-friendly furniture (Barnet, 2011). More generally, access is seen as a potentially significant issue for disabled users by both users themselves and by others (Barnet, 2011, 2014).

Some users suggest the mobile library can mitigate lack of access to more centralised services. However, physical disability and mental health disability focus groups and participants in the in-depth interviews for people with sensory impairments reported that they had not known about the mobile and home services and were keen to learn more about other services and activities on offer (Barnet, 2014). Again, this suggests that the library service could be better at marketing its offer to those who may need it.

People with learning disabilities suggested that some improvements could be made around access to easy read print and audio book stock and more up-to date information about their disabilities. People with sensory impairments noted alternative ways of accessing content such as e-books available from the Royal National Institute for Blind People (RNIB) (Barnet, 2014).

Consultation responses both to the main questionnaire and at targeted focus groups in 2014/15 revealed that disabled residents had some specific views around potential changes to the service:

- A high proportion of disabled respondents strongly disagreed with plans to reduce staffed opening hours.
- A high proportion of disabled respondents also strongly disagree with proposals to extend unstaffed opening using technology as either a replacement to staff or using technology to extend opening hours.
- Focus groups echoed these concerns with those with physical disabilities most concerned about their ability to use new technology.
- Disabled users also tended to strongly disagree with plans to hire out parking spaces at libraires.
- Disabled users supported the proposal to maintain the home library service at current levels.

17.7. Ethnicity

National research (Taking Part, cited in MLA, 2010) has shown a substantial difference in library usage levels between those of white ethnicity and those from a BAME background. BAME people are much more likely to have visited a library in the last year, and while library visits have fallen across the board over the last five years they have done so much more slowly among BAME library users (by 6.9% against 9.3% for white library users, MLA, 2010).

The library service does not collect user data on ethnicity in the course of providing the service. However, modelled data, shown in Figure 35 suggests that the breakdown of library usage by different ethnic groups roughly matches the borough profile as a whole.

Figure 35: Ethnic grouping of library users

Ethnic grouping	Library	Borough
White; English/Welsh/Scottish/ Northern Irish/British/Irish	50.4%	49.8%
White; Gypsy or Irish Traveller	<0.5%	<0.5%
White; Other White	15.9%	16.1%
Mixed/Multiple Ethnic Groups; White and Black Caribbean	0.8%	0.8%
Mixed/Multiple Ethnic Groups; White and Black African	0.8%	0.8%
Mixed/Multiple Ethnic Groups; White and Asian	1.6%	1.6%
Mixed/Multiple Ethnic Groups; Other Mixed	1.4%	1.4%
Asian/Asian British; Indian	7.6%	7.6%
Asian/Asian British; Pakistani	1.4%	1.4%
Asian/Asian British; Bangladeshi	0.6%	0.6%
Asian/Asian British; Chinese	2.2%	2.3%
Asian/Asian British; Other Asian	5.8%	5.9%
Black/African/Caribbean/Black British; African	4.8%	4.9%
Black/African/Caribbean/Black British; Caribbean	1.1%	1.1%
Black/African/Caribbean/Black British; Other Black	0.9%	0.9%
Other Ethnic Group; Arab	1.3%	1.3%
Other Ethnic Group; Any Other Ethnic Group	3.5%	3.5%

(Barnet Library Data, 2013/14)

- Modelled data suggests that most transactions (50%) are carried out by White (English/Welsh/Scottish/Northern Irish/British/Irish) residents and this group uses libraries more than average compared to their resident population.
- Modelled data suggests that white Gypsy or Irish Travellers have the lowest volume of transactions (<1%) and use the libraries less than average

Modelled data suggests White British and Irish people's use of libraries was higher than would be expected given the makeup of the borough's population. Similarly, White groups were significantly over represented in the 2014/15 main consultation questionnaire with 88.3% of responses from this group despite white groups only making up 66.5% of the resident population. However, targeted focus groups ensured BAME groups had their say.

Of individual BAME groups, Gypsy and Irish Traveller people were the only ones to show disproportionately low representation. Gypsies and Travellers were more likely to use the libraries in Chipping Barnet and Golders Green than in other parts of the borough according to modelled data. While the error rate is potentially high given that the Gypsy and Traveller population is small, there is often low take-up of public services among the Gypsy and Traveller community.

Modelled data suggests that some libraries are used more by minority groups than others. Figure 36 highlights library sites that vary significantly from the average in terms of users who are from BAME groups.

Figure 36: Variations in numbers of BAME users

Service	BAME (variation to All users)
Chipping Barnet	-11%
Hendon	6%
Edgware	4%
Church End	1%
North Finchley	2%
Golders Green	-4%
East Barnet	-9%
East Finchley	-6%
Mill Hill	2%
Childs Hill	6%
Burnt Oak	17%
Osidge	-3%
South Friern	-1%
Grahame Park	25%

Modelled data suggests that Grahame Park and Burnt Oak both have significantly more users from by BAME groups whilst Chipping Barnet has one of the least diverse user groups.

Figure 37: Percentage of BAME users

Library:	BAME users (NA)	BAME respondents (ORS)
Grahame Park	59%	53%
Burnt Oak	51%	30%
Childs Hill	40%	24%
Hendon	40%	38%
Edgware	38%	24%
North Finchley	36%	34%
Church End	35%	18%
Mill Hill	35%	14%
South Friern	32%	29%
Golders Green	30%	25%
Osidge	30%	35%
East Finchley	28%	26%
East Barnet	24%	20%
Chipping Barnet	23%	24%

In Barnet, BAME consultation respondents have been significantly more in favour of proposed changes to the service, such as the increased use of volunteering, self-service, and technology than the general population (Barnet 2011, 2014). In 2011 BAME respondents were particularly supportive of the idea of the digital library, though some groups (such as parents) were also less likely to be aware of existing online resources.

Similarly, in the 2014/15 consultation, non-white respondents to questionnaires were more likely to strongly agree with both using volunteers to enhance the service provided by paid staff, as well as to support community run libraries. Non-white respondents were also more likely to be interested in volunteering as well as being interested in running a community library.

Targeted focus groups revealed that BAME groups were supportive of later opening and the technology enabled Open library model as well as of generating income through renting out additional space.

17.8. Religion

The library service does not collect user data on religion or belief in the course of providing the service. Modelled data suggests that the breakdown of library usage by different religious groups was as shown in Figure 38.

Figure 38: Proportion of library users by religion

	Proportion of library usage	Proportion of Borough population
Christian	40.1%	41.2%
Buddhist	1.2%	1.3%
Hindu	5.9%	6.2%
Jewish	17.6%	15.2%
Muslim	9.2%	10.3%
Sikh	<1%	<1%
Other religion	1.1%	1.1%
No religion	16.1%	16.1%
Religion not stated	8.5%	8.4%

(Barnet Library Modelled Data, 2013-14)

- Most transactions (40%) are carried out by Christian residents.
- Sikh residents have the lowest volume of transactions (<1%).
- Compared to the resident population, Jewish residents use libraries more than average and Muslim residents use them less

Modelled data suggests that the proportion of use by Jewish people is higher than would be expected given the makeup of the borough's population (to a statistically significant extent), while Muslim residents use libraries slightly less than would be expected given the makeup of the Borough's population.

This finding contrasts with the national Taking Part survey, which monitors the uptake of cultural events among different demographic groups, shows that there are differences in participation between religious groups and that Muslims are significantly more likely to use libraries than other religious groups (DCMS survey, cited in MLA, 2010). Barnet's consultation exercises have ensured that people from a range of religious backgrounds are represented and these did not identify any specific needs or barriers relating to use by people from different religious groups. However, further engagement will be undertaken to identify whether there are any specific access barriers for Muslim residents in Barnet.

Modelled data also suggests that some libraries are used more than would be expected by people from particular religious groups. Muslim people are relatively heavy users of Burnt Oak and Childs Hill libraries. Jewish people are heavier users of Edgware, Golders Green, Hendon and Mill Hill than would be expected even given the high numbers of Jewish people in those areas.

After Christians (38.3% respondents), Jewish residents were the highest number of respondents (21.5%) to the main questionnaire in the 2014-15 consultation. Jewish residents were more likely than other religious groups to strongly support the use of volunteers as well as community run libraries. Jewish respondents also showed preference for libraries to be open on Sundays, whereas Christian respondents showed a preference for libraries to be open on Saturdays.

17.9. Employment and economic activity

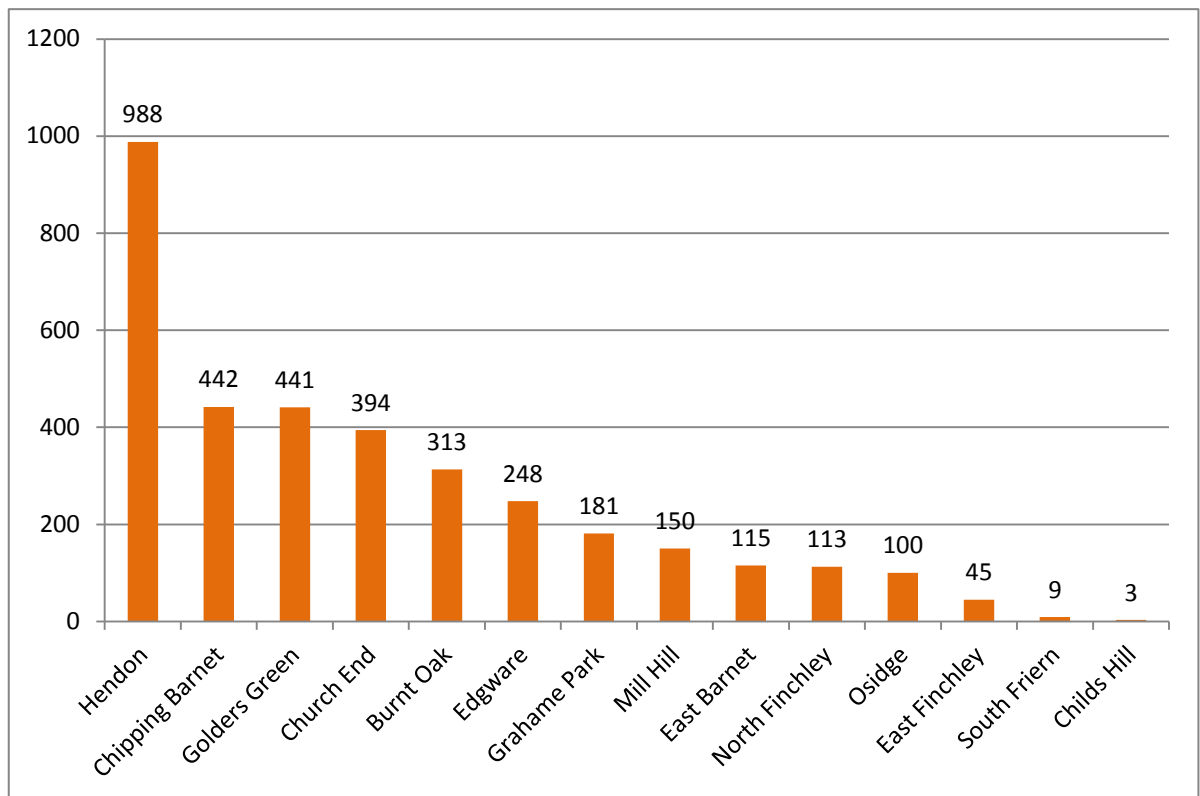
Analysis of transaction data suggests that around 2% of transactions are carried out by people claiming JobSeekers Allowance, matching the borough profile, and just fewer than 6% by people claiming out of work benefits, against a borough average of 7.1%.

Modelled data suggests that Burnt Oak has a disproportionately high number of transactions from people claiming JobSeekers Allowance given its catchment area. Grahame Park and South Friern both have disproportionately high transaction rates from JSA claimants and people on out of work benefits, while Golders Green and Hendon have lower-than-expected rates.

The library service has offered jobseekers additional hours of free PC access through a JobCentre Plus referral scheme. Take-up of this scheme has been most successful at Hendon, Chipping Barnet, Golders Green, Church End and Burnt Oak with data suggesting much lower use taking place in Childs Hill, South Friern and East Finchley for the financial year 2014/15.

Figure 39 shows the take-up of Job Centre Plus' free hours scheme for job hunters to use the internet at library sites for the year 2014/15

Figure 39: Job Centre Plus Free Hours



Source: JCP statistics (2014/15)

As figure 40 demonstrates, Burnt Oak has the highest level of residents receiving out of work benefits (12%) and job seekers allowance (3%). Other wards with high levels of out of work benefits are Underhill, Childs Hill and Colindale, whilst Totteridge and Garden Suburb have the lowest levels of residents on out of work benefit.

Figure 40: Out of work and job seekers allowance percentages of working age population (16-64) in 2015.

Area	% out of work benefits	% Job Seekers allowance
Burnt Oak	15%	2%
Underhill	12%	2%
Golders Green	11%	2%
Childs Hill	11%	2%
West Hendon	11%	2%
Colindale	10%	2%
East Barnet	10%	2%
Coppetts	10%	2%
Hale	10%	2%
Woodhouse	10%	2%
Barnet	9%	2%
East Finchley	9%	2%
Brunswick Park	9%	1%
Edgware	8%	1%
Hendon	8%	2%
Oakleigh	8%	1%
High Barnet	8%	1%
Mill Hill	7%	1%
West Finchley	7%	2%
Totteridge	6%	1%
Finchley Church End	6%	1%
Garden Suburb	5%	1%

Source: DWP benefit claimants - working age client group for small areas (February 2015) & GLA BPO Projections 2013

The 2011 consultation suggested that unemployed people make good use of libraries – 84% of those responding to the consultation who were unemployed used a library at least once a week. Unemployed people were also more likely to use any of the online services provided (Barnet, 2011).

In 2014, the unemployed people's focus group was strongly invested in the physical library service, focused on libraries' role in making books, computers and the internet accessible and affordable and on libraries being a place of shelter, reducing isolation. The group was unaware of the e-book offer and the participants didn't own e-readers; they stressed the need to continue providing print books and warned that fines could be a barrier to low-income people accessing other media such as DVDs. They were also unaware of the library service's job clubs even though these would be specifically targeted at them.

In 2014/15, those 'not in work' were particularly supportive of plans to use volunteers to enhance the existing service and for support and activities for adults, children and teens to be available. However, they were less supportive of both plans to use technology to extend opening hours, and as a replacement for staff as well as plans to reduce staffed opening hours.

17.10. Transport and Access

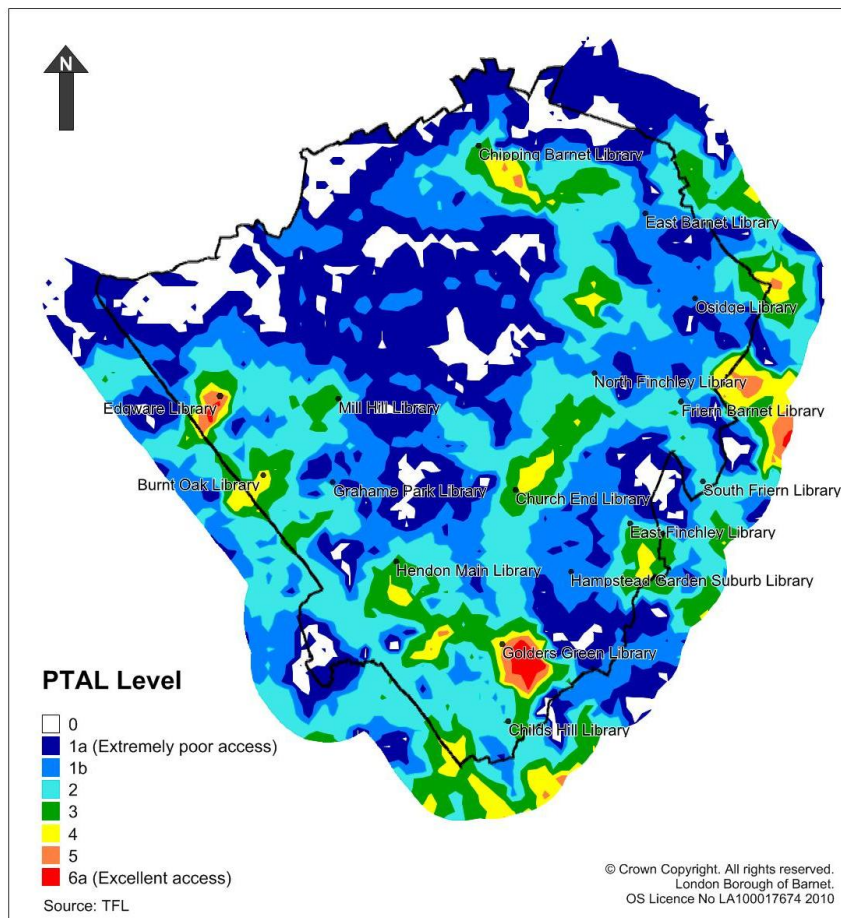
Barnet has high car ownership in comparison to other London boroughs (6th out of 32). 71.3% of Barnet's households own a car or van (Census 2011). However, this is still low in comparison to the rest of England and Wales. Maintaining access to libraries by public transport is therefore important to ensure all who need to use the service are able to do so.

Participants in the 2014 consultation felt that the existing libraries are well served by public transport; Transport for London provides free or discounted travel for key groups who are also likely to need to access libraries (children, young people and students, people in search of employment, older people, people with disabilities). The Public Transport Accessibility Level (PTAL) rating of an area indicates its proximity to regular transport routes which provide access to numerous destinations. The ratings run from 0 through 1a (extremely poor access) up to 6a (excellent access).

Barnet's best located libraries for public transport are Edgware and Golders Green. The next most accessible libraries are Chipping Barnet, Burnt Oak and the current library site at Church End. Hendon and Mill Hill fall in the middle of the scale while East Finchley, Childs Hill and South Friern are lower. In the east of the borough, Osidge, East Barnet and North Finchley are all less easy to access. The current library in Grahame Park has very poor public transport links but its new site in Colindale will be more accessible.

The diagram below shows the PTAL ratings for each site, including the two community libraries.

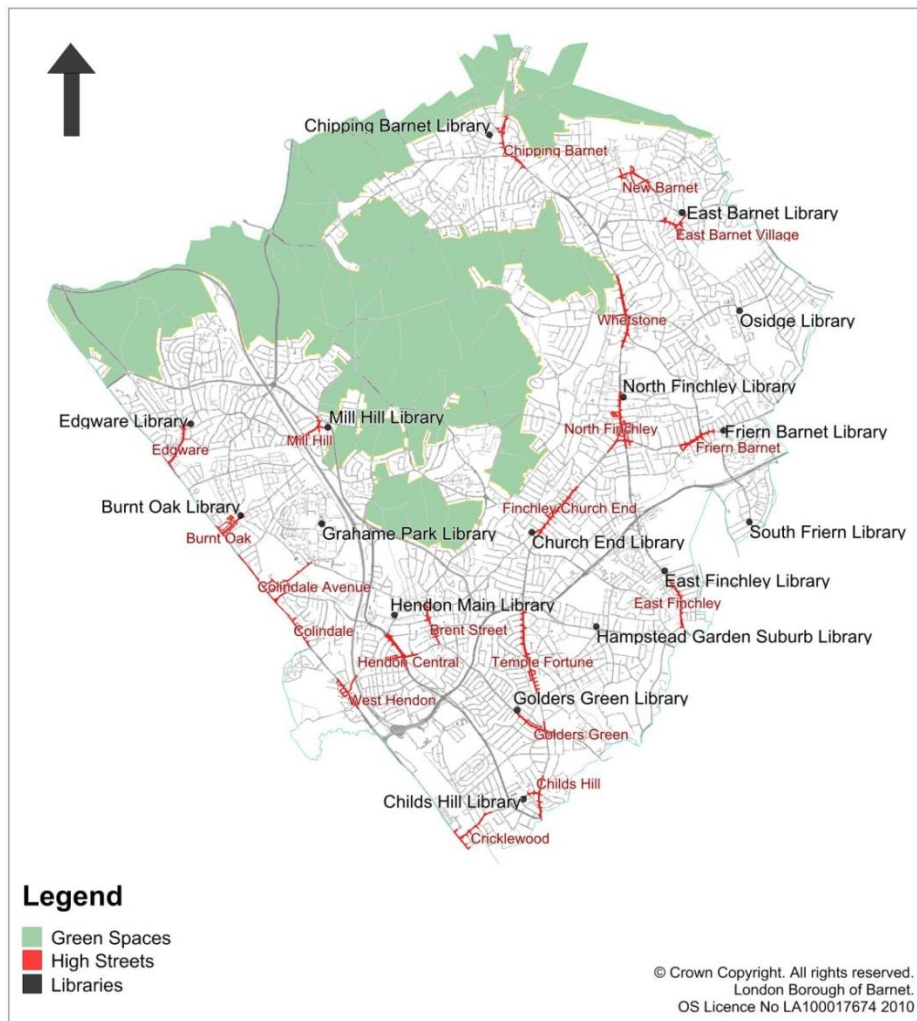
Figure 41: Public Transport Accessibility Level Rating for Barnet



While libraries in Barnet are predominantly placed close to town centres or shopping streets, some consultation has suggested that they could be better located within those areas to attract more footfall and spontaneous visits. Suggested locations included shopping centres (Barnet, 2011).

The diagram below maps libraries against roadways which have shops along them and which therefore attract passing footfall. For reference, it includes the two community libraries. Of the libraries which are still part of the Council's statutory network, only Osidge and South Friern are more than 250m from any of Barnet's high streets.

Figure 42: Barnet Libraries and Streets with Shop Frontage



Distance from Libraries

In order to establish the distance residents in Barnet have to travel to a library the Council has used Transport for London's (TfL) strategic modelling tool which can establish from each Super Output Area (SOA) how far a resident would have to travel to each library. This demonstrates that within the current physical library network 100% of residents were within 30 minutes travel of a local library, 85% within 20 minutes and over 50% within 15 minutes of a library.

It is important to note that these models provide a detailed representation of the public transport network. In this case times were provided for the morning peak and are assumed to be valid for a perfect network: the impact of local issues such as delays, diversions and crowding etc are not taken into account. These travel times provide a useful measure to assess the relative connectivity of different sites. Users should be aware the times may differ from those provided in other applications such as TfL's Journey Planner which has a different purpose and may use different assumptions.

18. Note on data sources and definitions

This needs assessment draws on the following data sources.

Quantitative data on library use:

- Annual statistics on library use and management, collected by the Chartered Institute of Public Finance and Accountancy (CIPFA), and used to benchmark Barnet against a group of fifteen comparable local authorities (CIPFA 2013/14). Because there is a two-year time lag for verification of statistics, this includes information on the libraries at Friern Barnet and Hampstead Garden Suburb.
- Annual statistics collated by the Library Service about activity in libraries, including loans, reservations between 2004/5 and 2013/14 (Barnet Annual Statistics, 2004/5 to 2014/15)
- Visitor statistics collated by the Library Service (Visitor statistics, 2014/15)
- Data collected by the Library Service on other activity in libraries (other transactions, computer use; library-led events; community activities) in 2013/14 (Barnet Library Data, 2013/14).
- Data collated by the Library Service regarding take up of the free PC hour for Jobseekers. (JCP statistics, 2014/15)
- Data collated by the Library Service regarding take up of wifi services (Wifi statistics, 2014/15)

Satisfaction surveys:

- Satisfaction survey undertaken with adult library users in 2009 (CIPFA Adults, 2009)
- Satisfaction survey undertaken with children in 2014 (CIPFA Children, 2014).

Consultation:

- Research and consultation carried out by the Museums, Libraries and Archives Association on the future of libraries (MLA, 2010)
- Consultation undertaken to inform the development of the 2011 Library Strategy (Barnet 2011)
- Consultation and engagement undertaken to inform the development of the Council's Priorities and Spending Review (Barnet 2013)
- Consultation undertaken to inform the development of options (Barnet 2014).
- Consultation on options (Barnet ONS 2014/15).

Transaction data and analysis:

The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010 (this would be considered disproportionate given the purpose of the service). In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups.

For the purposes of this review, so that the Council can use recent data to consider whether the service meets users' needs and ensure that it has been able to pay due regard to its duties under the Equality Act, transaction data from the financial year 2013/14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census, to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has been compared to the demographic profile of the borough. The needs assessment makes use of detailed libraries insight data from 2014 to inform the analysis. This data is based on transactions from the year 2013/14, using this to compare library user profiles against library catchment area profiles, in order to build a sophisticated model of need across the borough.

Although 2014/15 data is available, the needs assessment continues to use 13-14 data as a baseline (as used in the original options appraisal) . This data is still accurate due to minimal changes in both transactions and population between 2013/14 and 2014/15. Between this period there was a 1% reduction in the percentage of borrowers and a 5% overall reduction in loans from library sites, whilst the borough only saw a 1.6% population increase.

Definitions:

Charteris Groups

- Requirement to make assessment of local need prior to considering changes to the library service
- Requirement to consider the specific needs of adults, including older people, disabled people, unemployed people and those living in deprived areas.
- The need to have due regard for the general needs of children, including consideration of the role of schools in the library service.
- The need to take a strategic approach to the library service, rather than focusing on asset management and cost savings.
- The need to have a clear understanding of the extent and range of services currently provided within libraries.
- Consideration of the need for a comprehensive outreach service.

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Appendix C: Barnet Libraries Product Catalogue

Proposed menu of services to be delivered across the Barnet Public Library Network

1. What is the Barnet Libraries Product Catalogue?

The product catalogue sets out the basic range of services to be delivered by each type of library.

The catalogue is split into the following five service areas:

- Developing Literacy and Reading
- Developing Learning
- Developing Culture
- Developing Communities
- Developing Health and wellbeing

Each service area links to key outcomes within the London Borough of Barnet Corporate Plan. This is demonstrated in the diagram below.



2. How to read the product catalogue

There are three elements to each entry within the product catalogue: *Table 1*, *Chart 1*, and *Chart 2*.

- Table 1* lists the main components of the offer within that service area, with examples of specific initiatives, projects and schemes. For instance, reading groups, author talks and Cityread are all examples of Reading Events for Adults.
- Chart 1* provides a visual overview of how each component combines to form an overall service offer within each type of library. Each component is represented by a block of colour, with each block sized to reflect the relative number/ scale of events and projects that are likely to take place within that type of library. For instance, there will be a larger number of reading materials for loan in Core Plus than in Core and Partnership libraries.

- *Chart 2* provides a visual comparison of each component by library type. Each type of library is represented by a different colour, with the size of the bar reflecting the comparative number/ scale of events and projects likely to take place within that type of library.

3.1: Developing Literacy and Reading

Table 1	
Service Area Components	Offer
Reading materials for loan	Child, teen and adult general reading
	Large print reading materials
	Community language reading materials
	Quick reads/ adult literacy reading materials
	child, teen, adult audio books
Digital reading materials	e-books, e-audio books and e-journals
Trained staff on site	Library staff knowledgeable about resources for literacy and reading
Access to trained staff off-site	Library staff knowledgeable about resources for literacy and reading
Reading events for adults These events promote a love of reading, develop adult literacy and creative skills in adults in Barnet and help to support local writers. Collectively they encourage adults to make more use of their local library and to experience reading in all its many different formats, including digital reading.	Reading Groups
	Author talks
	One-off activities
	Cityreads
	Barnet libraries Festival – a Barnet Libraries festival celebrating reading
	Creative writing groups
Reading events for children These events support children’s reading skills from the development of key communication skills and language acquisition in the Early Years to promoting a love of reading for pleasure amongst older children and young people. As with events for adults they encourage children to use the library and to extend and experiment with their reading choices.	Baby Rhymetime (or equivalent)
	Toddler Read and Rhyme (or equivalent)
	Sensory Rhyme & Play (or equivalent)
	Toddler Rhyme & Play (or equivalent)
	Author events and talks
	Beyond the Book Festival- a Barnet Libraries festival celebrating reading
	Positive Activities for Young People (PAYP)
	One-off reading events and activities
Education visits (facilitated)	Tailored class visits to develop a love of books and reading and promote library use
Education visits (un-facilitated)	Class visits delivered by school staff
	Self-led class visits following LBB libraries class visit pack
literacy schemes for adults	Reading Ahead (formerly the six book challenge) developing adult literacy skills
literacy schemes for children	Summer Reading Challenge developing children’s reading skills
	Bookstart developing early readers and school readiness
	Carnegie Medal Shadowing with secondary school reading groups

Chart 1

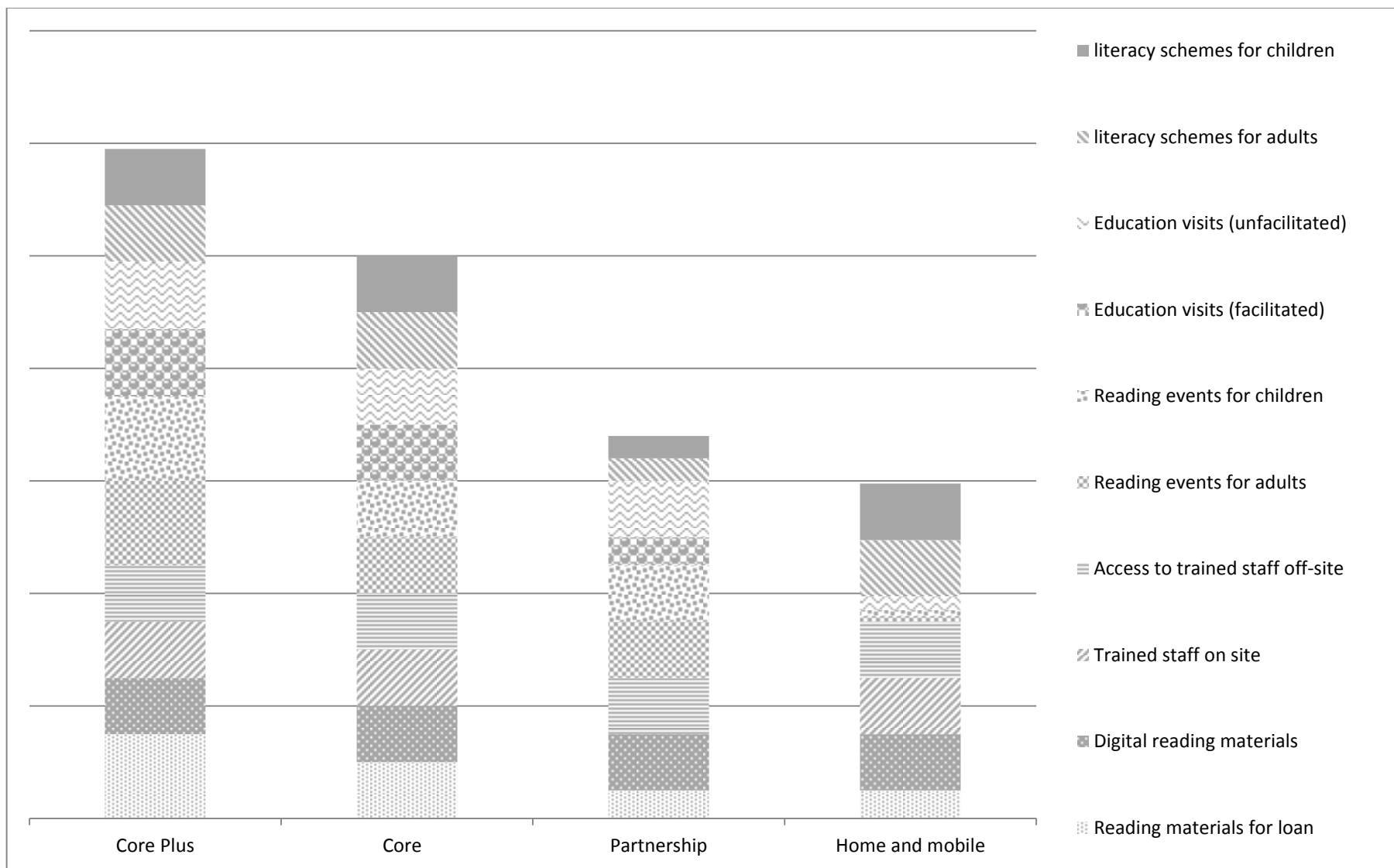
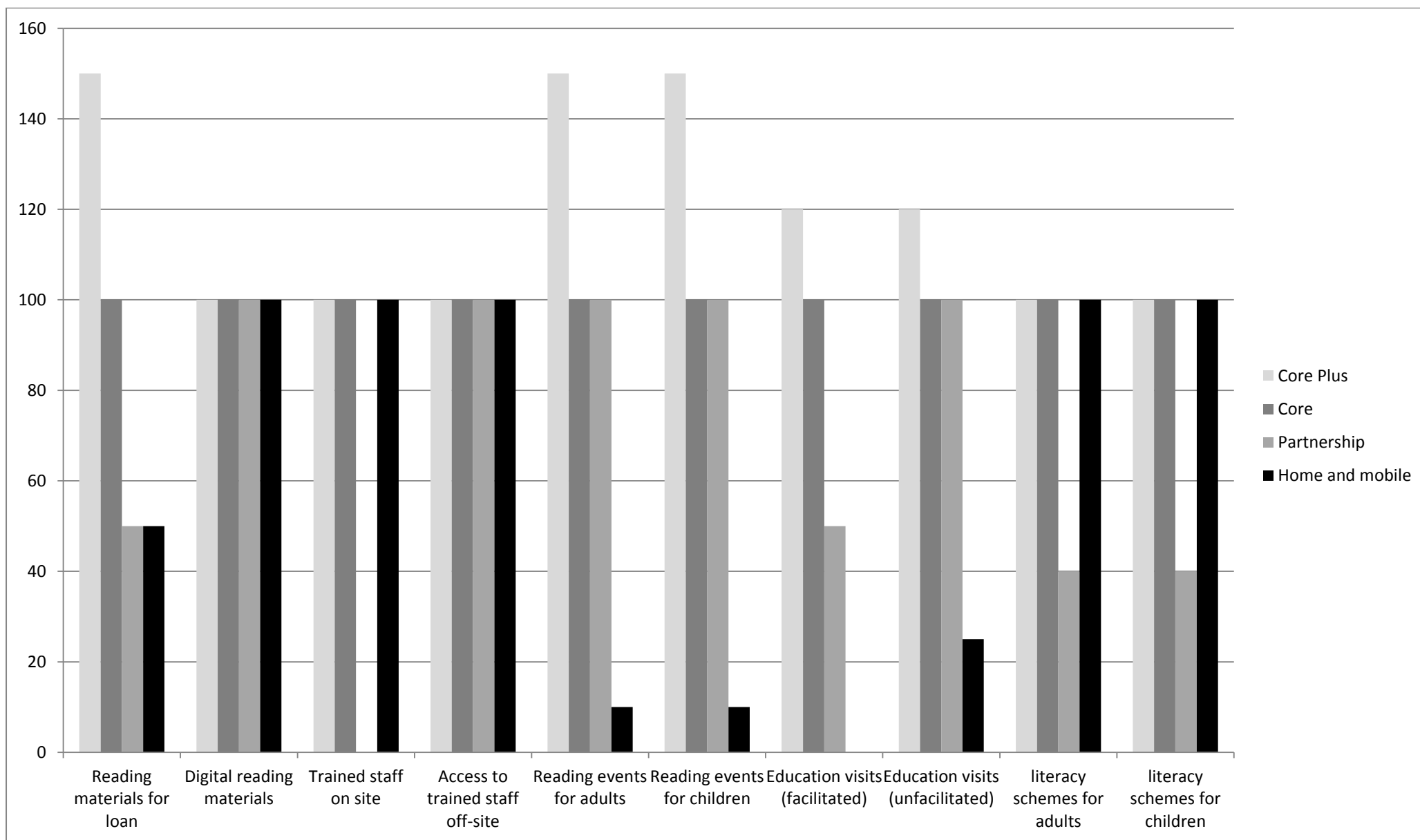


Chart 2



3.2: Developing Learning

Table 1	
	Current offer
Study space	study desks in an environment suitable for both group and individual study
Trained staff on site	Library staff knowledgeable about resources for learning
Access to trained staff off site	Library staff knowledgeable about resources for learning
Learning resources for loan and reference	Non-fiction resources for children, teens and adults including formal study guides
	Reference collections
Learning resources for sale	Education workbooks and charts
Digital learning resources	24/7 online reference library of education and learning databases, e-journals
	Access to PCs/ laptops/ tablets for internet and office software with tailored lists of recommended learning sites and volunteer ICT buddies as additional support.
	Printing/ photocopying facilities
Education visits (facilitated)	Tailored class visits to support the development of learning in and out of school and to promote library membership. Targeted list of schools.
Education visits (un-facilitated)	Class visits delivered by school staff
	Self-led class visits following LBB libraries class visit pack
Learning events/ sessions for adults	ICT classes teaching basic PC and internet skills – broaden to include all tech
	Job clubs & CV support barnet college
Learning events/ sessions for children These events help to teach key skills such as team work, concentration and problem solving and support children and young people in learning how to access and use information from non-fiction books/ resources	Homework clubs/ email homework enquiries service
	FututreVersity courses for young people
	Chess clubs (or equivalent)
	Lego clubs (or equivalent)
	Coding clubs (or equivalent)

Chart 1

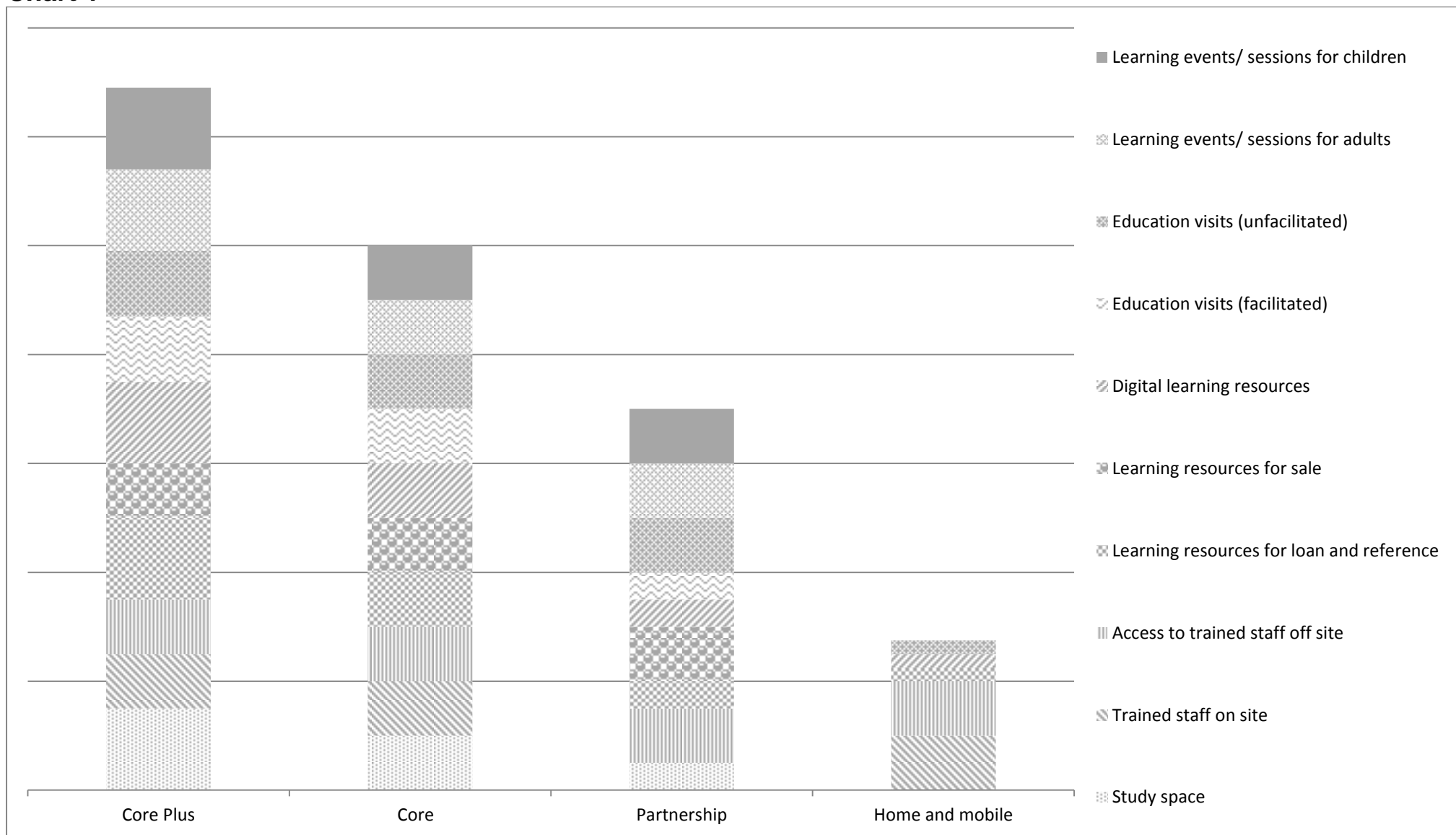
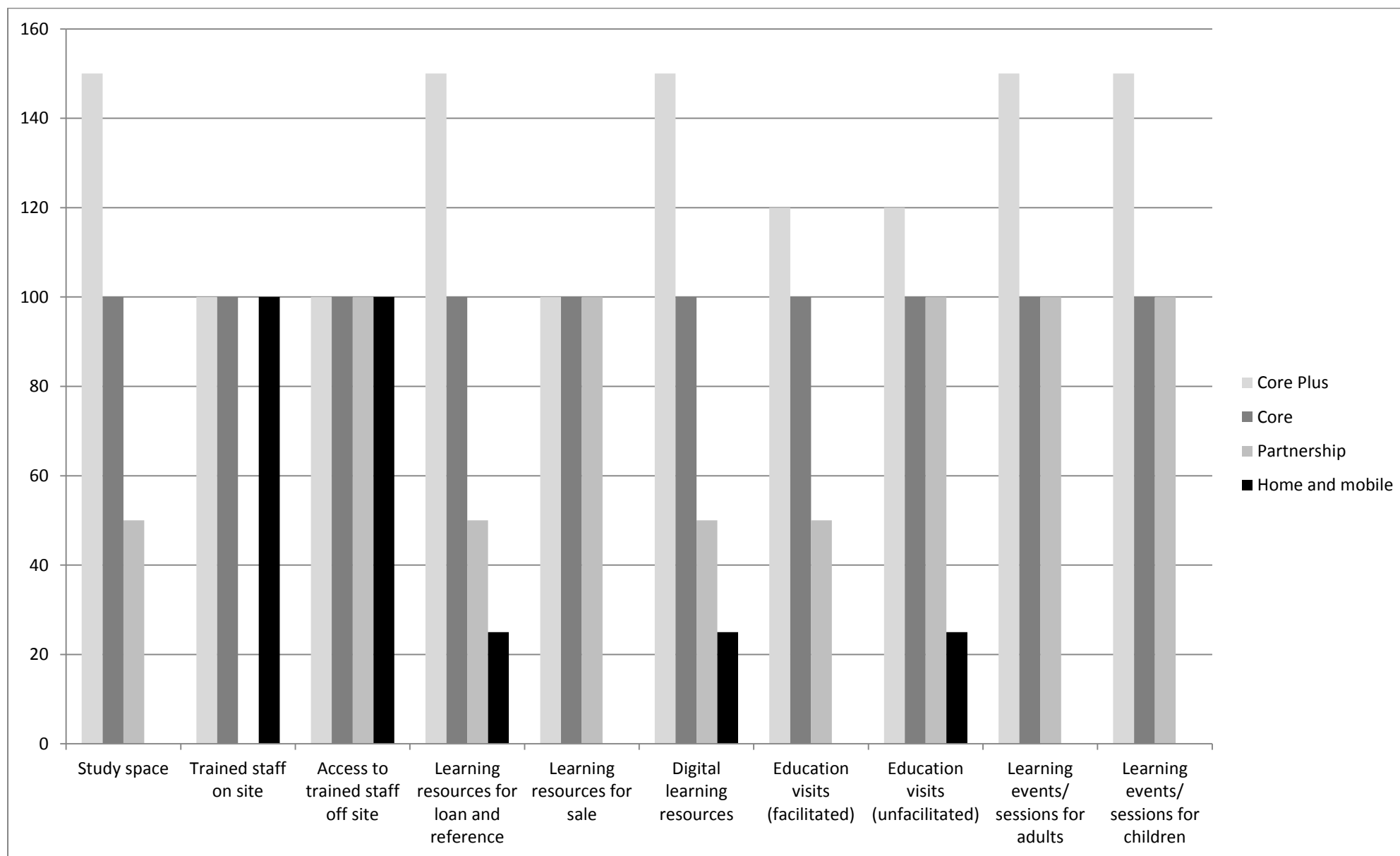


Chart 2



3.3 Developing Culture

Table 1	
	Current offer
Specialist resource collections	Vocal scores for local choirs
	Play sets for local play groups
	Local history resources
cultural events	One-off cultural events
Exhibition space/ cultural commissioning	Floor and wall space for art exhibitions
Access to trained staff onsite	Library staff able to signpost to local cultural events
Access to trained staff off-site	Library staff able to signpost to local cultural events

Chart 1

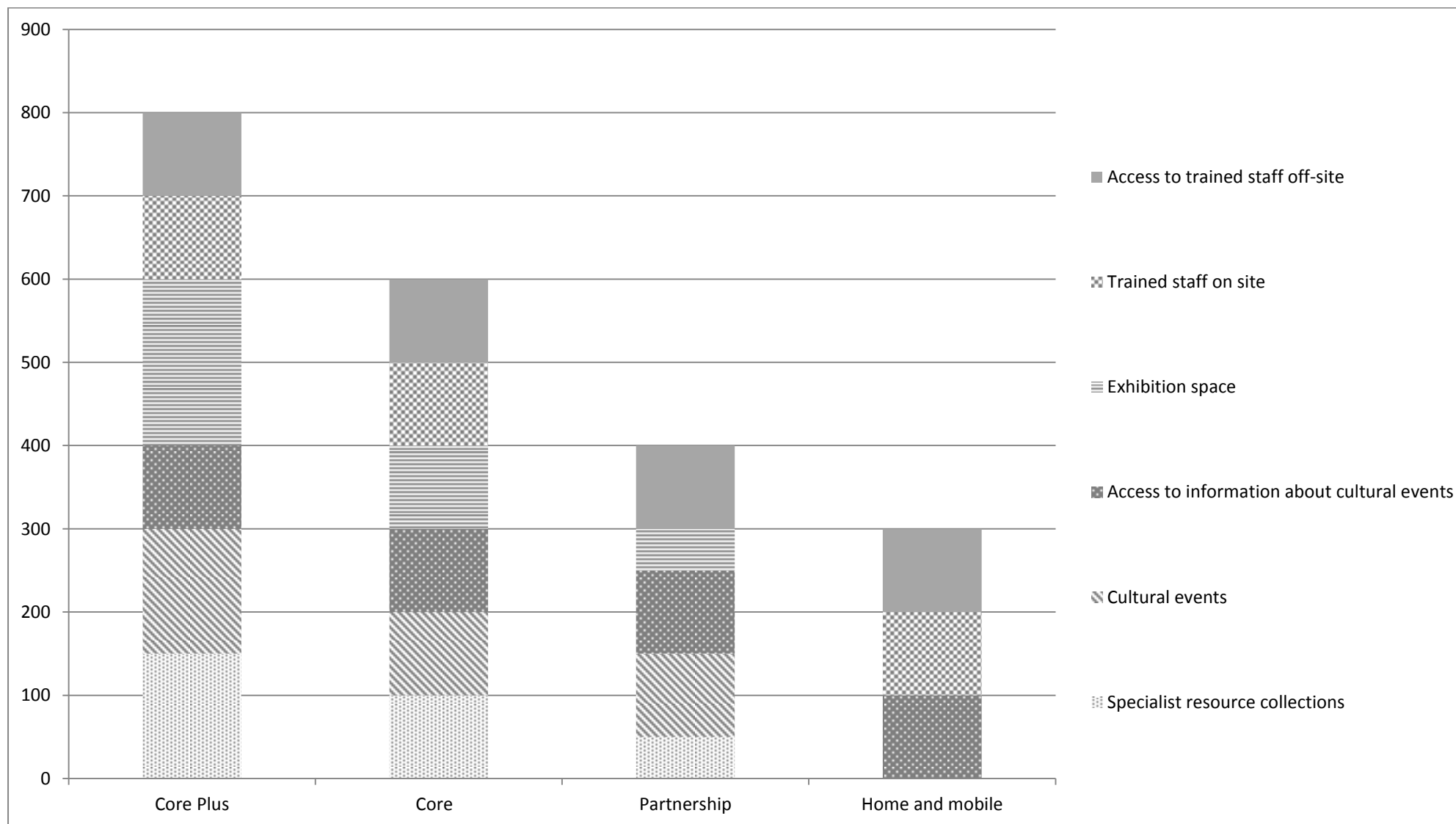
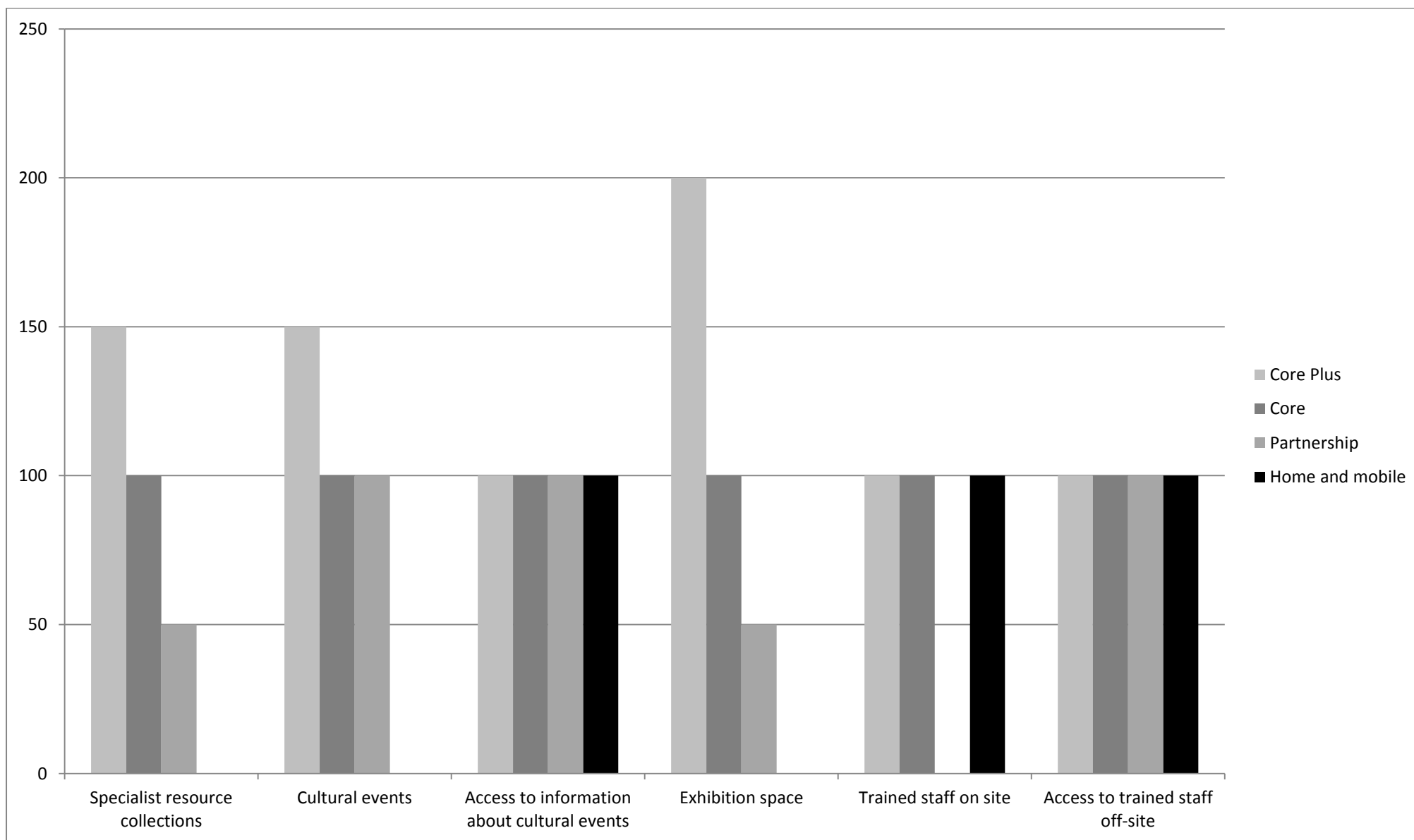


Chart 2



3.4 Developing Communities

Table 1	
	Current offer
Volunteering Opportunities	Adult volunteering programme
	Youth volunteering programme
	Summer reading challenge volunteers
	Work experience/ placements (all ages)
	Duke of Edinburgh Award
	Reparation volunteering for Youth Offenders
Library space	Rooms for hire (varying sizes)
	Coffee Lounge area
	safer places scheme – providing a safe place for those with learning difficulties
	Dementia Friendly communities
Information about the local area and services	notice boards/ print info
	Free PC access for online information
On-site access to other services	Parking permits for sale
	Health advice sessions
	MP and Cllr surgeries
	Housing benefit document checking
	Local police advice children's centres
	PC access for Universal credit applications
Remote access to other services	PC access for Blue Badge renewal
	PC access for Freedom pass renewal
	PC access for Job Centre Plus
	Online access to council services via free PC access and My Account
Support for local businesses and organisations	Glass cabinets to display products and promote services & market place advertising
	Window display units to display products and promote services
	Enterprise workshops to support local businesses
	Carers
Community library membership categories	Nurseries/ preschools

	Reading groups
	Play reading groups
	orchestras/ choirs
Events to reduce social isolation and promote community cohesion	Conversation café
	Knit and natter
	Coffee mornings
Access to trained staff on-site	Library staff trained to find information and to signpost

Chart 1

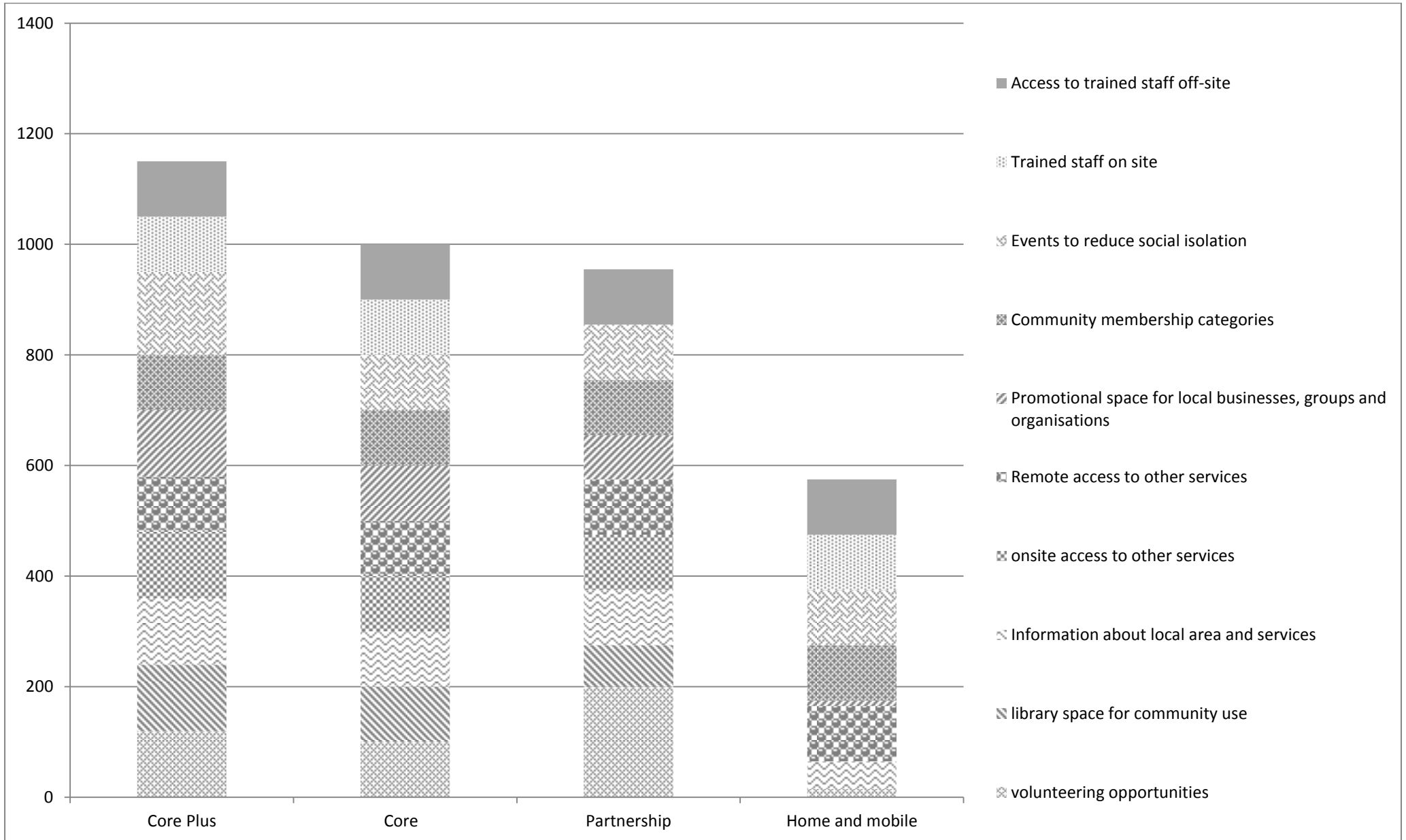
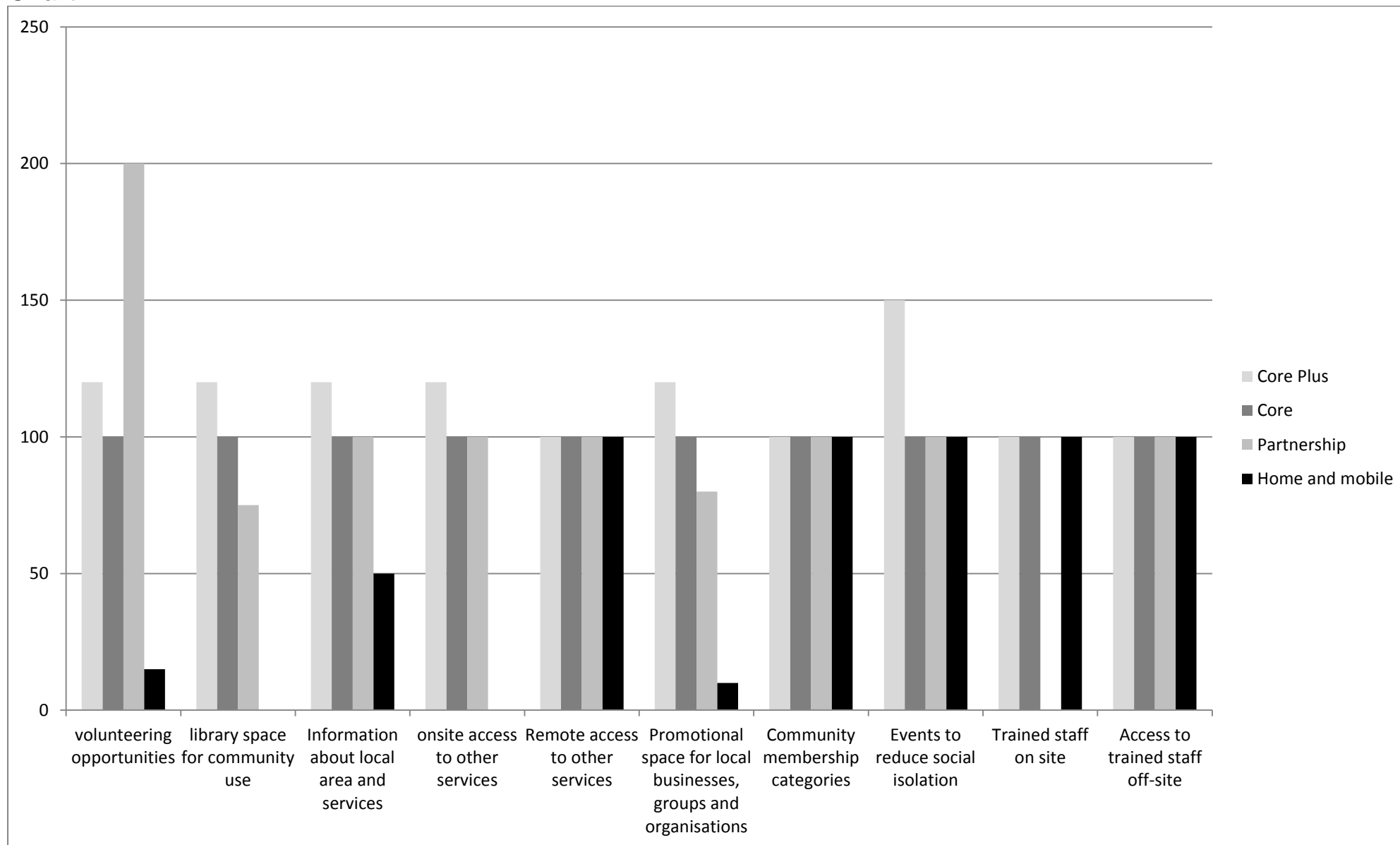


Chart 2



3.5 Developing Health and Wellbeing

Table 1	
	Current offer
Health books/ resources for loan	General books/ resources on healthy living, health conditions and treatment, self help Books on prescription: Dementia collection Books on prescription: Mental Health collection
Health/ wellbeing events	Libraries used for physical activity and stress management sessions such as Yoga, Tai Chi, reflexology etc.
Access to onsite health information/ services	Health advice sessions providing guidance on condition management Sessions delivered by health providers as part of the Children's Centre link activity Promotion of local and council health initiatives
Information is available on a wide range of topics and in a wide range of formats from leaflets about local walks, to on-site advice from health professionals to online information about local leisure centres and doctors	
Access to remote health information/ services	Paper and electronic information such as Local Drs surgeries and dentists. Book appointments online
Trained staff on site	Library staff knowledgeable about resources and information to resolve health based queries
Access to trained staff off-site	Library staff knowledgeable about resources and information to resolve health based queries

Chart 1

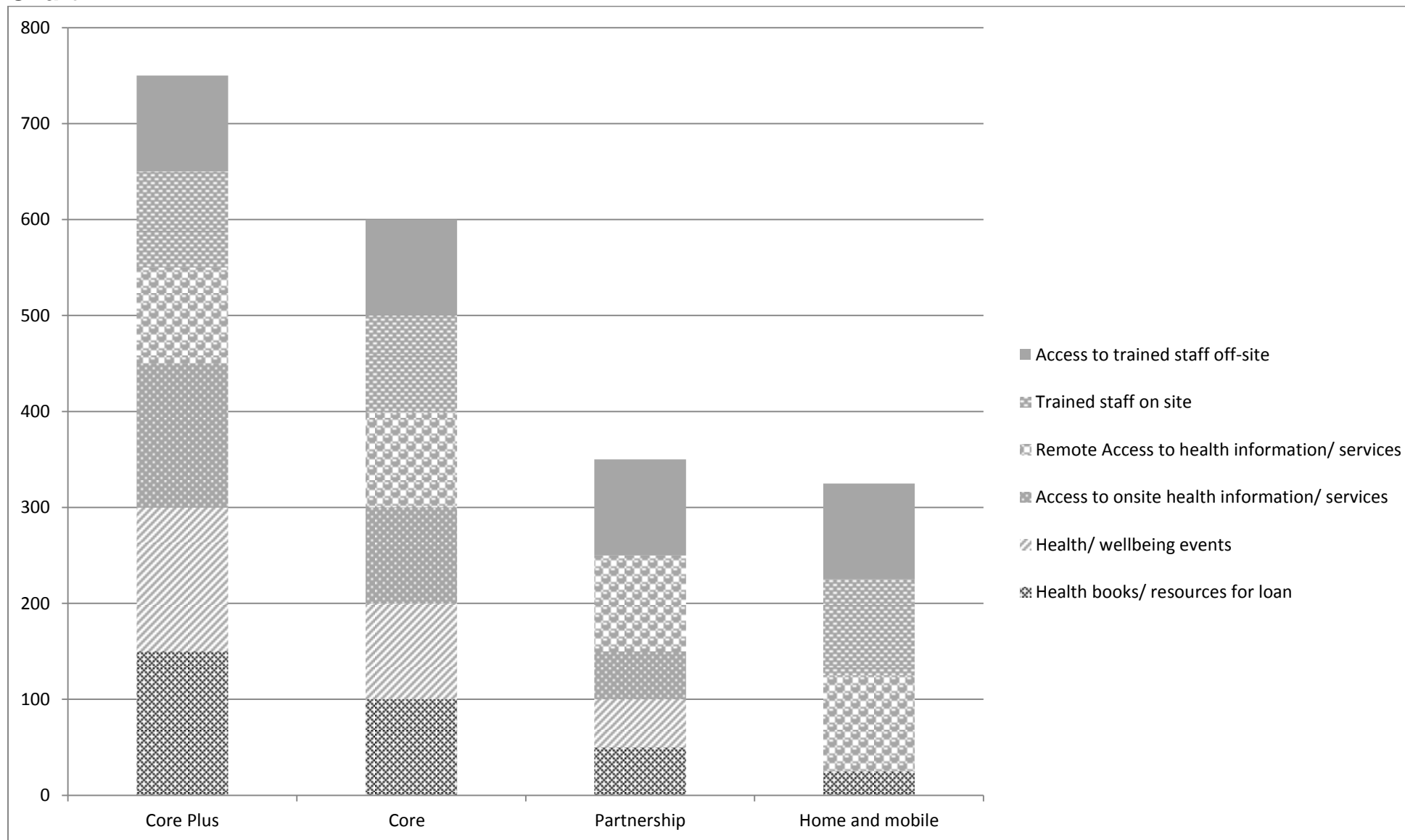
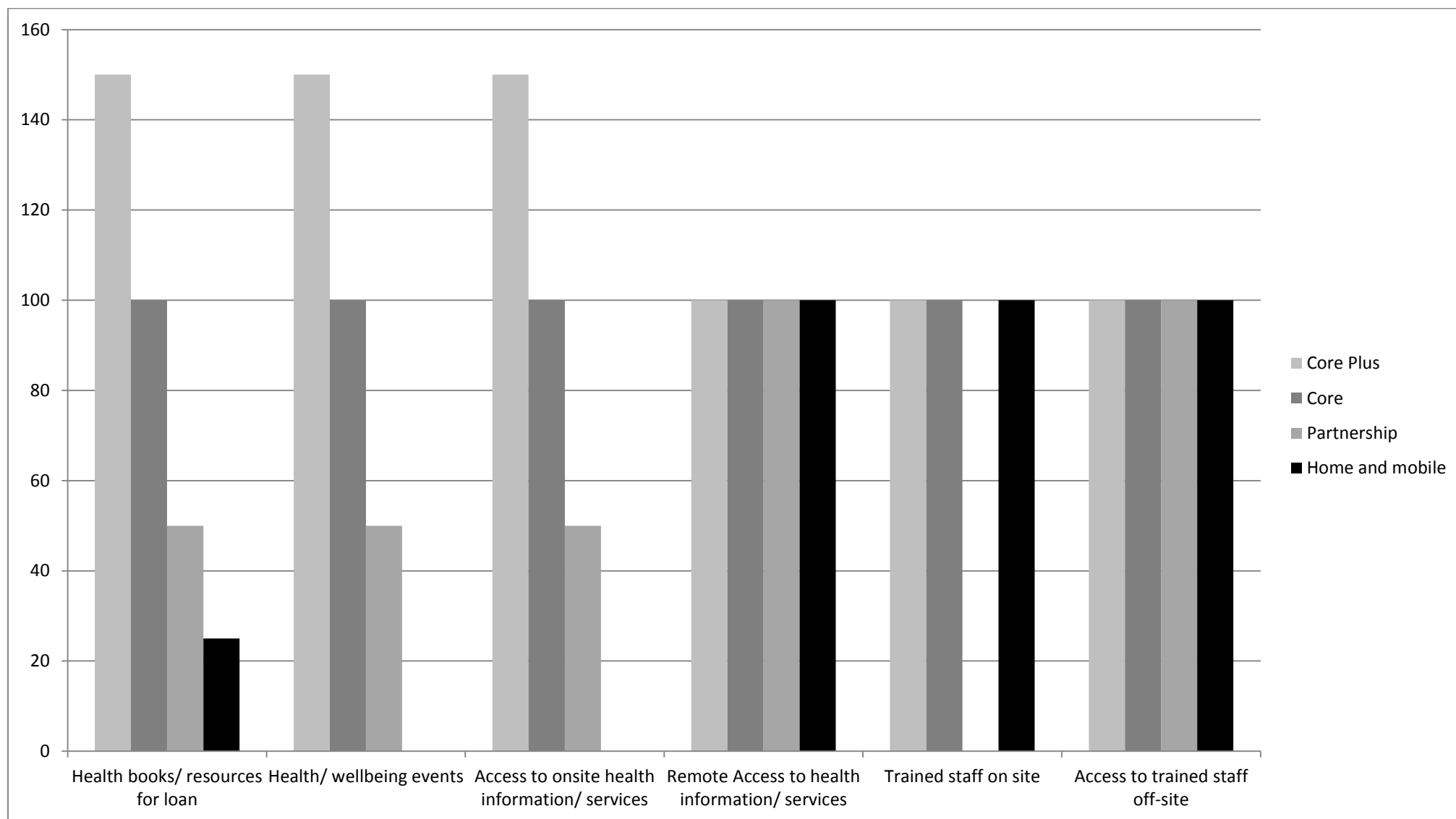


Chart 2



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Appendix Di - Equality Analysis (EqA)

Questionnaire

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
Libraries Review	
Revised service	
Family Services	
7 th March 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Val White, Programme Director, Education & Learning
Stakeholder groups	<p>Internal:</p> <p>Commissioning Group Family Services Delivery Unit LBB Members</p> <p>Informed by engagement with:</p> <p>Library users Library non-users "Charteris Groups": elderly people; children; disabled people; unemployed people; people from areas of high deprivation (identified as having specific needs from libraries by Sue Charteris in her 2009 review of Wirral Libraries). Voluntary and community organisations</p>
Representative from internal stakeholders	Hannah Richens, Libraries Manager, Libraries, Workforce and Community Engagement
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A. Separate EIA completed for impact on staff.
3. Full description of function, policy, procedure or service:	
This section describes the aims and objectives of the function, policy, procedure or service	

Context: Barnet has an extensive library service with high satisfaction ratings among users. The current service includes:

- fourteen physical sites, ranging in size from Hendon (19,375 sq. ft.) to Childs Hill (3,767 sq. ft.), providing access to books and learning materials, computers, printers, photocopiers, Wi-Fi accessibility, study and meeting space, and a range of activities run by library staff and local community groups;
- the mobile library service, which runs for four days a week with stops in 12 locations across the Borough;
- the home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
- the Local Studies and Archives service, which offers access to local historical materials by appointment three days a week, as well as online resources;
- e-books, e-audio and other online resources and learning materials;
- the Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum;
- the Early Years' service, which provides activities in libraries and other community venues for under-5s and their parents and helps administer the national Bookstart scheme; and
- support for adults, children and teenagers, including reading groups, Baby Rhyme Time and other activities.

These services are supported by a central management team, Bibliographic team and a service development team of professional librarians.

Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20. Continuing financial constraints mean that the Council needs to explore alternative ways to deliver a library offer whilst safeguarding services for the most vulnerable.

Why is it needed?: The Public Libraries and Museums Act 1964 provides a general duty for library authorities. Section 7 makes it a duty to provide a comprehensive and efficient library service for the borrowing of books and other materials. The duty is owed to all persons desiring to make use of the service whose residence or place of work is within the borough **and** those who are undergoing full time education within the borough. As well as this duty there is a power to make these facilities available to any person.

There have been a number of developments which offer the potential for more efficient ways of delivering library services. In particular, the increasing availability of technology-enabled opening TEO (self-service technology allowing libraries to open during times at which staff are not present); much greater community involvement in library services (including volunteer-led models such as community libraries), and improved digital and online services make it possible to deliver library services in different, more cost-effective ways.

In October 2014 an initial options appraisal regarding the future library service was presented to the Children's, Libraries and Safeguarding Committee (CELS). This was followed by a period of public consultation that took place between 10 November 2014 and 22 February 2015.

The feedback received during this initial phase of consultation informed the further development of a preferred option which was then presented to the CELS Committee on the 12 October 2015. This Committee approved an additional round of resident consultation on the revised proposals which was conducted between 27 October 2015 and 6 January 2016.

The initial options appraisal considered in October 2014 included three potential future models for the library service. These models were developed and informed by a range of factors including:

- a review of residents' needs.
- the budget savings required.
- the pattern of use of each library over time and the size of libraries.
- the geographical spread of services across the borough and the distance of travel to each site.
- a review of new technology opportunities in development nationally.
- opportunities to increase the use of volunteers.
- the potential to increase sources of income from library buildings together with the investment required to maintain and improve each site.

The first phase (Phase 1) of public consultation took place between 10 November 2014 and 22 February 2015 sought views on a range of different issues including:

- the proposed objectives and outcomes of the library service.
- a range of approaches to reduce costs.
- which opening times were most important for residents;
- residents' views on the relocation and redevelopment of library sites;
- ways to generate additional income;
- different ways to manage the library service and
- views about specific library services.

The consultation modelled three potential outline options for the borough-wide service, setting out the potential implications for each library site and also invited respondents to submit their own ideas (which became referred to as the 'fourth option' during the consultation process).

The consultation also sought the views of library users on what they valued, and explored the views of non-users. More than 3,800 responses were received through a variety of different methods (including online and paper questionnaires, Citizens' Panel survey, focus groups, drop-in sessions and written submissions). These responses informed and shaped the new proposed library strategy and service offer for Barnet outlined in the October 2015 committee report.

The second round of consultation (Phase 2) between 27 October 2015 and 6 January 2016 attracted 1,216 responses to the survey questionnaire (743 to the open questionnaire and 473 responses by the Citizens Panel), with further engagement through focus groups, in-depth telephone interviews, written submissions and school discussion groups. This round of consultation sought residents' views on the following issues:

- maintaining the same number of static library sites in a locality model with the library space reduced in size.
- investing in new technology to provide increased opening hours while reducing the number of staffed sessions.
- recruiting more volunteers to support the delivery of the library offer.
- co-locating libraries with other services and
- partnering with other organisations and community groups to provide services through Partnership libraries.

This second round of consultation has helped to further shape the proposals, as outlined in the attached report and appendices.

The purpose of this Equalities Impact Assessment is to help inform the decision regarding the proposed library model outlined in the attached paper and appendices, considering the impact of the proposals on different groups of residents within the borough.

What are the outcomes to be achieved? What are the aims and objectives?

The ambition for libraries is to;

- Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and fostering a love of reading from the earliest age;
- Equip residents with new life skills, supporting people to live independently, to improve their health and wellbeing and to maximise their employment opportunities; and
- Bring people together, acting as a focal point for communities and assisting groups and individuals to support their local area.

To deliver these outcomes, a set of four objectives have been developed through consultation:

- A library service that provides children and adults with reading, literacy and learning opportunities.
- A library service that engages with communities.
- A library service that makes knowledge and information easily accessible.
- A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.

Key Factors: As part of the decision making process, the Council has considered a range of factors, balancing these factors to develop a new model for library services in Barnet which both delivers the financial savings and provides a comprehensive service for the residents of Barnet. The key factors considered were;

- The vision and objectives of the library service;
- The needs of residents (including Equalities Impact Assessment);
- The financial challenge the Council faces;
- Feedback from the various rounds of consultation and the views of residents on the latest proposal, the previous three proposed options, as well as previous consultation and engagement;
- Local authorities' statutory duty under the Public Libraries and Museum Act (1964).
- The quality and size of each of the library buildings;
- The most effective avenues to maximise revenue from various sources of funding without a negative impact on outcomes of the service;
- The potential of new technology;
- Capacity of the local community in supporting libraries through volunteering and running partnership libraries;

Future library services in Barnet: The above factors have been considered in order to design a delivery model which can achieve the desired outcomes whilst ensuring that the service is run as efficiently as possible. In developing the current proposals the following options have been considered;

Opening hours. Options considered include: library closures; reductions in opening hours; the use of technology-enabled opening; and technology-enabled opening supported by volunteers. Consultation feedback suggested that there was little support for library closures. The current proposal therefore includes a mix of:

- Sessions that are staffed by members of the library service
- Facilitated sessions where the library will be open through the use of new technology but supported by volunteers
- Sessions where the library is open through the use of technology but unstaffed

Maximising income. The Council consulted on the following options to maximise income;

- Installing commercial collection points (e.g. Amazon lockers)
- Advertising and sponsorship
- Increased hiring out of the library space
- 'Barnet Libraries Supporters Scheme' available on subscription
- Installing more vending machines
- Hiring out of parking spaces at libraries
- Reviewing fees and charges.

It was concluded that all these options were suitable to be further considered.

Volunteers and community run libraries: A number of approaches for increasing the use of volunteers in libraries have been explored.

- Volunteers to enhance the service offer
- Volunteers to support technology-enabled opening
- Friends Groups

All three options feature in the proposal set out in the attached report and appendices.

Community libraries: The review considered options for future community run libraries in Barnet including

- Community run libraries operating within the Barnet public library network; and commissioned to run services; and
- Community run libraries operating outside the Barnet public library.

In order to maintain the present network of libraries within current financial constraints, the proposal suggests four library sites will be operated and managed by local community or voluntary sector groups. These have been called 'Partnership Libraries.' Partnership libraries will get the benefit of professional support and stock, combined with the advantages community groups can offer in engaging local residents and responding to local needs. They will remain part of the LBB library network.

Alternative Delivery Models: As part of the original options paper, published in October 2014, a range of options were outlined for public consultation. The models considered were:

- Libraries run directly by the Council
- Libraries run by an educational body
- Libraries delivered through a shared service with another council
- Libraries run by a staff owned mutual
- Libraries run by a charitable provider
- Libraries run by a commercial provider

The Council will continue to explore the opportunity to develop an alternative model for the future management of library services as part of a later phase of the library service review once the future model for the service is agreed by the council. Until this point, the service will continue to be delivered directly by the council.

Proposed new model

To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the latest consultation, it is proposed to maintain a network of 14 libraries as well as the digital and home and library services. The Council will also continue to provide a financial grant to the community libraries at Friern Barnet and Garden Suburb.

The proposed future model will deliver savings of £2.162 m by 2019/20, contributing towards the Council's £98.4m budget gap. The savings are made up of a £1.616m reduction in the libraries revenue budget and £0.546m increase in income through improved use of the library estate.

Summary of the proposals:

- To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the retain the digital, and home and library service
- The library offer will be based on 4 localities
 - West: Grahame Park, Golders Green, Hendon, Childs Hill
 - East: Chipping Barnet, Osidge, East Barnet
 - North: Edgware, Burnt Oak, Mill Hill
 - Central: Church End, East Finchley, North Finchley, South Friern
- Libraries will be categorised as Core, Core Plus and Partnership. Each locality will have a Core Plus library and one or two Core libraries, with each having a service offer specific to their categorisation.-
- Core libraries will provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas and will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.
- Core Plus libraries will provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.
- Partnership Libraries will be developed jointly with local communities and remain part of the library network, with the council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.
- In total Barnet's libraries are currently open 634.5 hours per week. This will increase to 904 opening hours per week. Core and Core Plus libraries will operate three different types of sessions as part of opening hours. These are:
 - Sessions staffed by members of the library service. (188 hours per week)
 - Facilitated sessions where the library is open through the use of new technology supported by volunteers. (60 hours per week)

- Sessions where the library is open through the use of technology unstaffed. (596 hours per week)

- Investing in new technology will allow libraries to open longer, as well as provide information digitally 24 hours a day as currently happens. The use of technology which allows libraries to be opened unstaffed, will be implemented at all Core and Core Plus libraries. Alternative arrangements will be put into place at Burnt Oak where the library is co-located with the Council's Customer Service Centre.
- The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and working together with community and voluntary groups to develop partnership libraries. Volunteers will play a key role to develop facilitated opening hours with the use of new technology, such as the Open+™ system used in the Edgware pilot.
- The majority of the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will be a 'user' of the building and have a defined footprint within the building. This will allow the Council to ensure it maximises income from the library buildings whilst continuing to support the library service.
- The Council will continue to seek to maximise income through use of library space, amending current fees and charges and exploring new revenue streams such as sponsorship and advertising and developing friends of / supports groups.
- The library service will continue to offer:
 - A mobile library service.
 - The home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
 - The Local Studies and Archives service, which offers access to local historical materials alongside online resources;
 - e-books, e-audio and other online resources and learning materials;
 - The Schools Libraries Resources Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum; and
 - The Early Years' service, which provides activities in libraries for under-5s and their parents and helps administer the national Bookstart scheme
- Funding for Friern Barnet and Garden Suburb community libraries.

Who is it aimed at?

The Council's statutory duty applies to all those who live, work or study in the borough. This duty applies to those persons whose residence or place of work is within the borough or those who are undergoing full time education within the borough.

Identify the ways people can find out about and benefit from the proposals.

If approved, the increased technology-enabled opening hours will be widely publicised. Volunteers and community organisations will be actively sought.

Consider any processes they need to go through or criteria that we apply to determine eligibility.

Most members of the public are able to access a library building during staffed opening times. To borrow items, library users must join the library. This is a simple process which can be

carried out in person or online, with support available at library buildings. To use online resources residents simply have to be a member of the library and get a unique PIN. This can be undertaken in a library, via telephone or on the Council's My Account website.

The home library service is available to residents whose mobility is limited because of age, disability or illness. Users register using a short membership application form.

To use technology-enabled opening hours users must opt into the scheme and receive some user education on correct practice and procedure. Children (aged 15 and under who are not in year 11) are not eligible to register for technology-enabled opening and must be accompanied by an adult during this period. Young people aged 16 to 18 must obtain parental permission prior to being registered for the service. The revised proposals extend membership of the scheme to young people studying in Year 11 with authorisation required from both a parent/guardian and the student's school or college. All users of technology-enabled opening must be registered library members and must show one form of identification confirming their address.

Technology-enabled opening supported by volunteers will apply the same access criteria but will offer support to those who might have difficulty using the library or feel safer with volunteer support. Technology-enabled opening has been piloted at Edgware Library.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The Needs Assessment looks at the demographic makeup of the borough as well as how libraries are used. The Equalities Impact Assessment draws on the analysis in the Needs Assessment and consultation and sets out identified specific needs of each of the above groups, outlining where proposals might impact on each group and proposed actions to mitigate the impact. It also analyses the needs of unemployed people and people from areas of high deprivation as these are groups identified as having specific requirements from a public library service.

Data Sources

The review and new proposal have been informed by a comprehensive Needs Assessment (Appendix B) and consultation. Sources which have informed the analysis are;

- transaction data and management information from the library service
- performance data compiled by the Chartered Institute of Public Finance and Accountancy (CIPFA) and benchmarked against comparable local authorities
- data from the 2011 Census, the Department for Work and Pensions, HMRC, and the Indices of Multiple Deprivation
- Data modelling of the demographic breakdown on library uses based on library transaction data and census data (explanation below)
- travel time and accessibility data from Transport for London
- information on the condition of the library estate
- resident consultation carried out to develop the 2011 Libraries Strategy, public consultation on Council spending plans carried out in 2013; focus groups undertaken to inform options paper in summer 2014; Phase 1 of full public consultation from November 2014 to February 2015; and the most recent Phase 2 of public consultation from October 2015 to January 2016.
- user feedback, satisfaction surveys carried out in 2009 and 2013 (with adults and

children respectively)

- qualitative research from the Museums, Libraries and Archives Association and Arts Council England and on the special needs of particular demographic groups where relevant.

Available data and modelling

The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010. In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups.

For the purposes of this review, and so that the Council can use recent data to consider whether the service meets users' needs and ensure that it has been able to comply with its duties under the Equality Act, transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census. This is then used to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has then been compared to the demographic profile of the Borough. The Needs Assessment makes use of detailed libraries insight data from 2014 to inform the analysis and is referred to throughout the EIA and Needs Assessment as 'modelled data'. This data is based on transactions from the year 2013-14, using this to compare library user profiles against library catchment area profiles, in order to build a sophisticated model of need across the borough. The data is referred to throughout both the EIA as 'modelled data'.

Library data illustrates that between 2013-14 and 2014-15 there was a 1% reduction in the percentage of borrowers and a 5% overall reduction in loans from library sites. With relatively small changes to library usage and a small 1.6% population increase between 2013-14 and 2014-15, conclusions drawn from the detailed insight analysis outlined above, are unlikely to have changed significantly and so 2013-2014 data has been kept as a baseline.

Data Analysis

A number of pieces of analysis have been carried out to identify the impact of the changes to the network i.e. any significant reductions in space, opening hours or community involvement in groups of libraries under the proposed future model for Barnet's library services.

To show the impact on users, the proportion of transactions carried out by each protected group at affected libraries has been modelled as a proportion of all library activity carried out by that group. Statistically significant differences from the mean have been identified to show where impact may be disproportionately high, other more limited variations have also been noted. As described above, 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.

The impact on users has also been determined by identifying the proposed changes in opening hours and library footprint and how this might impact on the needs of particular demographic groups.

Analysis also took into account information from Transport for London and the Census 2011 data, as well as GLA projections based on 2011 Census data, to identify the number of people living in areas of the Borough which, within the reconfigured library networks, would not have access to a local authority-run library within 30 minutes' travel time by public transport. Within the proposed model no libraries will close and therefore there would be no change in distances

travelled for residents who want to use libraries.

Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.

Finally, for all groups, the analysis includes any consultation feedback or other research relevant to the proposals. For the impact on the general population, including non-users, information was collected through the Citizens' Panel Survey which was part of both Phase 1 which ran between Nov 2014-Feb 2015 and Phase 2 consultation between Oct 2015-Jan 2016.

Overall impact

Proposal:

It is proposed that no libraries will close and therefore there is no change for residents travel times to libraries. This means that a total of approximately 750 people in Barnet (0.22% of the Borough's population) do not have access to a library within 30 minutes' travel time by public transport (as is currently the case). Therefore, over 99% of residents without disabilities affecting access have access to a library within 30 minutes, whilst 85% have access to a library within 20 minutes and 50% within 15 minutes (Based on TfL's strategic modelling).

There is a proposed change to the service offer at some sites and a reduction in size. There is a reduction across the network in total library footprint from 92,214 sq ft to a minimum of 46,715 sq ft. The Core Plus libraries will see a smaller reduction in library space, whilst Core and Partnership libraries will see a more significant reduction. The locality model has been designed to ensure a geographical spread of services across the borough. As buildings are reconfigured non-public areas will be kept to a minimum to mitigate the reductions in library footprint.

Libraries are currently open for 634.5 hours across the borough; this will increase to 904 hours made up of a range of sessions, including 188 staffed hours, 60 technology-enabled hours supported by volunteers, 596 technology-enabled hours (unstaffed). Partnership libraries will be open for a minimum of 60 hours per week between them. These changes represent an increase in opening hours of 42%. In regard to staffed sessions, Core Plus libraries will have 23.5 hours per week, whilst Core Libraries will have 15.5 hours per week. This means that in Core Plus libraries staffed opening hours will reduce by 52% (194.4 hours to 94 hours), whilst Core libraries will see a reduction in staffed hours of 66% (275.5 hours to 94 hours). Overall staffed hours will reduce by approximately 70%. Opening hours supported by staff or volunteers will reduce by approximately 60%.

The overall increase in opening hours will be a benefit to library users who prefer to access libraries in the evening or early mornings and are happy to access library services unsupported. It will potentially be of particular benefit to working age adults, especially those employed, and students over the age of 16 for study/access outside of normal college or school hours. It will also be a benefit to those non-users who currently do not access the library because it is not open at times that suit them. The expansion of the digital service will also be a significant benefit for library users who require access to a wider range of online resources.

The reduction in staffed opening hours will have a significant impact on those who may require support to access the static library sites or require support to utilise the library during technology-enabled opening. The reduction in staffed hours will mean less support available in

the library to get advice, information and to utilise the resources in the library. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated technology-enabled opening library, training and information sessions about technology-enabled libraries, use of the home and library service and the development of a virtual enquiry line will help mitigate the impact on these groups.

Another group who will be significantly impacted by the changes will be under 16's (apart from 15 year old pupils in Year 11) who 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 week together with working closely with schools to enable school visits and outreach to continue will help mitigate the impact of the changes. School library facilities available for school pupils in Barnet also provide an alternative after school study space during school weekdays.

Core Plus libraries account for 36% of transactional library activity, whilst Core Libraries account for 45% and Partnership libraries for 20% respectively. This means that the reduction in opening hours at Partnership Libraries will potentially impact on 20 per cent of those who use libraries, whilst the reduction in library footprint and staffed hours will have the biggest impact on residents who use Core libraries, as these libraries equate to close to half of all library activity.

The table below details any differential impact on each equality strand, before looking at implications on particular libraries or categories of libraries.

The qualitative data, unless otherwise stated, is drawn from the five major consultation exercises carried out in Barnet with regard to libraries, in 2011, 2013, 2014 and most recently Phase 1 (2014/15) and Phase 2 (2015/16) consultations. The Quantitative data is drawn from a range of sources and is outlined in more detail in the Needs Assessment (Appendix B to the main report). The analysis also makes use of the results of the pilot of technology-enabled opening that took place at Edgware Library (using Open+ technology), which commenced in June 2015.

1. How are the equality strands affected?		
Equality Strand	Affected?	Explain how affected and mitigating actions
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>General considerations:</p> <p>All adults</p> <p>The library service's strategic objectives continue to promote its reading and learning opportunities for adults: this has been identified as a key area for the service.</p> <p>Adults will be able to use libraries in all library sessions (staffed, unstaffed and facilitated).</p> <p>Older people</p> <p>Latest projections suggest that by 2030 the number of people aged 65 and over is projected to increase by 34.5%, over three times greater than other age groups. The growth in the number of over 85's is even more significant, increasing by two-thirds (66.6%) by 2030. It is anticipated that the increase in the number of over 85's will mean more residents with mobility issues who are unable to access physical libraries.</p> <p>Older People made up a third (33.1% of adults 18 and above) of respondents to the Phase 1 questionnaire and 29% of respondents in the Phase 2 consultation, although they account for 13.1% of library users, similar to the borough profile (13.8%).</p> <p>Older people (aged 65 and above) were less supportive of plans to use technology to extend opening hours or replace staff, due to worries about staff availability, especially in regard to support with IT. Older people may also be concerned by an increase in the use of volunteers as they see this as a potential decline in the quality of service. 1 in 8 respondents in the Phase 2 consultation identified 'training on how to use the technology' as a factor that would encourage them to use the technology-enabled opening hours.</p> <p>According to a Communications Market Report by OfCom (2014), whilst two-thirds of those aged 65-74 have access to the internet at home, only a third of those aged 75+ do so. Those who can access the internet will be able to use the digital library 24 hours a day. This group is also more likely to be able to use self-service technology at local libraries. Hence, it is those over 75 who are likely to be most affected.</p> <p>As older people are more likely to be concerned about reductions in staffing levels, a reduction in staffed hours of 70% will potentially have a negative impact on this group. It is most likely this will have a more significant impact on those over 75, as this group is generally less technologically adept and is also more likely to be isolated. The locality model for the 14 libraries has been developed to ensure a mix of library</p>

	<p>provision and spread of staffed opening hours across the borough. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.</p> <p>Our survey of registered users of the extended hours service at Edgware library has shown that 28% of respondents were over the age of 65. Of these, 60% had used the technology to access the building with 58% of these using it weekly or more frequently. When asked whether they had experienced difficulties, 2 individuals responded that they had experienced some difficulty with 1 referencing difficulty with using technology. These respondents had chosen to register for the technology-enabled opening hours and therefore may be more comfortable or familiar with technology.</p> <p>Respondents over the age of 65 cited a number of benefits to them of the extended opening hours, these included: greater availability of services as these periods are quieter; less noise in the library; easier access with no parking restrictions before 8am and after 6.30pm in the vicinity.</p> <p>Modelled data indicates that none of the proposed core libraries are used disproportionately by 65+ users, although the high response rate from older people in the consultation demonstrates the importance to this cohort.</p> <p>The reduction in opening hours at Childs Hill could have a disproportionate impact on over 65s according to modelled data, as it is estimated that 24.1% of those who use this particular library are over 65, compared 13.1% usage for the borough as a whole.</p> <p>The lack of public toilets in the libraries during unstaffed periods may impact older people more so than others. Careful consideration has been given to the restriction of toilet use during unstaffed opening. However with no possible CCTV coverage in the toilets, it is considered that the risks relating to safeguarding; identifying injury or illness, antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> • Home and mobile service is provided and will be a continued offer to support those who cannot access a physical library. • Public transport routes between libraries have been mapped and journey times calculated. The majority of libraries are within 1 bus/train journey of another often very closely located to a bus stop (see Appendix J for further details).
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- Further security measures have been proposed through the inclusion of a live monitored CCTV solution in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel less confident in using the library during unstaffed periods.

What action do you plan to take to mitigate this?

Action	By When
Staff members will be on hand during the initial roll out of TEO in each library to support, train and advise customers on how to use the entry system and to encourage appropriate behaviours.	As the TEO is rolled out in each library
Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> • Training to enable them to support customers in using technology-enabled opening. • Safeguarding training • Customer service training Further detail of volunteer training is available in Appendix A	Prior to deployment of volunteers to support TEO
Live CCTV will be in place and associated measures that include: <ul style="list-style-type: none"> • CCTV monitored in real time in publicly accessible areas • Audible link to enable CCTV centre to communicate with library users • CCTV centre to alert emergency services if required • CCTV operator able to control individual cameras to monitor incidents or track behaviour • CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes • Retains CCTV evidence for an agreed period. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library

		<p>A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.</p>	<p>Prior to the launch of TEO in each library</p>
		<p>Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.</p>	<p>Prior to the launch of TEO in each library</p>
		<p>Staffed hours of libraries across the borough will be displayed in each library on the TEO notice board along with the contact numbers for each library.</p>	<p>Prior to the launch of TEO in each library</p>
		<p>Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library.</p>	<p>Prior to the launch of TEO in each library</p>
		<p>Self service kiosks will be updated between April and June 2016 in some libraries as part of a process to upgrade existing technology. As part of this roll out, there will be staff members acting as floor walkers to provide assistance to users in addition to pictorial user guides displayed in the libraries. These user guides will remain on display as TEO is rolled out so any new users who may not have used the kiosks previously can refer if they have any issues.</p>	<p>April – June 2016</p>
		<p>Children and young people</p> <p>Compared to resident population, modelled data suggests residents aged 6-9 years old use libraries significantly more than average (14.5% of 6-9 year olds compared to 5.2% of the borough population). Modelled data also suggests 14.5% of 0-5 year olds use libraries compared to 8.8% of the borough population and 10-15 year olds make up 11.4% of library users compared to 7% of the boroughs population.</p> <p>In the Phase 1 consultation, qualitative focus groups with parents of children aged 0-15 and with young people themselves as well as a targeted ‘young people’s’ questionnaire ensured that this user group’s voice was heard. In addition Phase 2 of consultation included qualitative focus groups with children as well as workshops at primary schools. Young people were generally unsupportive of library closures or plans to make libraries smaller, but were supportive of plans for generating income and using technology to extend opening hours, as long as this didn’t restrict their future library access.</p>	

		<p>Young people in Year 11 and up to the age of 18 can register to use technology-enabled opening with parental permission. All children can access the library accompanied by an adult. For these children, the extended technology-enabled opening hours may have a potential positive impact by making libraries available for longer.</p> <p>DCMS guidance was issued in December 2015 recommending that for safeguarding reasons, children under 16 should be accompanied during unstaffed opening hours. It was initially proposed that unaccompanied young children under the age of 16 would not be able to use Barnet libraries during technology-enabled opening hours when libraries are unstaffed. Following the Phase 2 consultation with young people, access for children during technology-enabled opening sessions has been revisited. A revised proposal is to allow all children in Year 11 (aged 15 or 16) access to the library unaccompanied during technology-enabled opening sessions with approval from their parent/guardian and from their school. Children aged 15 in year 11 will be required to have their registration form stamped by their school to enable them to use the library during unstaffed sessions.</p> <p>This reduces the potential negative impact on young people aged 15 in Year 11, giving all individuals in the same school year an equal opportunity to use the library for study purposes.</p> <p>The requirement for young children to be accompanied will apply to the technology-enabled opening sessions and those technology-enabled opening sessions supported by volunteers. It is not the intention for volunteers to be the accompanying adult for younger children. They are therefore likely to see a net reduction in times when they can access the library.</p> <p>The number of hours that a resident under 16 and not in year 11 can access a library unaccompanied will reduce from 643.5 to a minimum of approximately 248 hours in the proposed model. The reduction in floor space will also impact on young people’s ability to access study space.</p> <p>For younger children who currently access services unaccompanied by an adult and cannot arrange for an adult to accompany them, modelled data suggests that the fewer staffed hours might have a particular impact at Edgware (44.3% of users are under 16) and Grahame Park (55.1% of users are under 16) libraries which are both significantly disproportionately used by children under 16, compared to the percentage of this age group in the general population (21%). However, if accompanied by an adult this group will benefit from extended opening hours.</p> <p>It is estimated that the majority of children under 10 years old currently access the library accompanied by an adult and therefore will have the opportunity to access the technology-enabled opening with an adult. Therefore the impact will potentially predominantly be felt by 10-15 year olds who access the library</p>
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	<p>unaccompanied by an adult. Modelled data suggests 10-15 year olds account for 11.4% of library users. If this group can secure an adult to accompany them, they can access the full range of technology-enabled opening.</p> <p>We will continue to develop the digital library, which will be available 24 hours a day, seven days a week. The digital library includes e-books, e-audio books, a wide range of online magazines, journals, back issues of newspapers and other electronic reference resources. Analysis of out of school study facilities indicated that the borough’s secondary schools offer a range of study and homework opportunities for their pupils. All schools responding to the request (19 responding out of 25 requests) for information stated that they offer after school facilities in their school library or other study space. Schools tended to open for up to an hour before school and for one and half to two hours after school to enable pupils to come into school to access study space and computers. The offer ranges from using the school library to supervised study clubs for pupils needing assistance with their homework. Some offer more access for older children, particularly sixth formers who can work unsupervised and who can come into the school as long as it is open. It was not common for schools to make open access arrangements available at weekends although most offered homework clubs, revision sessions, exam preparations at weekends and holidays, particularly as the exam season was approaching.</p> <p>Nonetheless, the reduction in hours will have a significant impact on the 10-15 year old cohort (except 15 year olds in year 11) who visit libraries unaccompanied.</p> <p>Modelled data indicates that the following libraries are disproportionately used by 10-15 year olds: Golders Green (16.2% of users), Burnt Oak (16% of users), Edgware (14.3% of users), and Grahame Park (13.6% of users). All secondary schools in these areas provide after school study facilities.</p> <p>The proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area, including staffed hours across the weekend when other study facilities are not available. Under 16s are able to use buses free of charge to travel which would help young people to travel to libraries that are staffed at times when the nearest library is only available through technology-enabled opening. Further detail on the public transport connections between the libraries in Barnet can be found in Appendix J.</p> <p>The reduction in footprint may also have an impact on the number of activities offered to children and young people. This could be of particular concern to libraries proportionately overused by 0-5 year olds. 20.1% of library users at South Friern are under 5, compared to 8.7% in the local area and 8.8% of the borough’s population.</p>
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		<p>Plans to introduce small fines for children’s books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and Childs Hill. However, there are multiple ways in which to renew items and thereby avoid fines including in person and 24 hours a day online or via an automated renewals telephone line.</p> <p>The lack of available toilets in the libraries during unstaffed periods may impact accompanied children more so than others. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, it is believed that the risks relating to safeguarding; antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> • The proposal for under 16s has been revisited and changes made that would allow all children in year 11 <u>and</u> who are aged 15, to access to libraries unaccompanied during TEO hours with parent/guardian permission and validation from their school. • The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality including across the weekend when other study facilities are not available (see indicative timetable in Appendix A). Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. Children under the age of 16 can travel free of charge on London buses. • Continued traded service to schools, supporting the delivery of literacy and learning support. • All secondary schools have been contacted to understand their study provision for students before and after school. Details can be found above and in Appendix A. <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 1114 1998 1444"> <thead> <tr> <th data-bbox="504 1114 1637 1166">Action</th> <th data-bbox="1637 1114 1998 1166">By When</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 1166 1637 1225">Continued development of the digital library service</td> <td data-bbox="1637 1166 1998 1225">Ongoing</td> </tr> <tr> <td data-bbox="504 1225 1637 1316">A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.</td> <td data-bbox="1637 1225 1998 1316">Prior to the launch of TEO in each library</td> </tr> <tr> <td data-bbox="504 1316 1637 1444">Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website</td> <td data-bbox="1637 1316 1998 1444">Prior to the launch of TEO in each library</td> </tr> </tbody> </table>	Action	By When	Continued development of the digital library service	Ongoing	A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library	Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website	Prior to the launch of TEO in each library
Action	By When									
Continued development of the digital library service	Ongoing									
A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library									
Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website	Prior to the launch of TEO in each library									

	Locality model: Public transport routes between libraries in a locality and other proximal libraries will be clearly displayed on the TEO notice board	Prior to the launch of TEO in each library
	Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library
	Introduction of children’s fines will be widely advertised both in the libraries and online to ensure there is not a disproportionate effect on low income families.	Prior to the introduction of children’s fines (advertisement of introduction to begin at least 4 weeks ahead)
	As the Partnership library provision is developed, an offer for 10-15 year olds to study and learn will be included as part of the service level agreement with partner organisations	Prior to agreement of terms with organisations running Partnership libraries
	Schools will be briefed by the Library Service on ‘open’ library technology to allow visits and outreach to continue during unstaffed hours (e.g. staff signed up to Open+ system).	Prior to the launch of TEO in each library
	Range of activities available to children and young people and their families in Barnet will be advertised in the libraries and through online platforms.	Ongoing
	Advertising campaign will be developed to increase awareness of the digital library service and to ensure all customers, specifically children and young people, schools and supplementary schools, are aware of how to access it.	As TEO roll-out for libraries approaches, awareness of the digital library should be increased
<p>Working age adults</p> <p>Working age adults are underrepresented according to modelled data (44.9% of library users compared to 62.8% of the borough population) and will benefit from extending opening hours in the evening and early morning using technology-enabled opening hours, especially those in employment who have expressed desire for more evening opening hours. 70% of those who responded to our survey of registered users of</p>		

		<p>the technology-enabled opening hours at Edgware library by a number of comments throughout describing benefits of increased flexibility allowing individuals to use the library when they ordinarily are unable to due to working commitments and the regular opening times of Edgware library.</p> <p>This may be of a particular advantage to users of Church End library, which has higher levels of working age adult users compared to other libraries (49.1% compared to 62.8% of the borough population). Other areas with higher than average levels of working age adults are Hendon library (53.8%) and Golders Green (47.3%).</p>
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>Modelled data suggests that disabled residents account for roughly 14% of library usage, with 6.5% of transactions being carried out by people whose day to day activities are limited ‘a lot’, and 7.5% by people whose day to day activities are limited ‘a little’. Looking at library usage as a whole, customers whose daily activities are limited ‘a lot’ use libraries in line with the percentage of the borough population whose activities are limited in this way (6.5% of library users compared to 6.6% of borough population) according to modelled data. Residents who day to day activities are limited ‘a little’ use the library as much as expected according to modelled data.</p> <p>People whose day to day activities are limited ‘a lot’ make significantly higher use of libraries in Burnt Oak, Childs Hill and Grahame Park, and relatively low use of the libraries in Church End, Hendon and Mill Hill.</p> <p>In the Phase 1 consultation, disabled people made up 9.9% of respondents to the open questionnaire and 14.4% of Citizen’s Panel respondents (unweighted), compared to 11.7% of the boroughs population. In the Phase 2 consultation 12% of all respondents identified themselves as having a disability, closer to the borough profile as a whole.</p> <p>Consultation responses both to the open questionnaire and at targeted focus groups in Phase 1 consultation revealed that disabled residents had some specific views around potential changes to the service:</p> <ul style="list-style-type: none"> • A high proportion of disabled respondents strongly disagreed with plans to reduce staffed opening hours. • A high proportion of disabled respondents also strongly disagreed with proposals to introduce technology-enabled opening hours as either a replacement to staff or using technology to extend opening hours.

<p>—</p> <p>—</p>	<ul style="list-style-type: none"> • Focus groups echoed these concerns with those with physical disabilities most concerned about their ability to use new technology. <p>People with disabilities generally welcomed improvements in access, including better buildings and increased opening hours, although there is a risk that people with disabilities may struggle to use libraries without volunteer or staff support. Respondents have stressed the importance of working toilet facilities and user-friendly furniture (Barnet, 2011). More generally, access is seen as a potentially significant issue for disabled users by both users themselves and by others (Barnet, 2011, 2014).</p> <p>In our pilot survey of registered users of the technology-enabled opening hours at Edgware library, 12% of respondents (14 individuals) registered as having a disability. Of these, 79% had made use of the service with 73% using it once a week or more frequently. Comments left by these users describe a number of benefits to using the extended hours including: reduced noise levels; fewer people meaning greater access to required services; and increased flexibility.</p> <p>64% of users with a disability had not experienced any difficulties with technology-enabled opening. Of those who cited difficulties, 1 was in relation to using technology. The remaining 3 individuals who described difficulties left the same comment appeared to be describing the same incident (although it was not reported), this is discussed further in Appendix F, section 3.8.1.</p> <p>People with learning difficulties and/or sensory impairments may find it more difficult to navigate technology-enabled opening hours. However, there are alternative routes which this group has identified as more convenient for access to literary resources, including library e-books, content available directly from the Royal National Institute for Blind People (RNIB), and the home library service.</p> <p>The reduction in staffed hours may impact on people with mental health issues who require assistance or reassurance to use library services. Volunteer supported sessions will help to mitigate this impact, together with the locality model offering a range of staffed hours in each locality.</p> <p>In the Phase 2 consultation focus group, people with sensory impairments had some concerns about the skills of volunteers and sought reassurance that volunteers would be properly trained, including safeguarding training.</p> <p>The lack of available toilets in the libraries during unstaffed periods may impact disabled users more so than others. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, officers' views are that the risks relating to safeguarding; antisocial</p>
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	<p>behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p>Core libraries: An overall increase in opening hours at Core libraries could have a positive impact on people with disabilities and their carers if they are able to access technology-enabled opening libraries and use self-service technology. However, people with disabilities and learning difficulties may be less able to use the library during technology-enabled sessions and the number of staffing hours is proposed to reduce by over 50% (Core libraries).</p> <p>The role of library staff was identified in the consultation as being important in supporting disabled users, and those with learning difficulties, to use technology-reliant services. For those who cannot use technology-enabled opening hours or do not feel confident to use libraries in these sessions, there will be a negative impact with the reduction in staffed opening hours.</p> <p>According to modelled data, this will be particularly pronounced at libraries in Burnt Oak, which is disproportionately used by people whose day-day activities are limited ‘a lot’ (7.8% of library users compared to 6.6% of borough profile) and at Osidge which is disproportionately used by users with activities limited ‘a little’ (8.1% compared to 7.4% of the boroughs population).</p> <p>A reduced library footprint may impact on people with learning disabilities who reported in consultation that they valued the space libraries offered. Again, this will likely have the most impact at Burnt Oak and Osidge.</p> <p>The proposed locality model ensures that opening hours are designed to maximise access to libraries across a geographical area. There are good public transport links between most Barnet libraries within and often between locality areas. These links will be displayed within libraries along with staffed opening times.</p> <p>Core Plus libraries: Longer opening hours through technology-enabled opening should benefit disabled library users. People with learning disabilities and people with mental health issues both focused on libraries’ role in reducing isolation.</p> <p>However, people with disabilities and learning difficulties may be less able to use the library during technology-enabled sessions and the number of staffing hours is proposed to reduce by over 50% (Core Plus libraries). The impact may particularly significant at Chipping Barnet library, which is overused by users with activities limited ‘a lot’ (7.1%) and ‘a little’ (8.1%) according to modelled data.</p>
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Partnership libraries: The reduced offer at Partnership libraries may impact people with disabilities or learning difficulties as, if they can't travel far, they will only have access to a limited range of resources. People whose disability limits their activity 'a lot' are overrepresented in current usage of the Childs Hill library (7.4% of library users compared to 6.6% of the borough population) according to modelled data, and therefore may be impacted most by these proposals. However, the proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area.

What action has been taken already to mitigate this?

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. Most libraries are within a single bus or train journey of another Barnet library. (Appendix J)
- Continue home and mobile service offer to support those who cannot access a physical library.
- Further security measures have been proposed through the inclusion of live monitored CCTV cameras in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods.

What action do you plan to take to mitigate this?

Action	By When
Staff members will be on hand during the initial roll out of TEO in each library to train customers on how to use the entry system and encouraging appropriate behaviours.	As the TEO is launched in each library
The library service will engage with disabled people's support groups to facilitate sessions in using technology-enabled opening. These will initially be undertaken at Edgware Library and comments used to inform future TEO implementation and user education	Prior to the wider launch of TEO

		<p>Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to:</p> <ul style="list-style-type: none"> • Training to enable them to support customers in using technology-enabled opening. • Safeguarding training • Customer service training <p>Further detail of volunteer training is available in Appendix A</p>	<p>Prior to deployment of volunteers to support TEO</p>	
		<p>Live CCTV will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.</p>	<p>Prior to the launch of TEO in each library</p>	
		<p>More publicity of home and mobile library services via disabled people's support groups and/or social care contact routes to ensure users are aware of the service.</p>	<p>As TEO is launched in addition to at the time of the new mobile library roll out</p>	
		<p>A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.</p>	<p>Prior to the launch of TEO in each library</p>	
		<p>Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website.</p>	<p>Prior to the launch of TEO in each library</p>	
		<p>Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.</p>	<p>Prior to the launch of TEO in each library</p>	
		<p>Residents will be able to reserve stock from across the library network for free.</p>	<p>1st April 2016</p>	
		<p>A user group for technology-enabled opening will be established by the Library service to include library users with disabilities.</p>	<p>Prior to TEO launch</p>	
		<p>Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library.</p>	<p>Prior to the launch of TEO in each library</p>	

		<p>Access measures such as easy read symbols will be used to ensure people with learning disabilities can use open libraries.</p> <p>The take-up of service by disabled people, including home library service, will be monitored to identify any developing issues.</p>	<p>Prior to the launch of TEO in each library</p> <p>Ongoing</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General considerations</p> <p>The library service does not collect user data on gender reassignment and this data is not available from the 2011 Census. Respondents to Phase 1 or Phase 2 of the latest round of consultation were not asked about their gender identity.</p> <p>GIRES, the Gender Identify Research and Education Society, estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person’s gender identity doesn’t match up with their biological gender). If this proportion held locally it would suggest that 750-1000 library users might be affected.</p> <p>National research suggests that people affected by gender dysphoria, particularly children and young people, often have difficulties because of a lack of relevant information about issues which affect them and improved access to information is therefore likely to have a particular benefit for this group.</p> <p>Improved access to information (longer opening hours and more digital information) should have a positive impact on this group.</p>	
<p>4. Pregnancy and maternity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>Physical access to library buildings, internal and external, is important for parents who, for example, may need to use cars to transport children. As the proposed model retains all of the current static library sites across the borough there is limited impact on pregnant women and women with small children in terms of accessing library buildings.</p> <p>In the pilot survey of extended service users at Edgware, two respondents cited better access with relation to parking during the extended hours as being a benefit. This is because local parking restrictions around Edgware library are not in effect before 8am or after 6.30pm. This is likely to apply to other library sites where day time parking restrictions are in force.</p> <p>Parents say that they are more likely to use online services and will benefit from increased provision of e-</p>	

	<p>resources from the digital library. Parents were also more supportive of any potential increases in opening hours and are likely to benefit from this change.</p> <p>Reduced footprint and less available space to run events may affect new parents taking their children to targeted events. Space will be available in both Core and Core Plus libraries to run a range of events during staffed hours, however with a reduction in staffed hours the number of events may be reduced.</p> <p>The lack of available toilets in the libraries during unstaffed periods may impact use by mothers with young children and pregnant women. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, officer’s views are that the risks relating to safeguarding; antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p>Pregnant women and parents visiting the library with children (particularly women) may have concerns about their security using an unstaffed library as described in section 7 below. The proposal for technology-enabled opening has been reviewed with a live-monitored CCTV solution being proposed in all future Core and Core Plus libraries.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> • The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. • Further security measures have been proposed through the inclusion of live monitored CCTV cameras in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods. <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 1241 1998 1444"> <thead> <tr> <th data-bbox="504 1241 1675 1295">Action</th> <th data-bbox="1675 1241 1998 1295">By When</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 1295 1675 1444">Events for young children and their parents will remain a priority. Events in libraries and in other early years settings such as children’s centres will be advertised widely across the library network.</td> <td data-bbox="1675 1295 1998 1444">Ongoing</td> </tr> </tbody> </table>	Action	By When	Events for young children and their parents will remain a priority. Events in libraries and in other early years settings such as children’s centres will be advertised widely across the library network.	Ongoing
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Events for young children and their parents will remain a priority. Events in libraries and in other early years settings such as children’s centres will be advertised widely across the library network.	Ongoing				

		As the Partnership library provision is developed, the offer of parent-focussed events will be included as part of the service level agreement with partner organisations	Prior to agreement of terms with organisations running Partnership libraries
		Live CCTV (and associated measures) will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library
		A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library
		Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library	Prior to the launch of TEO in each library
		Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library
		Continued development of the digital library service	Ongoing
		Advertising campaign will be developed (e.g. Posters, social media channels) to increase awareness of the digital library service and to ensure all customers specifically children and young people are aware of how to access it.	Prior to launch of TEO roll-out for libraries and on going
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	General considerations The majority of library users are white (66.2% compared to 64.1% of the borough population) so this group is more likely to be affected by proposals. In general there is an under-representation of ethnic minority	

	<p>groups who are library users compared to the wider ethnic profile of the borough, and the data suggests there is no ethnic group who are significantly over-represented in library users compared to the borough's population.</p> <p>In the Phase 1 consultation, Black And Minority Ethnic (BAME) residents expressed higher levels of support for change, particularly increased volunteering and use of self-service technology.. Non-white respondents in the open questionnaire were more supportive of using volunteers to enhance the services provided by paid staff (29% strongly agreed compared to 19% of white respondents). Focus groups (9 residents) also suggest that BAME residents were supportive of later opening hours and technology-enabled libraries.</p> <p>There is some evidence in the Needs Assessment which suggests that Gypsies and Travellers may use the library service less than other demographic groups, although numbers are very small (0.035% against a Borough average of 0.037%). This group is a very small demographic of the population of Barnet.</p> <p>Core libraries: According to modelled data Burnt Oak library is situated in a ward with one of the highest levels of BAME users (50.7% of users), although as there is no change to the opening hours of the library there should be no impact on this group.</p> <p>The overall maintenance of opening hours at Burnt Oak will limit the impact on this group.</p> <p>Core Plus libraries: The new library at Grahame Park should benefit BAME users who make up a majority (59.9%) of the population in Colindale due to a new, modern fit for purpose library facility. The percentage of library users at Grahame Park matches the ward demographic according to modelled data, with 58.7% of library users being non-white.</p> <p>Partnership libraries: During the consultation period, members of the Gypsy and Traveller Focus group were in support of a community library model and felt this would be more inclusive giving members of their communities' opportunities to be involved in the running of libraries.</p> <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 1332 1998 1437"> <thead> <tr> <th data-bbox="504 1332 1715 1385">Action</th> <th data-bbox="1715 1332 1998 1385">By When</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 1385 1715 1437">Sessions for residents, voluntary and community groups interested in running</td> <td data-bbox="1715 1385 1998 1437">Ongoing</td> </tr> </tbody> </table>	Action	By When	Sessions for residents, voluntary and community groups interested in running	Ongoing
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Sessions for residents, voluntary and community groups interested in running	Ongoing				

		Partnership libraries will be advertised to all sections of the community.		
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>General considerations</p> <p>In summary, overall the pattern of use by Christian, Buddhist, Hindu, Sikh, Muslim and Jewish residents broadly reflects the profile of the population. Within this broad pattern, the proportion of use by Jewish people is a little higher compared to the makeup of the Borough's population (17.5% of library users compared to 15.2% of the boroughs population) whilst data suggests that Muslim residents underuse the library by reference to population (9.2% compared to 10.3% of the borough population).</p> <p>Modelled data suggests that the pattern of individual library use, broadly reflects the geographical location of particular communities. For example:</p> <ul style="list-style-type: none"> Jewish residents are heavier users of Edgware (32.1%), Golders Green (40.4%), Hendon (26.3%) and Mill Hill (21.3%) according to modelled data. This matches the wards with the highest Jewish population, Garden Suburb (38.2%) Golders Green (37.1%), Edgware (32.6%), Hendon (31.4%) and Finchley Church End (31.2%). Muslim residents are relatively heavy users of Burnt Oak (16.5%) and Childs Hill (15%) libraries. This closely matches the wards which according to the 2011 census have the highest Muslim population, Colindale (19.3%), Burnt Oak (18.4%) and Childs Hill (14.2%). <p>Core plus libraries: Extended technology-enabled opening hours on a Sunday under the proposal could benefit Jewish residents they would be able to make greater use libraries on a Sunday. As Jewish users may not use libraries on Saturday due to religious commitments, there is a risk that those who require support from staff might be negatively impacted by the longest staffed opening hours at Core libraries being on Saturdays. As a consequence it is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday. The proposed locality model, also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p>		

		<p>Partnership libraries: Where modelled data suggests that particular faith groups are over-represented in the use of particular libraries, the proposed locality model ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours to endeavour to provide a service that accommodates those with religious commitments. <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 590 1998 1037"> <thead> <tr> <th>Action</th> <th>By When</th> </tr> </thead> <tbody> <tr> <td>Sessions for residents, voluntary and community groups interested in running Partnership libraries will be advertised to all sections of the community.</td> <td>Ongoing</td> </tr> <tr> <td>A spread of opening hours across days of the week in each locality to endeavour to provide a service that accommodates those with religious commitments.</td> <td>Prior to TEO roll out, when library opening hours are timetabled</td> </tr> <tr> <td>It is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday.</td> <td>Prior to TEO roll out</td> </tr> </tbody> </table>	Action	By When	Sessions for residents, voluntary and community groups interested in running Partnership libraries will be advertised to all sections of the community.	Ongoing	A spread of opening hours across days of the week in each locality to endeavour to provide a service that accommodates those with religious commitments.	Prior to TEO roll out, when library opening hours are timetabled	It is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday.	Prior to TEO roll out
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<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General considerations</p> <p>The modelled data suggests that library usage by men and women broadly mirrors the profile of the borough overall, with approximately 47.9% usage by men and 52.1% usage by women (compared to estimates that 51.5% of the borough are female and 48.5% male).</p> <p>In the Phase 1 consultation, women were over represented as a proportion of respondents to the open questionnaire making up 64.4% of respondents. However, there was limited difference in responses between male and female respondents to the consultation although men were more likely than women to</p>								

	<p>agree with increased use of self-service technology.</p> <p>Men were also slightly more likely to strongly agree with an increase in use of technology in libraries to extend opening hours and replace staff, whereas women are more likely to raise concerns around security using unstaffed libraries (24% women, 15% men) as part of the open questionnaire.</p> <p>Some gender differences also emerged in responses to the 2011 consultation. The most significant of these were:</p> <ul style="list-style-type: none"> ▪ Men were more likely than women to agree with increased use of self-service technology. ▪ Men were more likely to access online resources while women were more likely to borrow books. ▪ Women were more likely than men to cite parking as a problem. ▪ Women were more likely than men to request longer opening hours. <p>Data detailing the number of users of the technology-enabled opening at Edgware library shows that 43% are female, 49% are male and 8% did not disclose their gender. Our pilot survey was sent to 512 individuals who had registered to use technology-enabled opening at Edgware, 58% of respondents were female 61% of which had used the library during the technology-enabled hours.</p> <p>We asked those individuals who had registered for but not used technology-enabled opening why this was the case. 80% said that they had not yet had a need to use the extended opening times, 12.5% said they did not feel confident using an unstaffed library, 5% said the services or facilities they required were not available and 10% cited other reasons. 5 individuals left comments in the free text box with 4 of these being women citing lack of safety as a reason they would not use the unstaffed library.</p> <p>In the Phase 2 consultation, 1 in 5 respondents highlighted that ‘additional security’ was a factor that would encourage them to use technology-enabled opening hours.</p> <p>Please see page 25 for consideration of pregnancy and maternity and parents of young children.</p> <p>Further work has been undertaken to review the options available to ensure the safety and security of library users and to increase confidence in the use of unstaffed libraries among residents. The proposal is for the use of a live-monitored CCTV solution during technology-enabled hours across the future 10 Core and Core plus library sites. This provides measures that minimise risk and reassure members of the public of their safety and security in the library buildings.</p>
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What action has been taken already to mitigate this?

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.
- Further security measures have been proposed through the inclusion of live monitored CCTV cameras (and associated measures) in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods.

What action do you plan to take to mitigate this?

Action	By When
Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> • Training to enable them to support customers in using technology-enabled opening. • Safeguarding training • Customer service training Further detail of volunteer training is available in Appendix A	Prior to deployment of volunteers to support TEO hours
Live CCTV (and associated measures) will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library
A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library

<p>8. Sexual orientation</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General considerations</p> <p>The service does not hold data on this characteristic and few consultation responses have been received from lesbian, gay or bisexual (LGB) people. If the number of LGB people using libraries were similar to the rate within the general population LGB residents would make up approximately 6% of library users (2,990 active borrowers).</p> <p>A small proportion (5%) of respondents to the open questionnaire in Phase 1 of the consultation identified themselves as 'non-heterosexual'. Whilst this response rate is too low to draw out specific findings, non-heterosexual respondents were more likely to agree with using volunteers to enhance the service provided by paid staff and to agree with the redevelopment of library sites.</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p>
<p>9. Marital Status</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>No specific differential impact identified for the general principles of change to the service.</p>
<p>10. Other key groups?</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Unemployed people</p> <p>(Unemployment is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)</p> <p>Unemployed people are one of the groups identified as having particular requirements from libraries by Sue Charteris's inquiry into the Wirral libraries strategy (Charteris, 2009).</p> <p>The number of unemployed people (those receiving Job Seekers Allowance or out of work benefits) using libraries matches the proportion of this group in the wider population. Unemployed people in Barnet are in favour of online services but may not know about alternative ways of accessing services, such as job clubs or e-books. It is possible that reduced staffed opening hours at some libraries will have an impact on those areas with the highest levels of unemployment, although the broader increase in opening hours should benefit this group. The highest percentage of the population receiving out of work benefits is in Burnt Oak (15%), Underhill (12%) and Golders Green, Childs Hill and West Hendon (all 11%).</p> <p>Core libraries: Improved opening hours as part of this offer will positively impact unemployed people as</p>

		<p>they will have more access to libraries and their services including computers. However, a reduction in support from staff may have a negative impact if unemployed people feel uncomfortable using unstaffed libraries. A reduction in the number of computers available in libraries could also have a negative impact on this group. This could have a more significant impact in Burnt Oak, due to the higher percentage of residents receiving out of work benefits.</p> <p>Core Plus libraries: According to the modelled data Grahame Park library has the highest percentage of job seekers allowance claimants (3.3%) and claimants of out of work benefits (13.6%) according to modelled data and therefore this group will benefit from a new state-of-the-art library with good access and technology-enabled opening ensuring the library is open 7 days a week.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours for those who are not confident in using technology-enabled opening will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. (See Appendix J for further details) <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 850 1995 1433"> <thead> <tr> <th>Action</th> <th>By When</th> </tr> </thead> <tbody> <tr> <td>Ensure the sign up process for Open+ is clear, simple and is publicised to unemployed people.</td> <td>Prior to the launch of TEO in each library</td> </tr> <tr> <td>Staff members will be on hand during the initial roll out of TEO in each library to train customers on how to use the entry system and encouraging appropriate behaviours. This training will assist those who cannot, or feel uncomfortable, using technology-enabled libraries or self-service technology.</td> <td>As TEO is launched in each library</td> </tr> <tr> <td>Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> Training to enable them to support customers in using technology-enabled opening. </td> <td>Prior to deployment of volunteers to support TEO hours</td> </tr> </tbody> </table>	Action	By When	Ensure the sign up process for Open+ is clear, simple and is publicised to unemployed people.	Prior to the launch of TEO in each library	Staff members will be on hand during the initial roll out of TEO in each library to train customers on how to use the entry system and encouraging appropriate behaviours. This training will assist those who cannot, or feel uncomfortable, using technology-enabled libraries or self-service technology.	As TEO is launched in each library	Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> Training to enable them to support customers in using technology-enabled opening. 	Prior to deployment of volunteers to support TEO hours
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		<ul style="list-style-type: none"> • Safeguarding training • Customer service training <p>Further detail of volunteer training is available in Appendix A</p> <p>A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.</p> <p>Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library</p>	<p>Prior to the launch of TEO in each library</p> <p>Prior to the launch of TEO in each library</p>	
<p>People from areas of high deprivation</p> <p>(Deprivation is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)</p> <p>Whilst Barnet has relatively low levels of deprivation, there are exceptions to this. Burnt Oak is located in the top 20% of deprived areas nationally. The Colindale replacement site for the Grahame Park library is also currently in the top 20% of deprived areas although regeneration plans mean this is likely to change. Moreover, Colindale and Burnt Oak also have the highest levels of child poverty (37% and 36% respectively). Both these areas also have the lowest average household incomes of all Barnet wards at £30,125 (Colindale) and £25,930 (Burnt Oak) compared to the Barnet average of £41,658.</p> <p>Childs Hill, Osidge and South Friern are all close to areas which are in the most deprived 30% nationally and East Finchley is near two areas that fall into the most deprived 20%.</p> <p>Increased opening hours may have a positive impact on service users living in more deprived areas of the borough where fewer people have access to other sources of books and information generally, or who don't have access to a computer at home so rely on the libraries to access this facility. There is a risk that reduced staffing hours will have a negative impact on those who cannot use self-service technology or rely on support to access libraries. A reduced library footprint, including reduced computer space could also have a negative impact on those who do not have access to computers at home.</p>				

	<p>A reduced library footprint and the subsequent reduction in the number of events that can be run may also negatively impact users from disadvantaged backgrounds as they may not be able to afford to pay for groups/ activities available outside libraries.</p> <p>Plans to introduce small fines for children’s books may disproportionately affect children from low income families.</p> <p>Core libraries: Increased opening hours should positively impact users from more deprived households. However, a reduction in library footprint and computer space, as well as a reduction in staffed hours, could negatively impact on users of libraries in Burnt Oak and to a less extent East Finchley, which are in, or close to areas of deprivation.</p> <p>Core Plus libraries: People from deprived households should benefit from the extended opening hours that this offer provides.</p> <p>Partnership libraries: Under this new proposal, Childs Hill library which has high usage by deprived residents, would become a partnership library. This could mean a reduction in the number of opening hours at this library, and therefore access for deprived residents.</p> <p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 1311 1998 1439"> <thead> <tr> <th data-bbox="504 1311 1715 1366">Action</th> <th data-bbox="1715 1311 1998 1366">By When</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 1366 1715 1439">The mobile library routes will be reviewed to identify any potential gaps in coverage and to ensure access to areas of deprivation within Barnet</td> <td data-bbox="1715 1366 1998 1439">Prior to the</td> </tr> </tbody> </table>	Action	By When	The mobile library routes will be reviewed to identify any potential gaps in coverage and to ensure access to areas of deprivation within Barnet	Prior to the
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		A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library	
		Self service kiosks will be updated between April and June 2016 in some libraries as part of a process to upgrade existing technology. As part of this roll out, there will be staff members acting as floor walkers to provide assistance to users in addition to pictorial user guides displayed in the libraries. These user guides will remain on display as TEO is rolled out so any new users who may not have used the kiosks previously can refer if they have any issues.	April – June 2016	
		<p>Students in full time education (Being a student is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)</p> <p>The extended opening hours offered through the introduction of technology-enabled opening is likely to benefit students over the age of 18 or with parental permission to access technology-enabled libraries. The continued development of the digital library is also likely to benefit this group of residents.</p> <p>However, potential reductions in study space as part of reductions in the size of the library footprint might impact on this group although a strategic partnership with Middlesex university to co-locate university services alongside Hendon library may mitigate this impact for some students.</p>		

		<p>What action has been taken already to mitigate this?</p> <ul style="list-style-type: none"> The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. <p>What action do you plan to take to mitigate this?</p> <table border="1" data-bbox="504 464 1998 649"> <thead> <tr> <th data-bbox="504 464 1715 518">Action</th> <th data-bbox="1715 464 1998 518">By When</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 518 1715 595">A strategic partnership with Middlesex University to co-locate university services alongside Hendon Library</td> <td data-bbox="1715 518 1998 595">By April 2017</td> </tr> <tr> <td data-bbox="504 595 1715 649">Continued development of the digital library service</td> <td data-bbox="1715 595 1998 649">Ongoing</td> </tr> </tbody> </table>	Action	By When	A strategic partnership with Middlesex University to co-locate university services alongside Hendon Library	By April 2017	Continued development of the digital library service	Ongoing
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<p>2. Equality Improvement Plan</p>
<p>The Equality Improvement plan will comprise of the mitigating actions set out above. The actions will be delivered to the timeline set out above. The effect of the measures will be reviewed after 12 months of the implementation of the proposals to assess whether the mitigating actions have had the intended impact.</p>
<p>3. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>Satisfaction ratings may initially drop among some groups of service users. However, as residents become familiar and gain confidence in using technology-enabled libraries alongside increased opportunities for volunteering, satisfaction may recover.</p>
<p>4. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>The proposal aims to develop an innovative model for library provision to endeavour to strike the appropriate balance between maintaining the level of service and finding the efficiencies needed. The proposal will keep all libraries in Barnet open, ensuring almost 100% of Barnet residents are within 30 minutes of a library.</p> <p>The proposal will use technology to increase opening hours at libraries from 634.5 hours to 904 hours, allowing residents to access libraries at more convenient times (e.g. after work and at weekends). This will make libraries more accessible to those who currently do not access libraries due to the constraints of the working day.</p>
<p>5. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>Both phases of consultation were carried out to a high level of transparency by independent, trusted facilitators, Opinion Research Services (ORS) Phase 1 and Enventure Research – Phase 2.</p> <p>The Council has taken into account the responses from the consultation questionnaires and focus groups, which were targeted to ensure they covered the diverse communities of Barnet, to develop the proposal outlined in this paper.</p> <p>The prospect of community involvement in running libraries – even if simply as a volunteer – has a positive impact on residents’ engagement with other services.</p>
<p>6. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?</p>
<p>Satisfaction with the library service will continue to be monitored. The technology that enables technology-enabled opening allows for monitoring of users, transactions etc during technology-enabled opening times. This data will be collated by the service to monitor uptake and usage and to steer any campaigns to increase awareness of the service among particular groups of residents.</p>
<p>7. How will the new proposals enable the council to promote good relations between</p>

different communities?

By designing a library service suitable for all and able to run efficiently enough to safeguard services for the most vulnerable, the Council will aim to ensure that the needs of all stakeholders are met and promote good relations between them.

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

Previous library strategy consultation and other relevant engagement:

Consultation for the Strategic Review of the London Borough of Barnet Library Service (January 2011)

- A consultation was undertaken to inform the 2011 strategic review. Initiated in 2010, its key objective was to establish how to modernise and develop libraries in the borough within a reduced budget. The consultation comprised three different strands:
 - 6 group discussions in November 2010 convened by Alpha Research with people who lived, worked or studied in the borough. Each group formed a representative sample of people from across the borough, with good spread by demographic and library usage. All discussions involved at least 8 respondents.
 - Consultations from October to December 2010 with various community and voluntary organisations and their members, convened by CommUNITY Barnet. The consultations involved 27 different targeted groups with protected characteristics. Focus groups and ballot box presentations were the predominant methods used, with some short informal workshops also held.
 - A general population online survey, designed and hosted by the London Borough of Barnet on their website, running from October to December 2010, received 1670 responses (non-user responses supplemented by 60 telephone interviews conducted by Alpha Research). An additional online survey for young people, running from November to December 2010, received 58 responses.

Priorities and Spending Review Engagement (October - December 2013)

- In September 2013 the London Borough of Barnet commissioned OPM to consult with local residents, service users, and businesses to help inform the Priorities and Spending Review for 2015-2020.
- The consultation involved 3 Citizens' Panel workshops (a total of 78 residents) and 16 focus groups (a total of 137 residents) that were held between October and December 2013. The workshops included a reflective sample of the local population while the focus groups were targeted at specific service users, businesses and some protected characteristic groups.
- The objectives of the research were to:
 - understand residents' views at the formative stage of the Priorities and Spending Review
 - communicate to participants the need for the council to conduct the Priorities and Spending Review set in the context of the Government's continued austerity programme and rising demand for council services.
 - gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the Priorities and Spending Review over the next five years
- While none of the groups discussed libraries in detail they were mentioned in all 3 Citizens' Panel workshops, most of the social care user groups, young people's group, and BAME group. There was a clear view across the groups that discussed libraries that they need to widen their offer.

Priorities and Spending Review Call for Evidence (March - June 2014)

- A Barnet Challenge online Call for Evidence was conducted by OPM from March to June 2014 as part of the Priorities and Spending Review consultation. The aim of the survey was to hear the views of organisations, businesses and residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time.
- Evidence was sought on two main topic areas:
 - ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services
 - ideas on how the Council could be more entrepreneurial and generate more income
- 20 responses were received from individual residents, 7 from organisations.

Consultation, research and engagement at the formative stage to inform the development of the Library Options Paper to be considered by the Children, Education, Libraries and Safeguarding Committee on 28 October 2014 (August - September 2014)

As part of the evidence-led review of its library service, the Council commissioned a series of focus groups to discuss the current library service and what residents expect from library services in the future. The consultation was designed, facilitated and reported on by OPM, an independent research organisation:

- 11 focus groups (a total of 88 residents) were held during August and September 2014 - one-off 1.5 hour group discussions aiming to capture the views of users and non-users of library services.
- The focus groups were selected to ensure a representative sample across groups identified as having particular needs in the Charteris Review and groups with protected characteristics. Further details can be found below.

Recruitment ensured a range across the following criteria:

- Age
- Gender
- Households: single, couples and families
- Ethnicity and religion
- Socio-economic areas
- Geographical areas

Groups identified as having particular needs in the Charteris Review and with protected characteristics were also targeted in the individual focus groups as listed below:

- General population users
- General population non-users
- General population users and non-users (mixed group)
- Older people (over 65s)
- Range of BAME residents
- People with learning disabilities
- People with disabilities
- People with mental health issues
- Unemployed people
- Low income households/people living in areas of high deprivation
- Young people

In addition, four in-depth interviews were carried out with people with sensory impairments by an independent facilitator and added to the main report as a separate section.

Phase 1: Full Consultation on three proposed options, lasting from 10 November 2014 to 22 February 2015, a total of 15 weeks.

The consultation took the form of a public survey, divided into three sections, which asked for:

- views on each of the component proposals which made up the options; on the options themselves, and on any other ideas they had for the future of the service (respondents had the option to complete this section only);
- views on the current library service and how this could be enhanced for both users and current non-users of the service;
- equality monitoring information (optional)

The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries for a 12 week period)
- a survey of the Citizens' Panel
- 12 focus groups, including one for non-users and one for infrequent users
- a variety of in-person public consultation events including drop-ins at every library and three public meetings
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living

Phase 2: Full Consultation on Barnet's future library service, lasting from 28 Oct 2015 to 6 Jan 2016, a total of 10 weeks.

Feedback from Phase 1 consultation informed the proposals outlined in this paper, and in October 2015 Full Council approved a further round of consultation. The consultation took the form of a public survey, divided into five sections, which asked for:

- views on the key features of the revised proposal which had not previously been consulted on in Phase 1
- views on the new proposal, what impact proposals could have on respondents and other members of the public, and views on any other ideas or approaches that you think we should be considering
- equality monitoring information (optional)

The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries)
- a survey of the Citizens' Panel
- 5 focus groups for groups with protected characteristics
- 4 public drop-in sessions at libraries across the borough
- Discussion sessions with children at three primary schools

Survey of Open+ technology (technology-enabled opening) in Edgware Library

The pilot of Open+ technology at Edgware Library was established on 29 June 2015 and is currently ongoing. There have been a total of 1115 registrations and 518 different individuals have used the service with a total of 3800 entries since initiation and 31 December 2015.

In February 2016 we sent a survey to a sample of 512 individuals who had registered for the extended technology-enabled opening hours. Surveys were sent to those for which we had full postal addresses or valid email addresses and recipients were given 2 full weeks to respond.

The survey was divided into sections depending on whether recipients had used or not used the extended hours service. All recipients were asked to answer a number of questions regarding equalities monitoring although these were optional.

For those who had used the service, questions were categorised as follows:

- Frequency and hours of use
- Under 16 access
- Services used during extended hours
- Benefits
- Difficulties
- Additional comments

For those who had not yet used the service, they were asked for the following:

- Why they had not used the service

All respondents were asked how likely they would be to use the extended technology-enabled hours if the offer were continued and whether they would be interested in joining an extended technology-enabled hours user group to help develop the service and provide continual improvement.

9. The equalities impact of the proposals

Whilst there are potential benefits to some groups there are also potential adverse impacts on other groups some of which may be significant. See analysis in section 1 above for detail.

10. Please give full explanation for how the Equalities Impact Assessment was completed

The Equalities Impact Assessment has been informed by information collated from a variety of sources including the needs assessment, the extensive resident engagement undertaken at various stages in the development of the proposal and the piloting of technology-enabled opening at Edgware Library.

The recommendation for the Children's, Education, Libraries and Safeguarding Committee is to approve the implementation of the future model for the library services in Barnet as described in the main body of the Spring 2016 report, taking into account a range of key factors, including views of residents, Needs Assessment and Equalities Impact Assessment.

Appendix Dii - Employee Equality Impact Assessment

Programme Name: Library Service Transformation Programme

[This document remains live with information being added at each critical milestone]

Project Owner:	Duncan Tessier,
Date process started:	November 2015
Date process ended:	31st March 2017

This EqIA is being undertaken because it is:	<input type="checkbox"/> outlined within the equality scheme relevance assessment table <input type="checkbox"/> part of a project proposal submission to the programme management board <input checked="" type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
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EqIA Contents

- 1 Introduction
- 2 Any Anticipated Equalities Issues at each milestone and identified mitigation
- 3 Monitoring Summary
- 4 Project Milestone Outcomes, Analysis and Actions

1. Introduction

The proposed structure has been developed and designed to enable the service activities within the Library Service and in accordance with the Library Review requirements to reduce revenue costs by circa 70%.

Savings achieved by implementing this structure total £1.616m with a reduction of circa 52.4 FTE. In line with the Library Review proposals to reduce staffed opening hours at all 14 library sites, the most significant changes are reflected in the numbers of front-line library staff. The posts retained are sufficient to deliver the staffed hours detailed in the Library Review proposals.

Fewer changes are proposed to specialist and development teams. These teams were significantly reorganised and reduced during the 2012 staff restructure, with professional Librarians re-located from library sites to a small peripatetic team based at NLBP. These teams work well and their expertise will continue to be required if the service is to develop and grow over the coming years. Specifically the central professional teams will be important in maintaining services to customers with protected characteristics including children under 16 years of age.

It is recognised that a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment; this is a “live” document and will be updated at key milestones throughout the lifespan of the project. The employee data contained within this report remains relevant at this time; however the data will be updated at the next milestone.

The London Borough of Barnet recognises the importance of ensuring due consideration is given to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This is an initial analysis of the EIA for the Libraries project and provides baseline figures. As the project develops the EIA will need to be reassessed.

A service user EIA has been undertaken as a separate exercise.

This EIA will be used to understand the impacts on groups of staff over the period of the Libraries project as well as being used as a baseline for any future decision making.

1.1 Aims and objectives of the Libraries Services Transformation Project

The transformation aims to:

- maintain the same number of libraries
- maintain the home and mobile service
- enhances the digital library
- invest in new technology to extend opening hours whilst reducing the number of staffed sessions.
- recruit more volunteers to support technology-enabled opening hours and operate partnership libraries in four locations
- maximise the income generated through commercial or community use of library buildings and co-locating with other public services.

1.2 Description of the critical milestones

- 1 Initial EIA on staff who will be affected by the proposals carried out – the business case and the financial model identifies those in and out of scope
- 2 A formal consultation process with employees from (TBC) to (TBC)
- 3 Recruitment to new roles
- 4 Post restructuring review

1.3 Key Stakeholders

Staff within Library Services who are in scope of the planned restructuring.

Trade Unions

Senior Council Officers who are supporting the proposed changes

Councillors who will be required to approve the efficiency proposals at general functions.

Key partner organisations

Schools

Service Users

2. Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1. Outset

The EIA has been carried out by considering the business case in order to identify potential equalities issues that may arise as a result of the initial proposals and if the proposals are approved and any that may arise as the project progresses.

Management have carried out a desk top job matching exercise to establish the potential impact of the proposals on individuals and groups of employees in order to identify issues arising and mitigation at each key milestone.

2.2 Formal Consultation Process

- Opening and Closing Consultation

Attendance at the opening and closing consultation Briefing(s) and access to information during the consultation period may be difficult for some disadvantaged groups mainly part time workers or those on maternity or long term sick leave.

A communication and engagement strategy will be developed in discussions with the Trade Unions to ensure sure that these individuals are not disadvantaged in any way.

In addition, briefings will be carried out at a date and time that allows the maximum number of affected employees to attend. A staff FAQ will be developed to ensure that all staff have maximum access to information.

The issues detailed above will also apply to the close of consultation meetings and the mitigation will be the same as for opening formal consultation.

In order to assess the potential impact of the proposals on individuals a job matching exercise will be carried out prior to opening formal consultation. This is undertaken at this time so that when consultation opens, employees have all the information on how they are affected if the proposals are approved and implemented. In accordance with the council's Managing Organisational Change Policy each existing role will be assessed by Library Service Managers against the new roles in the proposed structure to understand the status of role, whether it be 'assimilation', 'ring-fenced competition' or 'no match' in the new structure.

The selection criteria for redundancy will be discussed with the Trade Unions and published as part of consultation document.

After close of consultation the impact on individuals and teams will be confirmed and accurate information will be available regarding the number of staff who are:

- directly impacted by the proposal and are 'At risk of redundancy'
- not matched to any roles
- matched to roles where there are more people than posts in the proposed new structure and therefore in ring-fenced competition.
- assimilated to roles or who are out of scope

2.2. Recruitment to roles in the new structure:

The selection criteria and methods for recruiting to the new roles will be developed in accordance with the council's recruitment policy and discussed with the Trade Unions and published as part of the consultation document.

2.3 Impact of transformation on existing employees

Due to the statistical makeup of the service it is known that the impact on the following groups is likely to be higher:

- Female employees
- Employees over 50

Mitigation:

To try and mitigate the effects on all employees and particularly the above groups with protected characteristics the council will provide a number of support channels including:

- A dedicated HR Resource
- Group briefings
- One to one meetings
- Pension Surgeries

- Trade Union and Employee Representatives
- Change and Me Workshops
- Employee Assistance Programme
- Personal support sessions on change
- Interview skills and CV writing workshops

With a large proportion of the service over 50 years of age, the council will provide one to one pension meetings for all staff who are over 55 and at risk of redundancy.

3. Monitoring Summary

3.1 Table 1- Employee EqIA Profile of the Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

The councils overall workforce is:

- 1409 female
- 685 male
- 42% of both male and female are over 50 years of age
- 74% of the workforce are white, black and black British

Initial analysis of the Library Services equality data indicates:

- 70% of the workforce is female
- 30% of the workforce is male
- 45% of the workforce, both male and female, are over 50 years of age
- 48% of the workforce are white, black and black British

		Total LBB data as at November 2015		Total Libraries Staff Milestone 1		Total Libraries Staff Milestone 2		Total Libraries Staff Milestone 3	
		No.	% of LBB	No.	% of service	No.	% change	No.	% change
Number of employees		2094	100%	149	100%				
Gender	Female	1409	67%	104	70%				
	Male	685	33%	45	30%				
	Unknown	0	0%	0	0%				
Date of Birth (age)	1994-1997 (18-21)	18	1%	9	6%				
	1993-1986 (22-29)	198	9%	12	8%				
	1985-1976 (30-39)	441	21%	24	16%				
	1975-1966 (40-49)	550	26%	36	24%				
	1965-1951 (50-64)	822	39%	62	42%				

	1950-1941 (65-74)	64	3%	4	3%				
	1940 and earlier (75+)	1	0%	0	0%				
	Unknown	0	0%	0	0%				
Ethnic Group	White	1180	56 %	86	57.7%				
	British	935	44.5%	71	48%				
	Irish	59	2.5%	5	3%				
	Other White	186	9%	10	6.7%				
	Mixed	50	2%	18	12%				
	White and Black	0		1	0.6%				
	Caribbean	10	0.47%	2	1.3%				
	African	9	0.43%	12	8%				
	White and Asian	14	0.66%	1	0.6%				
	Other mixed	17	0.81%	2	1.3%				
	Asian and Asian British	191	0.9%	23	15%				
	Indian	131	6%	12	8%				
	Pakistani	15	1%	4	3%				
	Bangladeshi	20	1%	1	1%				
	Other Asian	25	1%	6	4%				
	Black or Black British	379	18%	0	0%				
	Caribbean	120	6%	0	0%				
	African	225	11%	0	0%				
	Other Black	34	2%	0	0%				
	Chinese or Other Ethnic Group	31	1%	22	15%				
Chinese	11	1%	3	2%					
Other Ethnic Group	20	1%	1	1%					
Prefer not to say/information refused	73	3%	17	11%					
Unknown	190	9%	1	1%					
Disability	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	0	0	0	0				
	Hearing (such as: deaf, partially deaf or hard of hearing)	1	0%	0	0%				
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	2	0%	0	0%				
	Speech (such as impairments that can cause communication problems)	0	0	0	0				
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects,	5	0%	0	0				

	debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)								
	Severe disfigurement	0	0%	0	0%				
	Learning difficulties (such as dyslexia)	1	0%	0	0%				
	Mental illness (substantial and lasting more than a year)	5	0%	2	1%				
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	11	1%	1	1%				
	Other Disability	13	1%	2	1%				
	No Disability	1757	84%	126	85%				
	Not stated	148	7%	16	11%				
	Unknown	151	7%	2	1%				
Same gender as at birth	No	5	0%	0	0%				
	Yes	1092	52%	113	76%				
	Prefer not to say/information refused	55	3%	9	6%				
	Unknown	942	45%	27	18%				
Pregnancy and Maternity	Pregnant	4	0%	1	1%				
	Maternity Leave (current)	29	1%	1	1%				
	Maternity Leave (in last 12 months)	48	2%	1	1%				
Religion or Belief	Christian	935	45%	59	40%				
	Buddhist	11	1%	0	0%				
	Hindu	106	5%	13	9%				
	Jain	7	0%	0	0%				
	Jewish	52	2%	3	2%				
	Muslim	91	4%	6	4%				
	Sikh	8	0%	1	1%				
	Other Religions	66	3%	9	6%				
	No Religion	270	13%	17	11%				
	Not Stated	16	1%	0	0%				
	No form returned	240	11%	0	0%				
	Atheist	70	3%	3	2%				
	Agnostic	44	2%	4	3%				
	Humanist	2	0%	0	0%				
	Prefer not to say	176	8%	31	21%				
Not Assigned	0	0%	3	2%					
Sexual Orientation	Hetrosexual	1329	63%	91	61%				
	Bisexual	16	1%	1	1%				
	Lesbian or Gay	34	2%	3	2%				

	Prefer not to say	511	24%	50	34%				
	Unknown	204	10%	4	3%				
	Not Assigned								
Marriage and civil partnership	Married	744	36%	58	39%				
	Single	606	29%	41	28%				
	Widowed	15	1%	0	0%				
	In Civil Partnership	16	1%	0	0%				
	Cohabiting	133	6%	13	9%				
	Divorced	84	4%	8	5%				
	Separated	25	1%	3	2%				
	Unknown	365	17%	9	6%				
	Other	9	0%	0	0%				
	Prefer not to say	97	5%	17	11%				
	Not Assigned	0	0	0	0				
Relevant and related grievances	Formal	Not required							
	Upheld								
	Dismissed								

3.2 Evidence

3.3 List below available data and research that will be used to determine impact on different equality groups

HR data provided from transactional HR
Staff/Trade Union/Stakeholder feedback

3.4 Evidence gaps

There are no evidence gaps

3.5 Solution, please explain how you will fill any evidence gaps?

No solution required as no gaps identified

4. Project Milestone Outcomes, Analysis and Actions

4.1 Summary of the outcomes at each milestone

4.1.1 Milestone 1 Consultation Period

There is a need to ensure that all individuals and teams contained within the Library Service are afforded the same opportunities to attend briefing sessions and have access to feedback channels.

In addition a further EQIA will need to be completed at this time and will need to take account of any issues arising for a Voluntary Redundancy offer if this approach is agreed.

4.1.2 Milestone – 2 Recruitment to new roles

A further EQIA shall be completed at this time and all assessment criteria for ring fenced roles and redundancy selection criteria will need to be developed in accordance with the LBBs Managing Organisational Change Policy and Recruitment Policy and Procedures. All criteria should be communicated to the appropriate TU representatives

4.1.3 Milestone – Post restructure review

1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible
Ensure staff consultation is accessible to all	Monitor consultation for any potential barriers for particular staff groups	N/A	Hannah Richens

Equality Objective	Action	Target	Officer responsible
	Ensure accessible consultation methods are provided for those who need them e.g. staff members with disabilities.		

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Delivery Officer)
Date:	Date:

DRAFT



Barnet's Future Library Service: Final Report of the Consultation Outcomes

Report of Findings for



Opinion Research Services

July 2015

Barnet's Future Library Service: Final Report of the Consultation Outcomes

Report of Findings for



Opinion Research Services

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This project was carried out in compliance with ISO 20252:2012

As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract

Any press release or publication of the findings of this report requires the advance approval of ORS: such approval will only be refused on the grounds of inaccuracy or misrepresentation

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1. Consultation Overview

Commission and Methodology

Overview

- 1.1 Despite economic growth, Barnet Council faces a significant budget gap of £72m over the period 2016/17 to 2019/20, driven by further reductions in government spending and increased pressure on local services as the population grows and changes. In order to meet this gap the Council will need to look across all service areas to find efficiencies and identify ways to deliver services differently.
- 1.2 Barnet wants to continue to offer high quality library services to all its residents but is proposing to change how it delivers these services to respond to the financial challenge, as well as to make the most of emerging opportunities to meet people’s needs in new and different ways. By developing a new model of library provision, the Council hopes to work more efficiently while ensuring that the library service remains well suited to the needs of the local community.
- 1.3 Based on the findings from earlier consultation exercises carried out in 2011 and 2014, the Council has developed three potential options for how Barnet’s library service could be provided in the future on a reduced budget. The potential savings that these options identify for the service between 2016 and 2020 add up to £2.85m. Between November 2014 and February 2015, London Borough of Barnet asked residents and other stakeholders to share their views on these options – and the principles underlying them – as part of a wide-ranging consultation exercise.
- 1.4 Opinion Research Services (ORS) is a spin-out company from Swansea University with a UK-wide reputation for social research and major statutory consultations. ORS was appointed by LBB to process the questionnaire responses, facilitate consultation events, convene deliberative discussion groups with residents and to provide an independent report of the formal consultation programme.

Nature of Consultation

Accountability

- 1.5 Consultation should promote accountability and assist decision making: public bodies should give an account of their plans or proposals and they should ensure that all responses are taken into account in order to:
 - » Be informed of any issues, viewpoints, implications or options that might have been overlooked;
 - » Re-evaluate matters already known; and
 - » Review priorities and principles.
- 1.6 Nevertheless, a consultation is not a vote; and influencing public policy through consultation is not simply a ‘numbers game’ in which the loudest voices or the greatest numbers automatically determine the outcome, for all of the various consultation methods have to be assessed.

- 1.7 All types of consultation responses are important – for example, from LBB we received a range of different responses from individuals and organisations as a result of the following activities. The table below outlines the number of responses received by consultation element:

Figure 1: Overview of the consultation elements

Type	Element	Number of responses/participants
Quantitative (All administered by LBB)	Survey of citizens’ panel <i>(a broadly representative group of residents recruited at random by LBB to help it research how residents feel about particular issues)</i>	602
	Main questionnaire	2,191
	Easy Read questionnaire	2
	Staff questionnaire	88
	Young people’s questionnaire	47
	Children’s questionnaire	51
	User groups questionnaire	20
	TOTAL QUANTITATIVE RESPONSES	3,001
Qualitative	Drop-in sessions in libraries <i>(14 sessions + 3 days on the mobile library route)</i>	339
	Focus groups with residents <i>(12 x 2 hour sessions with various groups)</i>	115
	Focus groups with staff <i>(2 x 2 hour sessions with LBB library staff)</i>	18
	Deliberative events with members of the public <i>(3 x 2 hour events)</i>	43
	Depth telephone interviews with users of the home library service	10
	Written submissions <i>(68 from individuals and groups, and a further 114 from local children - seemingly as part of an organised school-based activity)</i>	182
	LBB meetings <i>(14 meetings/ drop in with particular interest groups)</i>	172
	TOTAL QUALITATIVE RESPONSES (noting that some individuals may have contributed to more than one consultation strand)	852
Overall	TOTAL RESPONSES OVERALL	3,853

- 1.8 This report identifies where strength of feeling may be particularly strong while recognising that interpreting consultation is not simply a matter of counting responses.

Interpreting Outcomes

- 1.9 Importantly, the different consultation methods cannot just be combined to yield a single scenario that reconciles everyone’s differences and is acceptable to all LBB individuals and stakeholders – for two main reasons:
- » First, the various consultation methods differ in their nature and their outcomes cannot be just aggregated into a single result
 - » Second, **different stakeholders will inevitably have different perspectives on the possible options and in our experience there is no formula in any consultation process that can reconcile everyone’s differences in a single way forward.**
- 1.10 It is also important to recognise that the outcomes of the consultation process will need to be considered alongside other information available about the likely impact of each of the proposed options. Whilst the consultation process highlights aspects of this information that stakeholders consider to be important, LBB will need to consider the appropriate emphasis to be placed on each element. In this sense there can be no single ‘right’ interpretation of all the consultation elements and other information available to the LBB in their decision-making process. ORS is clear that its role is to analyse and explain the opinions and arguments of those who have responded to the consultation, but not to recommend any option or variant.
- 1.11 Whilst this report brings together a wide range of evidence for LBB to consider, the report does not provide a single answer for the future pattern of library services across the borough. It is for LBB to take decisions based on their understanding of the quality and sustainability of the services they are able to commission in the future and other relevant considerations, including equalities. In their deliberations, LBB will need review the evidence and considerations that have emerged during consultation while also taking account of all the other relevant evidence.

2. Executive Summary

Summary of Main Findings

- 2.1 This executive summary report brings together the feedback received through each of the different consultation elements and provides a comprehensive evidence base to help inform the decision-making process for LBB. This summary concisely reviews the full range of feedback received, and brings together those common themes that have emerged. Verbatim quotations (all of which are italicised) are used not because we agree or disagree with them – but for their vividness in capturing recurrent points of view. ORS does not endorse the statements made, but seeks only to portray them accurately and clearly. We trust that this summary is a sound guide to the consultation outcomes and how they might be interpreted, but readers are urged to consult our full report for more detailed insights.

Key themes

- 2.2 In summary, the findings show there are some significant concerns around some of the proposals (and also around the three options proposed by LBB, each of which incorporate different aspects of these). However, it should also be noted that there is fairly widespread support in principle for some of the proposed changes. The following summary of key themes indicates the main areas of agreement and disagreement across the diverse consultation strands, along with any further issues raised.
- 2.3 The results of the panel survey and the main questionnaire suggested little support for library closures in principle, with the questionnaire respondents being particularly strongly opposed. However, there was also some sense – particularly among staff, but also in the public focus groups – that having fewer libraries might be preferable to maintaining a larger network of smaller sites. Across the various strands, many condemned the proposed minimum average size of 540 square feet as being far too small to accommodate many of the activities and facilities which are currently located in libraries.
- 2.4 There was widespread praise of the expertise and professionalism of Barnet's library staff, and a strong sense that these qualities could never be adequately replaced through the use of volunteers. Hence, while there was support across the various strands for increasing the use of volunteers, this was frequently on the proviso that they should only be used to complement the work of paid staff (that is, not to replace them).
- 2.5 There was a strong sense across the qualitative strands that the library service could be far more enterprising and visionary in terms of income generation, and there were many suggestions for how revenue could be generated e.g. cafés and limited charges for activities. Similarly, panellists and questionnaire respondents tended to be supportive of proposals such as increased hiring out of library space, as well as advertising and sponsorship. Nonetheless, there were some caveats (e.g. it was suggested that not all sponsors would necessarily be appropriate partners), along with some sense that libraries should maintain their public character and ethos, without becoming unduly commercial.
- 2.6 Many respondents and panellists found it difficult to prioritise which should be the most important times and days for staffed opening, with many suggestions that libraries should be staffed as widely as possible. While the qualitative feedback suggested some support for extending opening hours, there was criticism of

the 'open library' model on grounds that it would pose a security risk to users, stock and facilities; as well as diluting the overall quality of the service provided. These misgivings were also shared by many of the panellists and questionnaire respondents.

- 2.7 There was some interest in the possibility of exploring other delivery models (although it should be stressed that the use of commercial providers was widely opposed), as well as some openness to redeveloping sites or exploring other locations. However, some questioned the extent of any cost savings that would be realised as a result of these measures, or felt that it was difficult to comment without reference to specific proposals. Many staff could see advantages to the idea of a staff owned mutual; however, another theme that emerged strongly in both the focus groups and the staff questionnaire was a sense that more information is needed to help inform staff about how this might work in practice.
- 2.8 The remainder of this executive summary provides further detail about the points raised in relation to these themes, and also provides further information about key similarities and differences in the views of different groups.

The role and objectives of libraries

Quantitative feedback: panel survey and main questionnaire

- 2.9 In general, the results for both strands showed widespread agreement with the four objectives.
- 2.10 In particular, there was near universal support for 'A library service that provides children and adults with reading, literacy and learning opportunities' (98% of panellists; 99% of respondents) and 'A library service that makes knowledge and information easily accessible' (94% of panellists; 98% of respondents).
- 2.11 There was a little less support for the objective 'A library service that can withstand current and future financial challenges and safeguard services for vulnerable people', with some text comments expressing a view that it was inappropriate to bundle together financial considerations with concerns for the vulnerable; or that the objective should be more inclusive in its scope i.e. not restricted to the vulnerable. However, the majority were supportive of this objective, as evidenced by the fact that 88% of respondents and 87% of panellists agreed with it.
- 2.12 The remaining objective – 'A library service that engages with communities' – was agreed with by 80% of panellists and 92% of respondents.
- 2.13 Many of the further comments provided focused on the value of libraries more generally, or with specific reference to their importance for children's and adults' education, community engagement, qualified staff etc.

Quantitative feedback: other questionnaires

- 2.14 The majority of respondents to the staff questionnaire and the young people's questionnaire also agreed with the objectives.

Qualitative feedback

- 2.15 In considering the primary benefits of libraries (which many felt had been "forgotten within the options paper rationale"), public and staff focus group participants, drop-in attendees, some LBB meeting participants and many written submissions felt that they:

Are socially accessible to all members of the community (and particularly more disadvantaged residents);

Help prevent social isolation by giving lonely older and other vulnerable people an opportunity to socialise in a warm, friendly environment and offering a meeting point for a number of people who could potentially be *stuck at home*;

Offer migrant residents opportunities to learn English and integrate into local community;

Promote literacy and e-literacy skills, offer spaces for learning and activities, provide facilities for residents that cannot access them elsewhere and encourage social mobility;

Play an essential role in children's development (in terms of introducing them to literature and the activities they attend) and instilling rules, respect and discipline in early childhood;

Provide important meeting space for various organisations; and

Offer independence to people with Physical and Sensory Impairment and a place of respite for carers.

- 2.16 It was also said that the role of libraries cannot be taken in isolation and that they must be considered in the context of the benefits they bring to other services – and that the loss of much of what is considered a very valuable service (especially for the most disadvantaged members of the community) cannot be justified by the *'pittance'* any changes will save.

Approaches to save money

Quantitative feedback: panel survey and main questionnaire

- 2.17 The only proposal that was supported by majorities of both panellists and questionnaire respondents was using volunteers to enhance the services provided by paid staff (85% of panellists; 59% of respondents).
- 2.18 The following proposals were supported by majorities of panellists, but minorities of respondents: community run libraries (73% of panellists; 35% of respondents) and unstaffed opening, using technology to extend opening hours (59% of panellists; 28% of respondents).
- 2.19 Across both strands, there was little support for closing six libraries (6% of panellists; 3% of respondents) and closing two libraries (25% of panellists; 8% of respondents).
- 2.20 There was also only limited support for reducing the size of libraries (37% of panellists; 12% of respondents); unstaffed opening, using technology as a replacement for staffed opening hours (35% of panellists; 13% of respondents); reducing the amount of money spent on stock (30% of panellists; 12% of respondents); and reducing staffed opening hours (29% of panellists; 12% of respondents).
- 2.21 Panellists were therefore generally more supportive than the main questionnaire respondents when presented with the possible approaches to help save money, although there were still a number of proposals which most panellists did not support. It is also worth noting that panellists who identified themselves as current users of the library service tended to be less supportive of many of these proposals, compared with non-users.

Quantitative feedback: other questionnaires

- 2.22 All of the proposals were opposed by the majority of respondents to the staff questionnaire, though there was least opposition to reducing the amount of money spent on stock, closing two libraries, and using volunteers to enhance the services provided by paid staff.
- 2.23 Large majorities of staff questionnaire respondents opposed reducing the size of libraries, either in principle or to a minimum average of 540 square feet. Most of the user group respondents were also opposed.
- 2.24 The use of volunteers to enhance services was the only proposal which a majority of user group respondents supported.
- 2.25 Most of the respondents to the children's and young people's questionnaires would be unhappy with libraries closing or being made smaller.

Qualitative feedback

- 2.26 Qualitative feedback about the approaches to save money has been summarised alongside the feedback about the different options to which these relate (see p. 25 below).

Opening hours and staffing

Quantitative feedback: panel survey and main questionnaire

- 2.27 The questionnaire encouraged respondents and panellists to prioritise particular days and times when libraries would need to be staffed, although these questions were left unanswered by many.
- 2.28 The valid answers which were provided showed some preference for Saturdays and weekdays – however, Sunday also picked up a number of second preferences. When respondents and panellists were asked about times of day, late morning and early evening emerged strongly, and there was also support for staffed opening during afternoons.
- 2.29 The proportion of panellists who said that they would feel confident about using an unstaffed library (63%) was more than twice the proportion of main questionnaire respondents who felt this way (30%).
- 2.30 While the majority of respondents and panellists indicated that the use of volunteers might encourage them to use an unstaffed library, the view of many individuals providing further comments was that they would not be an adequate replacement for highly qualified, experienced and professional members of staff (although there was some support for a view that volunteers could supplement the existing service).
- 2.31 Other criticisms of the unstaffed library model were:
 - Library users would not feel safe or secure when using an unstaffed library
 - Stock and equipment would be at risk of theft or damage
 - CCTV is an inadequate security measure, particularly if it is not being monitored in 'real time'
 - There would be nobody at hand to assist users with any queries;
 - There would be nobody at hand to respond to or manage difficult situations e.g. medical emergencies, accidents on-site, disagreements and arguments, etc.

Self-service technology is unreliable and many users (particularly more elderly individuals) would be unable to use the technology if a member of staff was not available to help them

Unstaffed opening would lead to a decline in the number of people using libraries, and this might be used to justify future closures.

Quantitative feedback: other questionnaires

- 2.32 More than four fifths of respondents to the staff questionnaire (83%) disagreed that the approach for extending opening times was suitable.
- 2.33 Most respondents to the user groups questionnaire reported that they would not be confident in using an unstaffed library.
- 2.34 Both easy read respondents said they would be ‘quite unhappy’ about using a library without staff being there.
- 2.35 The results to the children’s and young people’s questionnaires suggest that many of these respondents would be happy with the proposals for extending opening hours and using new technology to allow unstaffed opening. However, there was less support among young people for reducing staffed opening hours.

Qualitative feedback

- 2.36 It was largely agreed that residents (especially young residents) would benefit from increasing library opening hours to include more evenings and weekends. Despite its potential to extend opening hours though, most participants across all consultation strands typically disapproved of the open library system, mainly due to concerns around personal safety and theft.
- 2.37 Other significant concerns were around: the security of library stock and the potential for vandalism and other anti-social behaviour; the potentially negative effect of unstaffed libraries on library users - particularly more vulnerable users - requiring advice, assistance and technical support from staff; and the restrictions on library access for under 16s (which could, though, apparently be mitigated against through the use of a small cohort of volunteers during unstaffed hours or ensuring that some staffed hours are provided after-school and on weekends). In relation to the latter point, it was also said that the system could be detrimental to young carers, as libraries offer them a safe place to “*get away from being a carer*”.
- 2.38 Drop-in attendees cited the potential inappropriateness of developing a system around peak hours insofar as different types of library users use the service at different times. It was thus suggested that many users will be disadvantaged by only having staff available at what are considered to be traditionally ‘peak’ times.
- 2.39 In terms of particular groups, it was said at some of the LBB-run meetings that use of the open library would be difficult for people with learning disabilities or a physical and/or sensory impairment. With regard to the latter, particular concerns were raised around negotiating library buildings and computer systems (including any computerised entry systems which, it was said, should be fully accessible) without staff assistance - and for a person with learning disabilities, worries were around: remembering PIN numbers; and successfully checking out books without assistance from staff or a carer. However, it was also said that some people with learning disabilities, given the right training, would be able to use

an unstaffed library, and that for those who cannot consideration should be given to extending the chip and pin library entry system to carers - perhaps via the ability to pre-register a 'guest' on a user's card.

- 2.40 A very small number of focus group participants, drop-in and LBB-run meeting attendees, and written submissions supported the open library system as a means of increasing opening hours and as a constructive way to maintain services - providing residents are made fully aware of when staff will be available for assistance. Further, it was said that opening hours should be amended to capture those who wish to use the library either early in the morning or late at night - and there was some recognition that unstaffed hours may allow this.

Relocation and redevelopment

Quantitative feedback: panel survey and main questionnaire

- 2.41 A comparison of the results to the open questionnaire and the panel survey reveals some significant difference of opinion: while all of the proposed options were opposed by a majority of open questionnaire respondents, all but one option were supported by more than half of panellists.
- 2.42 In spite of this, there was some consistency between the two strands in terms of the most and least preferred options overall.
- 2.43 For example, the following three relocation and redevelopment proposals were the most widely supported across both the strands (albeit with a slight difference in terms of which were the second and third most supported of the proposals):

Redeveloping library sites (creating a new library on the existing site as part of a residential development, with housing above it – an opportunity to create a more accessible, fit for purpose library building) (76% of panellists; 49% of respondents);

Building a new library not on, but near to, the existing site (70% of panellists; 46% of respondents);

Moving the library into an existing, accessible venue, near to the current site (74% of panellists; 43% of respondents).

- 2.44 Furthermore, both strands showed least support for moving a smaller library into a nearby, accessible property leased from another landowner (36% of panellists; 18% of respondents).
- 2.45 The further comments which were made were most likely to express a view that libraries should not be moved or closed, or that libraries are already in appropriate locations. There was some feeling that any relocation would not be cost-effective, either because of the expense involved in moving or because it would represent a waste of the resources had already been invested into the libraries in their current locations.

Quantitative feedback: other questionnaires

- 2.46 At least half of staff questionnaire respondents supported redeveloping library sites; building a new library as part of a new development near to the existing site; moving the library into an existing, accessible venue, near to the current site; and moving the library into an alternative, nearby, accessible Council or public sector partner building.
- 2.47 More respondents to the young people's questionnaire disagreed than agreed with moving libraries to a new site or redeveloping them.

Qualitative feedback

- 2.48 Drop-in attendees and some written submissions were not adverse to redeveloping libraries, either on existing sites or elsewhere: they acknowledged that some are currently poorly located and difficult and expensive to maintain. For example, at the Mill Hill and Chipping Barnet drop-in sessions it was suggested that careful consideration should be given to mixed developments incorporating residential housing or retail developments and libraries. This was echoed by staff, many of whom were keen to see libraries moved to more appropriate buildings and locations nearer town centres.

Generating income

Quantitative feedback: panel survey and main questionnaire

- 2.49 At least half of both respondents and panellists supported the following proposals, although larger proportions of panellists tended to be supportive:

Increased hiring out of library space (82% of panellists; 79% of respondents);

Installing commercial collection points (e.g. Amazon lockers) (83% of panellists; 64% of respondents);

Advertising and sponsorship (82% of panellists; 67% of respondents);

'Barnet Libraries Supporters Scheme' available on subscription (74% of panellists; 59% of respondents);

Installing more vending machines (62% of panellists; 50% of respondents).

- 2.50 Hiring out of parking spaces was supported by about half of panellists and a slightly smaller proportion (45%) of questionnaire respondents. Across both strands, only a minority supported reviewing fees and charges to explore additional increases (46% of panellists; 38% of respondents).

- 2.51 The questionnaire also provided an opportunity to make further comments about the income generation proposals, and make any further suggestions. Nearly a fifth (17%) of questionnaire respondents and more than a fifth of panellists (22%) who commented were supportive of increased hiring out of library space, and a tenth of questionnaire respondents (10%) suggested introducing more events, activities and classes into the library (potentially charging a small amount to attend these).

- 2.52 Among those who commented, there was also some support for introducing cafés into libraries (10% of panellists; 8% of respondents) or introducing minimal charges for services (11% of panellists; 8% of respondents).

- 2.53 However, there was some concern about the potential harmful impacts of charging fines for children's stock (e.g. on the basis that this might discourage reading, although it is worth noting that a few individuals thought this could work if given careful consideration),. There were also concerns around hiring out car parking spaces (e.g. on basis this might reduce the spaces available for library users) and introducing vending machines (e.g. on basis they might promote unhealthy eating choices).

Quantitative feedback: other questionnaires

- 2.54 Among respondents to the staff questionnaire, there was widest support for increased hiring out of library space, and also fairly widespread support for advertising and sponsorship.

- 2.55 A majority of respondents to the young people’s questionnaire agreed with libraries ‘doing different things to make more money’.

Qualitative feedback

- 2.56 There was a strong sense, especially at the drop-in sessions, that the library service could be significantly more enterprising and visionary in terms of income generation.
- 2.57 In terms of creating revenue, participants across the various consultation strands suggested: co-locating a library with a café/coffee shop; hiring out surplus space where possible (for both leisure activities and to businesses for workshops and meetings); charging those who can afford it for computer classes and activities such as Stay and Play, music groups and book clubs; introducing more chargeable services such as soft play, foreign language classes, literacy classes, theatre groups, job clubs, talks, book clubs and a conversation café; developing an online shopping pick-up service; commercial sponsorship; and, importantly, hosting other organisations within libraries - and, where possible, “charging them for the privilege”.
- 2.58 Staff participants suggested that: “they could invest in us to train us more. We could then offer professional English and ICT lessons or lessons on how to do tax returns. We could be paid from the Job Centre and other services to provide these lessons”.
- 2.59 There was support for an optional ‘Friends of’ scheme that incorporates not only a financial subscription but also a requirement to assist with fundraising activities and provide practical hands-on help. Another suggestion at the drop-in sessions was that ‘Friends’ could be designated key-holders to increase opportunities for evening hire income. Staff, though, objected to a ‘Friends of’ scheme on the grounds that: “it’s meant to be a free service”.

Alternative delivery models

Quantitative feedback: panel survey and main questionnaire

- 2.60 Among both respondents and panellists, there was clearly most support for libraries being run directly by the Council (93% of panellists; 95% of respondents) and least support for libraries being run by a commercial provider (19% of panellists; 11% of respondents).
- 2.61 Of the remaining proposed delivery models, all were supported by at least half of panellists. However, only libraries being run by an educational body achieved the support of the majority of open questionnaire respondents (84% of panellists; 64% of respondents).
- 2.62 Panellists were also more supportive than questionnaire respondents of: libraries being run as part of a shared service with another council (66% of panellists; 47% of respondents); libraries being run by a staff mutual (50% of panellists; 45% of respondents); and libraries being run by a charitable provider (58% of panellists; 41% of respondents).
- 2.63 Of those questionnaire respondents who provided further comments, nearly a third (30%) expressed views along the line that libraries are a public service which should be run by the Council and not outsourced; the same opinion was expressed by more than a fifth (22%) of panellists who commented.
- 2.64 A number of questionnaire respondents expressed disagreement with the use of a commercial provider to deliver the service, either in general or on the specific grounds e.g. that a commercial provider would only be interested in profit, to the detriment of the quality of service provided.

- 2.65 15% of panellists who commented felt uneasy about the possibility of different providers being able to exercise too much influence on decisions about purchasing stock.

Quantitative feedback: other questionnaires

- 2.66 Among staff questionnaire respondents, the only delivery model which received widespread support was libraries being run directly by the council. Of the remaining alternatives, there was most support for libraries being run by a staff owned mutual, through a shared service with another council, and by an educational body.
- 2.67 The preferred options among easy read respondents were libraries run by the council or a college/university.

Qualitative feedback

Staff-owned Mutual

- 2.68 Some staff could see advantages to a staff-owned mutual, namely that it would allow: library professionals to run their own service; more autonomy and freedom in terms of, say, stock and discretionary charging; charitable status and associated fundraising activities; and non-payment of rent on buildings. Concerns, though, were around: sustainability; changing terms and conditions; the potential for a target- and profit-driven service; and whether staff would want to join a mutual given they allegedly no longer work for a service in which they have confidence.
- 2.69 Staff also desired more information about how mutuals would work in practice so they can make an informed decision as to whether it is a delivery model worthy of pursuit.
- 2.70 While most focus group participants agreed that library staff are highly skilled and capable of running some aspects of the library service, they were sceptical about how well they could manage and administer it as a whole. There was also some concern that a staff-owned mutual is not a sustainable alternative to a Council-run service (a view echoed by the home library users who felt that, while librarians should have a greater role in decision-making, LBB should not relinquish its management role). There was, however, some support for this model in one of the non-user groups on the grounds that it has worked for other agencies and that staff have the requisite knowledge to deliver a better service than LBB.
- 2.71 In the deliberative events, one group of participants developed the idea of a staff-owned mutual model along the following lines:

Convening a group involving current library staff, users and other interested parties, converting the service into a new employee Mutual or Trust, and introducing some form of 'libraries precept';

Moving to a broader 'curriculum' of library services and activities, with strategic emphasis on revenue generation and fundraising balanced with reading, information access and literacy;

Creating closer links with school leadership teams, children's centre managers and youth services to focus efforts around literacy and learning and achieve economies of scale, especially through premises and staffing;

Entering into shared back-office and administrative agreements with other boroughs; and

Offering space and support for new business start-ups; generating room hire income from business meetings and workspace (with similar service standards and prices to commercial offer); holding revenue-orientated events; and offering good coffee shops, Wi-Fi and retail to drive footfall and add revenue.

- 2.72 This model, they felt, would: strengthen leadership focus in the service; increase its grant-seeking ability; and secure non-domestic business rates savings on premises.

Other delivery models

- 2.73 The majority of focus group participants (public and staff), drop-in attendees and home library users opposed outsourcing to a private operator, primarily as they did not feel delivering library services should be a profit-making enterprise and because of poor previous experience (indeed, with particular regard to library staff, their attitudes towards outsourcing seem to have been influenced by their perceptions of what has happened within other LBB departments - as well as their view of the effect such significant levels of outsourcing have had on Barnet as a Council). The only differing opinions were provided by the Mill Hill Preservation Society (which suggested *“an outsource (not-for-profit) provider at a saving on central cost, as has been adopted for many other Borough services”*) and the Mill Hill Residents Association (which felt that outsourcing to a commercial organisation - or indeed a mutual or co-operative - should be considered).
- 2.74 There was some support in the focus groups and drop-in sessions for merging with an educational body insofar as there are potential efficiency benefits - as well as for alternative delivery via a Trust or some form of community partnership.

Specific services

Quantitative feedback: panel survey and main questionnaire

- 2.75 The majority of respondents and panellists agreed with maintaining all of the listed services at the current level, with most support overall for:
- Having support and activities for children, adults and teenagers available in all staffed libraries (82% of panellists; 88% of respondents);
 - Maintaining the early years’ service at current levels (82% of panellists; 87% of respondents);
 - Maintaining the School Libraries Resources Service at current levels (80% of panellists; 84% of respondents).
- 2.76 While majorities agreed with the proposal to continue to offer financial support to the community libraries at Friern Barnet and Hampstead Garden Suburb (73% of respondents; 62% of panellists), this was the least widely supported of the proposals for maintaining specific services.
- 2.77 Majorities also agreed with improving self-service online technology (87% of panellists; 69% of respondents) and maintaining or increasing the e-books, e-audio and other online resources and learning materials which are available to library users (82% of panellists; 68% of respondents).
- 2.78 When invited to suggest any other alternatives for the library service, 11% of respondents commented about increasing the use of libraries by providing other services or making more creative use of space;

the same proportion felt library space could be rented out to small businesses, or that libraries could be co-located with other services in a ‘community hub’ e.g. a café or shop.

- 2.79 There was also some support for the status quo and/or not cutting the library service (8% of panellists and 16% of respondents who made further comments about alternative proposals that could be made to the library services).

Quantitative feedback: other questionnaires

- 2.80 Large majorities of staff questionnaire respondents agreed with maintaining each of the services, with the exception of continuing to offer financial support to the community libraries in Hampstead Garden Suburb and Friern Barnet.
- 2.81 Majorities of respondents to the young people’s questionnaire agreed with maintaining each of the services.

Qualitative feedback: Maintaining the home and mobile library services

- 2.82 Users (and indeed non-users) of the mobile and/or home library services were relieved to discover that LBB is proposing to maintain them. They were considered essential for those who cannot otherwise visit a library and for older residents and those with limited mobility.
- 2.83 There was, though, some suggestion that LBB could “*make more of*” the mobile library. Indeed, at the drop-in sessions it was said that if any of Barnet’s libraries are to close, the mobile library will become increasingly important - and that if this is the case improvements to certain aspects such as internet access and the range of books on offer are essential.

Qualitative feedback: Digital expansion and new technology

- 2.84 Focus group participants generally supported the expansion of digital resources (including the growth of tablet and eBook rental) and felt this would complement what modern users require of a library service. However, some caution was expressed insofar as technological services do not suit all residents.

Three proposed options

- 2.85 LBB presented three possible options for the library service and asked for views on which would be the most appropriate for the service:

Option 1: The network would consist of four ‘core’ libraries and ten smaller ones, reduced to a minimum of 540 square feet on average. The service would use new technology to extend opening hours by 50%, although staffed opening hours would be half of what they are at the moment. Option 1 provides the largest number of library sites of the three options.

Option 2: The eight largest and/or busiest libraries would stay open. Six libraries would close. The service would use new technology to extend opening hours by 30%, although staffed opening hours would be 60% of what they are at the moment. Option 2 provides the highest level of staffed opening hours of the three.

Option 3: The network would consist of seven large libraries; there would also be a small library in Burnt Oak. Four libraries would be reduced, on average, to a minimum of 540 sq. ft., and offered to local residents and community groups to run as community libraries. Two libraries would close. The

service would use new technology to extend opening hours by 30%, although staffed opening hours would be 50% of what they are at the moment.

- 2.86 LBB stressed that there is, at this stage, no preferred option for the future of Barnet’s libraries and any final strategy may strike a balance between these options, combining elements of each.

Quantitative feedback: panel survey and main questionnaire

- 2.87 All three options (Option 1, Option 2, and Option 3) were opposed by the majority of main questionnaire respondents. On the other hand, majorities of panellists supported them.
- 2.88 Both strands showed most support for Option 1 (70% of panellists; 44% of respondents), albeit with a significant difference in the levels of support shown between the two. Among questionnaire respondents, there was somewhat more support for Option 2 (33%) than Option 3 (21%); however, the panel survey results showed consistent levels of support for both of these options (61% and 62% respectively).
- 2.89 When asked to rank the Options, panellists were most likely to select Option 1 as their preferred option (41% of panellists making a first preference). However, open questionnaire respondents were most likely to select an alternative as their first preference (42% of respondents making a first preference). Relatively few panellists chose to rank an alternative option, presumably reflecting the fact that they were collectively much more supportive of the three options identified by the Council compared with the open questionnaire respondents.
- 2.90 Even though majorities of panellists supported the options, this support is not entirely consistent with results to some of the previous questions which focused on key aspects of the options. For example, relatively small minorities of panellists supported the closure of either two (25%) or six (6%) libraries (features of Option 3 and Option 2 respectively), and less than two fifths (37%) supported the reduction in the size of libraries to an average minimum of 540 square feet (as would happen to ten of the service’s libraries under Option 1). One might speculate as to whether panellists opposed these measures in principle, but were more supportive when they read the full details of the proposals – perhaps because their preferred library was unaffected, or because they were reassured when they read fuller details of the proposals. Nonetheless, this interpretation is speculative and it is difficult to offer any definitive explanation for this apparent contradiction.
- 2.91 The further comments made were most likely to focus upon the unsuitability of all three options, not wanting libraries to close, or a need to maintain the library service as it is.
- 2.92 There were also comments focusing on the value of libraries e.g. as a community facility; along with criticism of the proposal to reduce the size of libraries (to a minimum of 540 square feet on average) and potential impacts on travel times and access as a result of closures. Others reiterated earlier concerns e.g. about the need to retain staff.
- 2.93 Some respondents suggested alternatives to increase revenue (e.g. raising council tax), or make savings elsewhere (with several comments about, amongst other things, curbing councillors’ expenses or reducing the number of council staff on high salaries, and reducing outsourcing or the use of external consultants).

- 2.94 There was also support for increasing revenue, or using a 'community hub' model to co-locate libraries with other services. A tenth of panellists who commented (10%) were supportive of the use of technology.

Quantitative feedback: other questionnaires

- 2.95 The staff questionnaire results showed a consistent pattern of strong opposition to the three options, but particularly Option 3. There was slightly more support for Option 2 than Option 1.
- 2.96 None of the three options stood out as being particularly well or poorly supported among respondents to the user groups questionnaire.
- 2.97 Respondents to the children's questionnaire were most unhappy about Option 2. However, respondents to the young people's questionnaire were slightly more supportive of Option 2 than the remaining options.
- 2.98 One easy read respondent preferred Option 1 overall, while the other preferred Option 3.

Qualitative feedback: general

- 2.99 Although there was recognition that LBB has real budgetary challenges and that the library service must change, many people rejected all three of LBB's proposed options, describing them as, among other terms: '*inappropriate*'; '*over the top*'; '*dire*'; '*painful*'; '*unacceptable*', '*unsatisfactory*', '*restrictive*' and '*unimaginative*'. The general sense was that they display a lack of vision - and that broader, more creative thinking is required for the Council to achieve its required savings target while safeguarding the library service as much as possible.
- 2.100 Staff also questioned the reasoning behind the options and commented that they did not appear to be particularly well-argued, particularly in comparison to those put forward in other areas like Southampton and Hertfordshire.

Qualitative feedback: Option 1

- 2.101 In considering Option 1, the main concerns across all research methodologies were around the proposed reduction in library space: many people could not comprehend what could be provided in a smaller library and assumed that the whole range of service provision would have to be downsized significantly. The general sense was that it would result in: a very restricted number of books and computers; a lack of space for studying or relaxing; and a reduction in the number of activities held at library sites - and it was frequently suggested that downsizing to such a degree would lead to a decrease in the number of people visiting libraries and a non-sustainable service.
- 2.102 Other cited potential consequences of library size reductions were: an increase in social isolation as a result of older people staying at home rather than spending time at the library; and a detrimental impact on those with Learning Disabilities (who value open space).
- 2.103 At the drop-ins it was said that this option may result in fewer savings than anticipated (or indeed savings that are realised some years down the line) due to the costs of reconfiguring the remainder of the library space to render it suitable for commercial or any other rental use. Also, some participants - including staff - foresaw insufficient demand for the remaining space (resulting in less income generation than anticipated).

- 2.104 Despite the above, there was a degree of support for this option at some focus groups, LBB-run meetings, drop-ins and among some home library users insofar as it would still offer a library service, albeit in a slightly different (some felt more cost-effective) way - and because the additional space freed up could be rented out for community good. Further, some participants weighed this option against the possibility of library closures and, on balance, showed support for it.

Qualitative feedback: Option 2

- 2.105 On balance, there was more support for Option 2 than Option 1 in the public focus groups on the basis that the total reduction in total library space is lower and the remaining libraries would be more suited to residents’ needs. It was also said that this option would result in the loss of only the less used, less viable libraries and the redevelopment of some existing libraries, meaning fewer but ‘better’ services and more potential for entrepreneurialism – an opinion shared at some drop-in events.
- 2.106 Several of the ‘younger’ LBB-run meetings also supported Option 2 – mainly based on their preference for *“fewer but better, more modern libraries that have been invested in and improved”*.
- 2.107 Staff typically preferred this option and described it as the *“lesser evil”*. That said, their support was based on maintaining current staffing levels and additional investment in the remaining libraries.
- 2.108 However, a significant number of participants did not support this option on the grounds that they do not want to lose ‘any more’ libraries and that access to alternative sites may be difficult for some people. The general sense was that closures could lead to the disenfranchisement of a large number of people across the borough - primarily those people who need libraries most. This view was echoed by almost all home library users, drop-in attendees and in many written submissions.
- 2.109 There was also widespread criticism of the stated aim under Option 2 that ‘95% of people in Barnet are able to reach a library in less than 30 minutes using public transport’ - with some arguing that 30 minutes is too long to travel to a facility that should be as local as possible and not accessible only via often lengthy and complicated journeys. On this issue, it was said that closures have the potential to be very disruptive to people with learning disabilities - though this could be mitigated against to some extent through travel training.
- 2.110 Drop-in attendees, some LBB-run meeting participants and a few written submissions said that the area’s current and forecast population growth has not been sufficiently considered by LBB in developing an option that would result in the closure of six libraries - and it was suggested that the criteria for identifying which libraries remain and which close is somewhat opaque.

Qualitative feedback: Option 3

- 2.111 While the majority of focus group and drop-in participants were perfectly happy to back the use of volunteers within the library service in a supportive capacity, few endorsed the idea of ‘community libraries’ whereby there are no librarians involved in the management and facilitation of the service.
- 2.112 The general sense across all research methodologies was that: the quality of the library service would be negatively affected (research from other areas apparently shows that community-run libraries tend to suffer service decline after a few years); volunteers may not be sufficiently skilled, available or reliable; community-run libraries would not be sustainable and would inevitably close in future; an over-reliance on volunteers will result in the loss of professional staff (the presence of whom was considered vital and irreplaceable in terms of knowledge, management and the unique skill set they

possess); and that volunteers would be from a certain demographic and would thus not cater for the diversity of the area.

- 2.113 Importantly also, staff (as well as a few members of the public and written submissions) feared that community libraries would not be part of the library network, and thus would not be able to deliver the same level of service.
- 2.114 Some public and staff focus group members were aware of the community-run library at Hampstead Garden Suburb and said the area has a '*tight-knit community*' with many willing volunteers. In contrast, some of the areas suggested for community libraries under Option 3 were said to lack this kind of community spirit - and there was concern that the number of volunteers or groups willing to operate libraries would be insufficient given the lack of community activism there.
- 2.115 The only focus group to voice a different view in support of Option 3 was the Gypsy and Traveller group, whose participants explained that a community library would allow members of the Traveller community to get involved in running a local service. Also, all participants in one of the non-user groups, one home library user and some LBB-run meeting attendees agreed that if there was a choice between libraries closing or being kept open through the use of volunteers, they would choose the latter.
- 2.116 It should be noted that the reservations reported above were not in relation to the use of volunteers per se, but only to entirely community-run libraries. Indeed, there was a definite sense that using volunteers could be useful in bolstering current service provision.

Qualitative feedback: Suggested alternative options

- 2.117 Focus group participants (public and staff) and some written submissions strongly supported the idea of 'community hubs': that is, libraries co-located with other community-based services, particularly leisure and social activities. The prospect of co-location with a commercial enterprise was also advocated by the majority of staff.
- 2.118 The creation of 'public services hubs' was suggested at the deliberative events; that is, combined hubs incorporating library services (books, information, literacy support and internet access) and other face-to-face public services. This could include Jobcentre consultations, social care interviews, NHS/public health information and support, and possibly others.
- 2.119 Also at the deliberative events, the following suggestions were made:

Incorporating public libraries into school new-build and refurbishment projects (whereby any potential issues can be overcome at the design stage). The general sense was that co-locating in this way would increase pupils' access to resources and improve provision for the general public;

Meeting the savings target halfway by aiming for £1.42 million in net savings as part of a new business model to deliver an improved and modernised library service. The main features of this model were:

Maximising Section 106 deals to renew the library estate;

Offering Middlesex University added value services for their students for a fee;

Offering to host (again for a fee) services serving demographic groups that overlap with library user-ship - for example youth and older people's services;

Launching a programme of skills courses and classes with strong links to library themes (some organised by the library and some by groups that hire library space);

Developing sharing agreements with neighbouring councils for back office functions;

Hosting evening events when libraries would normally be closed for income generation, overseen by junior staff and assisted by volunteer ushers and greeters;

Opening coffee shops and introducing Amazon/Doddle delivery lockers; and

Exploiting opportunities for advertising and sponsorship.

- 2.120 Closer collaboration and more resource-sharing with neighbouring London boroughs - or indeed other counties such as Hertfordshire and Surrey - was considered desirable in eliminating duplication and making efficiencies without widespread 'cuts' to services, as was the need for LBB to learn lessons from successful library services elsewhere (the Idea Stores in Tower Hamlets for example). Further, one staff member went to far as to propose "*one library service for London. With the size of the cuts, that option is starting to make more sense*".
- 2.121 The prospect of raising council tax was discussed in some focus groups and drop-in sessions, with a small minority at the former and significantly more at the latter supporting an increase to support retaining (or indeed improving) the library service. Participants at all three deliberative events and some written submissions also felt that a council tax increase should have been presented as an option, which would in turn have changed the underlying arithmetic of the budget and need for savings.
- 2.122 It should be noted that several lengthy written submissions were received (from the East Finchley Library Users' Group, Mill Hill Preservation Society, Mill Hill Residents' Association, Mill Hill Neighbourhood Forum and an individual resident) outlining some specific alternative proposals both generally and for specific libraries. These have been replicated in summary form in the main report of findings.

Other issues – availability of volunteers

- 2.123 Around a third (34%) of panellists stated that they would be interested in volunteering to help with activities in Barnet libraries, compared with just under a quarter (23%) of open questionnaire respondents.
- 2.124 20% of panellists and 15% of main questionnaire respondents said they would be interested in helping to run a community library.
- 2.125 The text comments provided by respondents also showed some scepticism about whether an appropriate number of volunteers could be recruited and retained.

Other issues – the consultation process

- 2.126 There was a great deal of mistrust in the both the consultation process and the regard decision-makers will pay to its outcomes across all research methodologies.
- 2.127 The consultation document and questionnaire were heavily criticised by drop-in attendees, staff participants and in several written submissions. The questionnaire in particular was thought to be leading, over-complicated, over-lengthy and off-putting (deliberately so to engineer the 'desired' result

according to some). Staff also raised concerns about the construction of the questionnaire which, in their view, was ‘loaded’, ‘disingenuous’ and ‘ambiguous’.

- 2.128 Similar views were expressed by many who responded to the quantitative elements and provided further comments. There were accusations of bias (particularly around some of the ranking questions used e.g. not being able to express a view that all options were equally inappropriate) and predetermination.
- 2.129 Participants at the deliberative events felt that many in the borough do not trust that the Council is acting sincerely in this consultation - and complained of a lack of mutual trust that is preventing a collaborative approach to creating a workable model for the future. It was also felt that low levels of trust tend to limit debate and encourage residents to take a defensive stance and argue for the status quo, mainly because they fear any change will be used as an opportunity to diminish the service rather than increase its impact.
- 2.130 This was echoed to some extent by drop-in attendees and in some written submissions: it was suggested that the ‘options exercise’ is a missed opportunity to create a way forward with the community, show the potential benefits of change and ask for assistance in achieving it. Indeed, there was a definite sense that there would be value moving forward in greater collaboration between the Council and its communities in determining an acceptable future model for the library service.
- 2.131 Finally, drop-in attendees strongly desired more detail about the three options; they were frustrated with the unclear criteria underpinning them and with not being able to see what they considered to be essential data to allow an informed judgement. They particularly desired further knowledge of: costs; library usage and income generation; the mix of services that would be provided within the proposed smaller libraries; the financial implications of the three proposed options; and how the options were chosen.

Introduction to the Full Report

- 2.132 What follows is ORS’s main report of findings, which considers the feedback received through each of the different consultation elements and provides a comprehensive evidence base to help inform the decision-making process for LBB. We recognise that considering the feedback from each element of the consultation in turn can at times be repetitive given that similar issues often emerged across the different strands – but it is important that this full report provides an accurate reflection of all of the feedback received.
- 2.133 Any verbatim quotations (in italics) are used not because we agree or disagree with them – but for their vividness in capturing recurrent points of view. ORS does not endorse the statements made, but seeks only to portray them accurately and clearly.

Need for interpretation

- 2.134 In terms of the quantitative strands, it is also important to note the following:

- » **The weighted panel survey is *broadly* representative of the overall population of Barnet, and therefore is likely to be a useful guide to overall public opinion across the borough. Respondents to the survey are referred to as ‘panellists’ throughout this report**

- » **The open questionnaire can provide considerable information about the views of particular groups and individuals at more local levels (including those of many users of the library service); but may be less appropriate as a guide to overall opinion because its response profile does not match the Barnet population (by over- and under-representing particular demographic groups relative to the actual population). Respondents to the questionnaire are referred to as ‘respondents’ throughout this report.**

- 2.135 Although the open questionnaire is an important and accessible consultation route that is open to everyone, it was distributed unsystematically. Therefore, it is unsurprising, but important, that the main questionnaire achieved responses that are somewhat less representative of residents living in the borough than the more representative panel survey. For example, while certain groups are over- and under-represented in both returned samples (e.g. younger people are under-represented), the weighting process used in the panel survey corrects for this over- and under-representation, to ensure that the contribution each group makes to the overall result is in line with the overall profile of the wider Barnet population.
- 2.136 Because its respondent profile is an imperfect reflection of the population, the results of the main questionnaire have to be interpreted carefully and compared with the weighted panel survey findings (hence the Executive Summary summarises the key results for both). However, the open questionnaire results do provide an important indication of where there may be particular strength of feeling in relation to the proposals.

Note

- 2.137 A number of questions in the main questionnaire asked respondents to identify how much they supported or opposed particular proposals. The scale used was changed a short time into the fieldwork period, with a ‘Tend to oppose’ option replacing the original ‘Do not support’ for online respondents, to ensure a more balanced scale that was easy for respondents to understand.
- 2.138 In the main body of the report, ORS has presented results from before and after this change separately, to allow for any incomparability between the original and revised questions which would make it inappropriate to present a single, aggregated result. In the main, however, the results from before and after the change generally show a generally similar picture.
- 2.139 For conciseness, throughout this executive summary, when summarising results for affected questions from the main questionnaire, the percentages quoted refer only to results *after* the change was made (on the basis that the substantial majority of individuals – 1,209 of the 1,343 online respondents, and all 848 postal respondents - responded to the revised version of the questions). Percentages quoted for unaffected questions are based on all the responses received.
- 2.140 Readers are encouraged to consult the full body of the report in order to see separate results for early (prior to the change) online respondents.

3. Introduction to the Quantitative Consultation Elements

Overview of the consultation questionnaires

Overview

- 3.1 As part of its Libraries consultation, a consultation document covering the proposed changes was produced by LBB and made available to residents, staff and organisations.
- 3.2 A main consultation questionnaire was also developed by LBB, which was split into three sections. Section One included questions on the following key topics:
 - » Outcomes and objectives
 - » What could change?
 - » Library opening times
 - » Relocation and redevelopment of library sites
 - » Generating income
 - » Alternative delivery models
 - » Specific library services
 - » Options
 - » Volunteering
- 3.3 Section Two was targeted towards both users and non-users of the library service, with separate parts as follows:
 - » Current library users
 - » People who do not use the library service
 - » Both users and non-users
- 3.4 Section Three (‘About You’) captured information about the type of response being submitted, as well as a diversity monitoring section to collect respondents’ demographic information.
- 3.5 The online **main questionnaire** was setup by LBB and made available on 10th November 2014 via the Engage Barnet online portal remained available until the consultation period ended on 22nd February 2015. A paper version of the questionnaire was subsequently made available upon request in the borough’s libraries, for individuals who were unable to fill in the questionnaire online. In total, 2,191 responses were obtained.

- 3.6 LBB also surveyed the views of its **citizens' panel** – a broadly representative group of around 2,000 local residents who are regularly invited to provide their views about local services – by distributing copies of the questionnaire to panellists for them to complete either by post or online. This yielded 602 responses.
- 3.7 Following the conclusion of the consultation period, LBB provided ORS with the data for the online questionnaires and the paper copies of the main questionnaire, in order that these could be independently processed, analysed and reported.
- 3.8 In terms of the quantitative elements, ORS' role is to detail the response to the various quantitative strands, and the results for each are reported separately in detail in the chapters which follow. In terms of these different elements, it is important to note the following:
- » **The panel survey is *broadly* representative of the overall population of Barnet, and therefore is likely to be a useful guide to overall public opinion across the borough.**
 - » **The open questionnaires can provide considerable information about the views of particular groups and individuals at very local levels; but are less appropriate as a guide to overall opinion because their response profiles do not match the Barnet population.**
- 3.9 The various sets of results which follow should therefore be considered within these specific contexts. Although the open questionnaire is an important and accessible consultation route that is open to everyone, it was distributed unsystematically. Therefore, it is unsurprising, but important, that the main questionnaire achieved responses that are somewhat less representative of residents living in the locality of the centre than the more representative panel survey.
- 3.10 Because its respondent profile is an imperfect reflection of the population, the results of the main questionnaire have to be interpreted carefully and compared with the panel survey findings. However, the open questionnaire results do provide an important indication of where there may be particular strength or feeling in relation to the proposals.
- 3.11 Of course, it is for the London Borough of Barnet (not ORS) to determine the emphasis to be given to the open questionnaire in comparison with the panel survey and other consultation elements, while bearing in mind that the outcome of the consultation should not be just a 'numbers' game. In other words, the question is not *'Which findings should determine our decision?'* but *'What evidence or considerations have emerged that should influence our deliberations about the future of the libraries service?'*

Summary of key findings from the panel survey and main questionnaire

- 3.12 It is strongly apparent that many respondents care very deeply about libraries, and feel that libraries play a vitally important role in their local community.
- 3.13 However, many respondents foresee that the proposed options could have a serious negative impact on the service. The **results to the open questionnaire show significant opposition to the three options**, as well as to certain principles underpinning these options e.g. proposals to reduce the size of libraries, proposals for unstaffed opening, and proposals to close libraries.

- 3.14 In contrast, **the more representative panel survey results show more support for the three options**, and it is also the case that **panellists tend to be more supportive** of the various ideas proposed in general.
- 3.15 For example, **majorities of panellists support all but one of the seven proposals for relocation and redevelopment**, whereas **none of these is supported by a majority of questionnaire respondents**. Panellists are also far more likely than the open questionnaire respondents to express a view that they would be confident about using an unstaffed library.
- 3.16 Nonetheless, there are **certain similarities in the results across the two strands**. For example, both strands show somewhat more support for Option 1 than the other two options, even if the majority of main questionnaire respondents opposed this. **Both panellists and respondents are also largely supportive of the proposals about maintaining specific library services**.
- 3.17 Furthermore, **across both the strands**, significant majorities support libraries being run directly by the Council, and **majorities oppose the closure of libraries and the reduction of library space** (although this is somewhat at odds with the finding that majorities of panellists expressed support for the three options, which would entail closures and space reductions).
- 3.18 It is also worth pointing out that, within the results to the panel survey, there is some difference in views between those who identify themselves as current users of the library service, and those who do not. Panellists who are current library users tend to be *less supportive* of many of the proposals when their views are compared with those of panellists who do not use the service; however, these panellists also tend to be *more supportive* when their views are compared with those of respondents to the main questionnaire (the vast majority of whom identified themselves as users of the service).

Other questionnaires

- 3.19 In order to understand the specific views of particular groups – some of whom may not have been able to access the main questionnaire – LBB also produced separate variations of the consultation questionnaire as follows:
- “Easy Read” questionnaire (2 responses)
 - User groups questionnaire (20 responses);
 - Staff questionnaire (88 responses);
 - Young people’s questionnaire (47 responses);
 - Children’s questionnaire (51 responses).
- 3.20 Each of these elements has been reported separately. Due to much lower response numbers, most of the strands have been reported in a more summary format compared with the panel survey and the main questionnaire.

Total responses received

- 3.21 LBB received 2,399 responses to the open quantitative elements (2,191 responses to the main questionnaire, and a further 208 responses to the smaller, targeted questionnaires) and a further 602 responses to the closed panel survey – an overall total of 3,001 questionnaire responses.

Interpretation of data

- 3.22 The results which follow are presented in a largely graphical format. The pie charts and other graphics show the proportions (percentages) of respondents making relevant responses.
- 3.23 Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which green shades represent positive responses, red shades represent negative responses, and beige and purple shades represent neither positive nor negative responses.
- 3.24 The bolder shades are used to highlight responses at the ‘extremes’, for example, strongly agree or strongly disagree.
- 3.25 Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers. Throughout the volume an asterisk (*) denotes any value less than half of one per cent. In some cases figures of 2% or below have been excluded from graphs.
- 3.26 All open-ended responses to the main questionnaire and the panel survey have been classified, using a standardised code frame based on the main themes arising from the comments. This is done to so that the very large numbers of comments made can be usefully summarised, by identifying the key themes raised by respondents and quantifying the numbers of respondents who make specific points. Due to the lower numbers of comments made, the open-ended responses to the smaller questionnaires have been summarised more qualitatively rather than being coded.
- 3.27 In particular, the staff questionnaire generated a number of detailed and well-evidenced further comments which have been summarised in the relevant chapter.

4. Panel survey

Overview of the citizens' panel survey

- 4.1 LBB established its citizens' panel in 1997 to give Barnet residents a chance to influence life in the borough and let the council know the things that are important to them in their area. Residents living in Barnet are selected at random and given the opportunity to become panel members.
- 4.2 The panel currently has a total membership of around 2,000 local residents, and this membership is intended to be broadly representative of the overall Barnet population.

Survey response

- 4.3 The main questionnaire was distributed to all 2,009 panellists in 30/01/2015, with panellists invited to complete the questionnaire - either by post or online - by no later than 22/02/2015. A total of 250 postal and 352 online responses were received; the overall response rate was therefore 30%.

Weighting the Data

- 4.4 The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although panellists are selected at random and the panel is broadly representative of the wider population, the achieved sample was unbalanced owing to non-response.
- 4.5 Under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.
- 4.6 The returned sample was checked against comparative data for age, gender, ethnic group, tenure, working status and ward, then subsequently weighted by age, tenure, ethnic group, gender and ward.
- 4.7 The results of the panel survey are therefore likely to be more representative of the views of the wider population than those of the open questionnaire.
- 4.8 The tables that appear without commentary on the following two pages show the unweighted and weighted profiles of the responses to the survey. (Please note that the figures may not always sum to 100% due to rounding).

Figure 2: Panel survey responses (unweighted and weighted) and Resident Population

Characteristic	Unweighted Count	Unweighted Valid %	Weighted Valid %	Resident Population %
BY AGE				
18 to 34	94	15.6%	34.7%	33.1%
35 to 44	101	16.8%	21.0%	19.4%
45 to 54	126	20.9%	16.6%	17.0%
55 to 64	113	18.8%	11.6%	12.4%
65 or over	168	27.9%	16.1%	18.0%
Total valid responses	602	100%	100%	100%
BY GENDER				
Male	279	46.3%	46.3%	47.9%
Female	323	53.7%	53.7%	52.1%
Total valid responses	602	100%	100%	100%
BY WORKING STATUS				
Working	365	60.6%	64.1%	61.9%
Retired	159	26.4%	16.2%	16.3%
Otherwise not working	78	13.0%	19.6%	21.9%
Total valid responses	602	100%	100%	100%
BY TENURE				
Owner occupied (including shared ownership)	492	83.1%	61.0%	59.5%
Rent privately	64	10.8%	26.9%	26.9%
Rent from Council or HA	36	6.1%	12.2%	13.6%
Total valid responses	592	100%	100%	100%
<i>Not known</i>	10	-	-	-
BY ETHNIC GROUP				
White	464	77.1%	68.9%	66.5%
Non-white	138	22.9%	31.1%	33.5%
Total valid responses	602	100%	100%	100%
BY DISABILITY				
Yes	86	14.4%	11.7%	-
No	512	85.6%	88.3%	-
Total valid responses	598	100%	100%	-
<i>Not known</i>	4	-	-	-

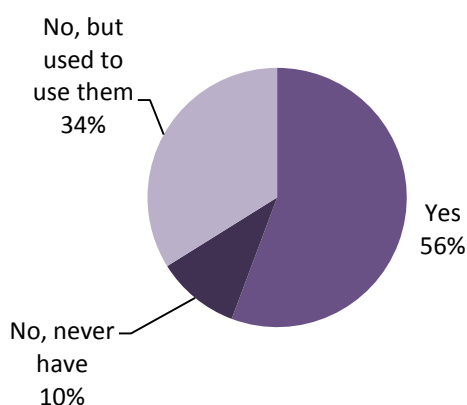
Main findings

Outcomes and objectives

Do you use Barnet’s library service?

- 4.9 More than half of panellists (56%) identified themselves as users of Barnet’s library service.
- 4.10 A further 34% had used Barnet’s libraries in the past, while a tenth of panellists (10%) had never used the libraries.

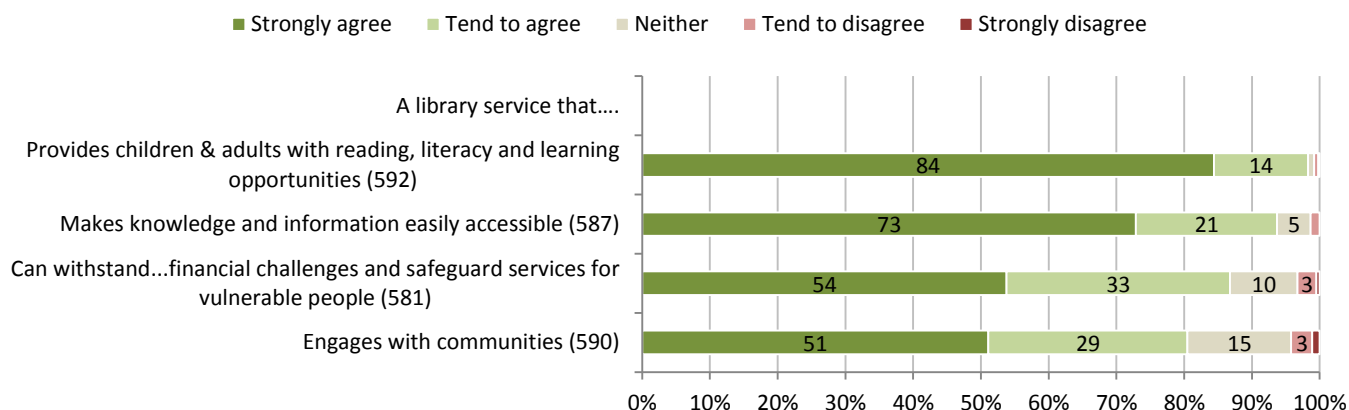
Figure 3: Whether respondents use Barnet’s library service (Base: 599)



To what extent do you agree or disagree with each of these objectives?

- 4.11 At least four fifths of panellists agreed with each of the objectives. In particular, more than nine out of ten agreed with the objectives for:
- *A library service that provides children and adults with reading, literacy and learning opportunities (98%); and*
 - *A library service that makes knowledge and information easily accessible (94%).*
- 4.12 While slightly fewer panellists agreed with the remaining objectives, the vast majority were still supportive of these:
- *A library service that can withstand current and future financial challenges and safeguard services for vulnerable people (87%);*
 - *A library service that engages with communities (80%).*

Figure 4: Levels of agreement and disagreement with the four objectives (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about these objectives?

- 4.13 The text comments from the panel survey were collated using the same code frame that had been developed based on the comments from the main questionnaire.
- 4.14 Please note that percentages are based on how many panellists made a particular comment, as a proportion of all panellists who made valid comments i.e. panellists who did not provide any comments are excluded from the calculations. Percentages are based on weighted counts.
- 4.15 The comments were very widely spread over a variety of themes, although the views which were most commonly expressed were:
- Libraries need to have qualified staff and/or staff are vital for libraries (e.g. because they provide help, advice and information, and they are particularly valuable to elderly residents) (11%);
 - Library facilities are vital for children for educational purposes (e.g. in terms of encouraging them to interact and learn to read from a young age) (9%);
 - Broad agreement with the objectives in general (9%).

Figure 5: Further comments about objectives (Base: 77 panellists who provided comments)

Coded comment	% (Weighted Valid)
Libraries need to have qualified staff/staff are vital for libraries/helping with needs/giving advice/information/engaging with people, especially the elderly	11.0
Library facilities are vital for children for educational purposes/children interacting with each other/libraries are there to encourage children to read from a young age	9.3
Generally agree /they are a good idea	8.9
Libraries are a vital service for the community/community engagement	8.5
Libraries are vital for people without facilities/people that don't have access to computers/books etc. /from low income or deprived areas	7.7
Need to improve/extend opening hours/times of libraries	5.9
Disagree with the closure of libraries/should keep libraries open	5.8

Councils should be responsibility to provide these services/make these decisions	4.9
Libraries should provide space for increased activities/facilities i.e. community meetings/book clubs etc. /increasing activities will bring more people/money to the library	4.4
Prepared to change with the times/more relevant technology for libraries/upgrade current systems	4.3
Libraries are important local facilities/they should be kept as they are	3.7
Libraries are vital for the public to be able to access information easily	3.4
Questionnaire is biased/questions are leading/otherwise unhappy with consultation	2.9
Libraries are vital for elderly people/will impact negatively on elderly people/provides a place for them to go/interact with other people	2.9
Don't understand the information/questions/objectives aren't clear	2.9
It is not the councils responsibility/concern to be safeguarding vulnerable people/it is not the libraries' responsibility/it is social services' responsibility	2.6
Reduce charges within libraries/remove late fees	2.5
Don't agree with the 4th option/against the 4th option	2.5
Libraries need to have local access/better access i.e. libraries need to be more central/closer etc.	2.0
The library service is a priority/savings can be made elsewhere/increase funds for library/increased investment needed	1.9
Disagree with the use volunteers/shouldn't use the volunteer sector as standards won't be adequate	1.3
Libraries are vital for education/getting adults to further education/should provide educational classes for adults/encourage adults to read etc.	1.2
Libraries need to be free/libraries should always be free	1.1
The proposals won't meet these objectives/they won't work	0.9
Disagree with unstaffed library/ I am too vulnerable for libraries to be unmanned/no machines need well trained professional staff	0.8
Update existing libraries/invest and develop current libraries/no cuts	0.8
Increase council tax/tax richer people/businesses to fund libraries	0.8
Need a better range/variety of stock i.e. up to date books/DVDs etc./shouldn't reduce range of books	0.6
Libraries already provide a good space for activities/groups/meetings etc.	0.5
It is vital that the council safeguard services for vulnerable groups	0.4
Other	30.6

What could change?

To what extent do you support or oppose the following approaches to help save money?

4.16 The following proposals were supported by at least half of the panellists:

- Using volunteers to enhance the services provided by paid staff (85%);
- Community run libraries (73%);
- Unstaffed opening, using technology to extend opening hours (59%).

4.17 The remaining approaches were opposed by the majority. In particular, no more than three out of ten supported:

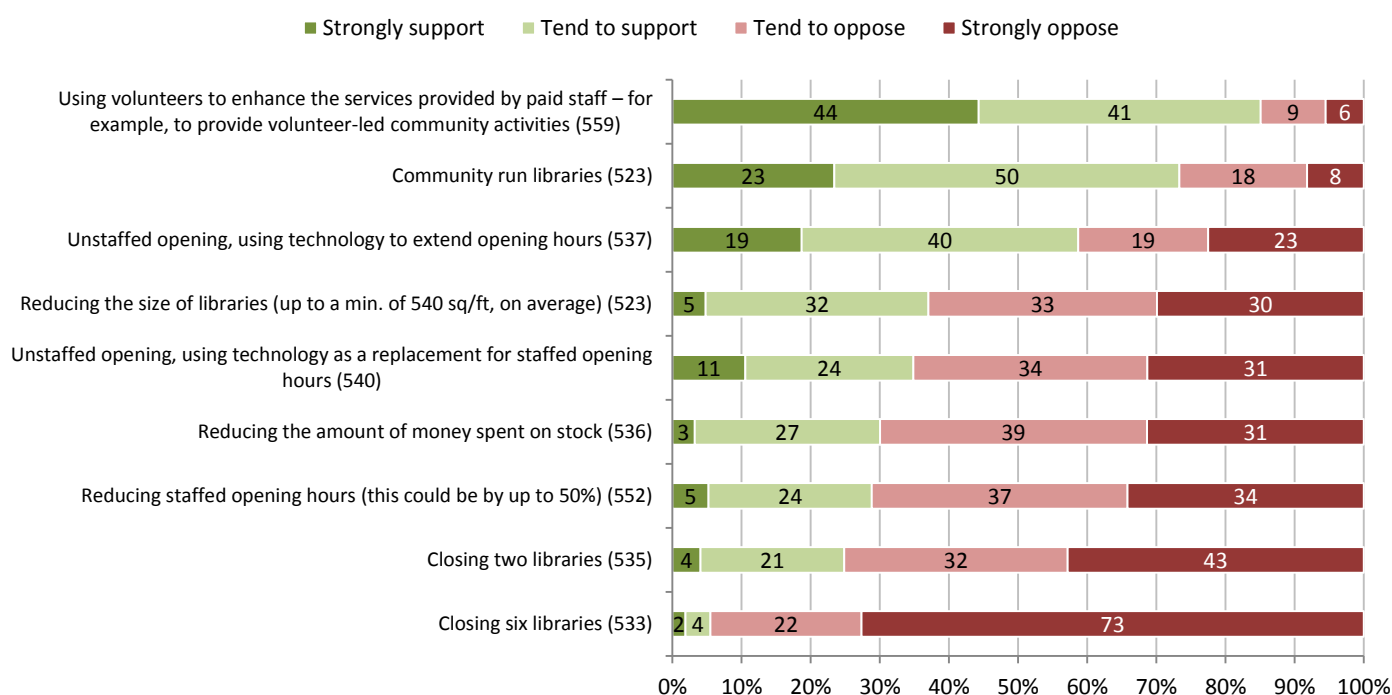
- Closing six libraries (6%);
- Closing two libraries (25%);

- Reducing staffed opening hours (by up to 50%) (29%);
- Reducing the amount of money spent on stock (30%).

4.18 Although most panellists supported unstaffed opening, using technology as a means to *extend* opening hours; far fewer supported the proposal that this technology should be used to *replace* staffed opening (35%).

4.19 Reducing the size of libraries (to a minimum of 540 square feet on average) was also opposed by the majority of panellists (only 37% in support).

Figure 6: Levels of support and opposition for the proposed approaches to save money (Base: All respondents; number of respondents shown in brackets)



4.20 It is worth noting that there were differences between the views of those panellists who identified themselves as current users of the library service, and those who said that they did not currently use it (although some of these panellists had used the service in the past).

4.21 The most notable examples of these differing levels of support are outlined below:

- Unstaffed opening, using technology to extend opening hours (48% of users supportive; 72% of non-users supportive);
- Closing two libraries (15% of users; 37% of non-users);
- Reducing the size of libraries (27% of users; 49% of non-users);
- Community run libraries (67% of users; 82% of non-users);
- Reducing staffed opening hours (22% of users; 37% of non-users).

Do you have any other comments to make about these approaches to help save money? If you don't support any of these approaches please say why.

4.22 The comments were very widely spread over a variety of themes, although the views which were most commonly expressed were:

- Disagreement with closures or cuts within the library service; libraries should be kept as they are (11%);
- Disagreement with unstaffed libraries in general (7%);
- Disagreement with the use of technology as a replacement for staff (7%);
- Libraries are important for the local community e.g. in terms of providing space for facilities, activities etc. (7%);
- Libraries need to be staffed with professional/qualified individuals who can provide face-to-face contact (7%).

Figure 7: Further comments about proposed approaches to save money (Base: 152 panellists who provided comments)

Coded comment	% (Weighted Valid)
Don't want closures within library service/keep libraries as they are/do not want any cuts in library service	10.7
Generally disagree with unstaffed libraries	7.3
Disagree with the use of technology/it should not replace staff/cannot run library solely with technology	7.1
Libraries are important for local community/provide community space for facilities/activities etc.	6.7
Keep libraries staffed/need professional/qualified staff/provide advice/face to face contact	6.7
Agree with the use of volunteers as long as it is alongside existing library facilities/it should be additional to current service/not replacing	6.3
Increase revenue by renting out library space for other services i.e. evening classes/reading groups etc.	5.5
Libraries need good/better variety of stock	5.4
Increase revenue by renting out library space to businesses i.e. cafe/shops etc.	5.0
Libraries are important for education/providing facilities for people to learn	4.7
I wouldn't use unstaffed libraries/unstaffed libraries would not be safe/secure	4.0
Generally disagree with reducing space/540 sq ft is too small	3.8
Agree with the use of technology as long as it is alongside existing library facilities/it should be additional to current service/not replacing	3.7
Disagree with the use of volunteers/libraries need qualified/properly trained staff	3.1
Councils should properly fund libraries/should invest in libraries	2.2
Reduce amount of stock to save money/sell off stock to make money	2.1
Increase council tax to keep library services/willing to pay more council tax for library services	2.0
Libraries are important for children/getting children to enjoy a love of books	1.8
Libraries should form partnerships with businesses/seek corporate sponsorships	1.8
Agree with the use of volunteers/prefer libraries using volunteers than machines	1.7
Concerns that unstaffed libraries would be targeted by criminals i.e. problems relating to theft of books/computers/vandalism etc.	1.6
Reduce number of staff/employ less staff to save money	1.6
Cut high paid salaries/councillors' expenses etc./use money for the libraries	1.2

Savings should be made elsewhere	1.2
Disagree with reduction in opening times/hours	1.1
Libraries need to be within a reasonable distance/easy access needed to library	1.0
Generally disagree with proposals/bad idea	0.9
Generally agree with reducing space	0.9
Not enough detail given/need more information on proposals	0.9
Reduce opening times/hours to save money	0.8
Libraries are important for elderly/vulnerable/disabled people in the area/provides them with access to local facilities	0.8
Introduce minimal charges to libraries/happy to pay small charges/could introduce annual membership fees/joining fees etc.	0.6
Libraries are important for people in deprived area/people who are in most need	0.6
Unstaffed libraries will eventually lead to closures for libraries/proposals will lead to closures	0.2
Other	31.3

Library opening times

On which days of the week do you think it is most important for libraries to be staffed?

At which times of day do you think it is most important for libraries to be staffed?

- 4.23 The questionnaire asked respondents to identify when they would most like libraries to be staffed, by inviting them to rank the days of the week and different times of day in order of importance.
- 4.24 ORS also notes that the questionnaire did not ask respondents to rank specific combinations of times and days of the week, and this should also be considered when considering the results. For example, certain opening times might have been seen as more appropriate for the working week, while others might have been seen as most appropriate for weekends.
- 4.25 Saturday achieved the most first preferences, followed by Monday. Sunday was ranked seventh (i.e. least important) by more than two fifths of panellists; however, it also achieved more second preferences than any other day of the week.
- 4.26 More than a quarter of panellists selected 10am-12pm and 4pm-6pm as the most important times of day, although 6pm-8pm and 12pm-2pm achieved the most second preferences. In general there was much less support at the two ‘extremes’, with before 10am and after 8pm most likely to be ranked sixth or seventh.

Figure 8: Importance of libraries being staffed on different days

On what days of the week do you think it is most important for libraries to be staffed?		Day of week						
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
OVERALL		%	%	%	%	%	%	%
Rank	1 – most important	20.7	2.6	1.3	0.7	3.9	59.2	11.7
	2	11.8	14.8	8.4	4.1	20.4	11.9	28.5
	3	14.9	12.6	20.5	10.2	27.8	7.1	6.9
	4	11.3	17.6	22.2	38.5	6.9	1.6	1.8
	5	4.1	22.2	33.0	17.7	17.6	2.8	2.6
	6	15.0	21.1	8.6	17.4	11.8	13.7	12.5
	7 – least important	20.1	4.9	3.2	5.6	13.0	9.0	44.2

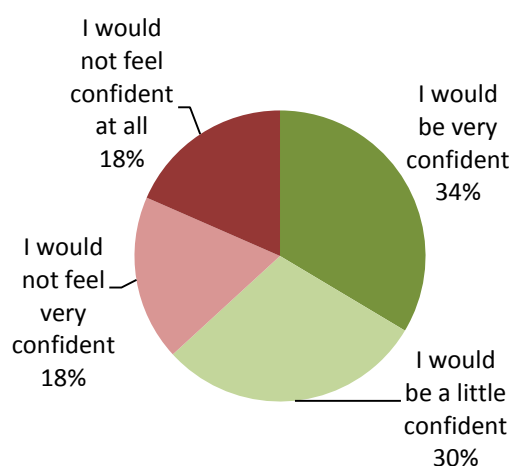
Figure 9: Importance of libraries being staffed at different times.

At what times of day do you think it is most important for libraries to be staffed?		Time						
		Earlier than 10am	10am-12pm	12pm-2pm	2pm-4pm	4pm-6pm	6pm-8pm	After 8pm
OVERALL		%	%	%	%	%	%	%
Rank	1 – most important	11.6	27.3	8.5	5.4	25.4	17.8	4.1
	2	6.1	15.6	17.5	14.2	14.4	26.9	5.4
	3	7.1	12.0	24.9	24.5	14.4	10.2	6.9
	4	6.0	9.9	18.2	31.1	23.6	8.3	2.9
	5	7.6	15.3	20.3	14.7	16.2	19.6	6.3
	6	21.9	17.0	8.2	5.8	3.4	20.2	23.5
	7 – least important	35.8	3.4	1.9	0.9	1.9	0.8	55.3

In terms of using an unstaffed library, which of the following statements applies most closely to you?

- 4.27 Around a third of panellists (34%) said they would be very confident in terms of using an unstaffed library, with a similar proportion (30%) saying they would be a little confident.
- 4.28 Of the remaining panellists, 18% would not feel very confident and the same proportion would not feel confident at all.

Figure 10: Extent to which respondents would feel confident about using an unstaffed library (Base: 558)



What would increase the likelihood of you using an unstaffed library?

- 4.29 Panellists were asked what would encourage them to use an unstaffed library. Two options (volunteers on site and help learning how to use self-service) were provided, and there was also an opportunity for panellists to identify 'other' things that would encourage them to use an unstaffed library.
- 4.30 Nearly three quarters (73%) indicated that having volunteers on-site would encourage them to use an unstaffed library, and around two fifths (41%) indicated that they would be encouraged by help learning how to use self-service.
- 4.31 Relatively few panellists provided 'other' suggestions, and of these the most commonly raised points related to the need for additional security measures, or the inadequacy of CCTV as a security measure (4%).

Figure 11: Comments about what would increase the likelihood of using an unstaffed library (Base: 524 panellists)

Coded comment	% (Weighted Valid)
Volunteers on site	72.7
Help learning how to use self-service	40.9
Additional security measures would be needed i.e. security guards etc./CCTV is an inadequate security measure to be a deterrent	3.7
Staff are vital for libraries/Having staff is only thing that would encourage me to use libraries	1.9
Nothing/nothing would encourage me to use unstaffed libraries	1.1
Libraries need to be staffed for security reason/ feel safer in a manned library/would not be confident/they would not be safe/secure	1.1
Generally disagree with unstaffed libraries/don't think it will work	1.0
Staff are vital for giving advice/information/knowledge of books/staff should be paid/trained/professional	0.6
Disagree with the use of volunteers/shouldn't use the volunteer sector as standards won't be adequate/volunteers devalue the skills of a librarian	0.4
Easy instructions needed for use of equipment/computers	0.1
Staff are vital for engaging with people especially elderly/gives a personal touch	0.1
Longer/better opening hours/times	0.1
Other	3.1

Do you have any other comments to make about these approaches to staffing and opening times?

- 4.32 Around a fifth of panellists who commented felt that libraries need to be staffed for security reasons, or that they would feel safer in a staffed library/less safe in an unstaffed library (22%).
- 4.33 Similar proportions felt that CCTV alone was an inadequate security measure (11%) and that staff are vital for libraries (helping with needs, engaging with the elderly etc.) (11%). A tenth (10%) were concerned that unstaffed libraries could be targeted by criminals.

Figure 12: Further comments about proposed approaches to staffing and opening times (Base: 170 panellists who provided comments)

Coded comment	% (Weighted Valid)
Libraries need to be staffed for security reasons/ feel safer in a manned library/Wouldn't use unstaffed libraries/they wouldn't be safe/secure	21.5
CCTV is an inadequate security measure to be a deterrent/additional security measures would be needed i.e. security guards etc.	11.0
Staff are vital for libraries/helping with needs/ engaging with people especially elderly/give a personal touch	10.6
Concerns that unstaffed libraries would be targeted by criminals i.e. problems relating to theft of books/computers/vandalism etc.	10.0
Libraries should have staff who know the library/ who can give advice/information/offer professionalism/help and assistance	8.4
Generally disagree with unstaffed libraries/don't think it will work	8.2
Agree with the use of volunteers/should explore using volunteers to help cut costs for libraries	7.2
Against limiting opening hours/different people use libraries at different times/need range of days and times	6.7
There should be a combination of full time staff and volunteer staff	5.1
We should have both staff and self-service/ a combination of the two/ good idea but only outside core operational hours/only staff at peak times	4.2
It is not cost effective/ the savings will be minimal/If you're paying for CCTV and security you may as well pay staff	3.6
We need someone to be present to offer technical support	3.2
Not happy using self-service/Can't be reliant on self-serving machines due to mechanical failures/concerns about using self-service/others may not be able to manage using them	3.1
Disagree with the use of volunteers/shouldn't use the volunteer sector as standards won't be adequate/volunteers devalue the skills of a librarian	2.4
Your proposals will stop people going to the library, justifying future closures	1.9
Questionnaire is biased/questions are leading/otherwise unhappy with consultation	1.9
Generally agree with unstaffed libraries/think it will work	1.9
I disagree with downsizing libraries/don't want any libraries to close	0.7
Happy to use self- service machines/more efficient	0.7
Staff are vital to maintain order/quiet/ need to be present when there are children there/maintain discipline with children	0.4
Keep the staff/there are not enough staff as it is/loss of jobs would negatively impact Barnet	0.4
Other	33.5

Relocation and development of library sites

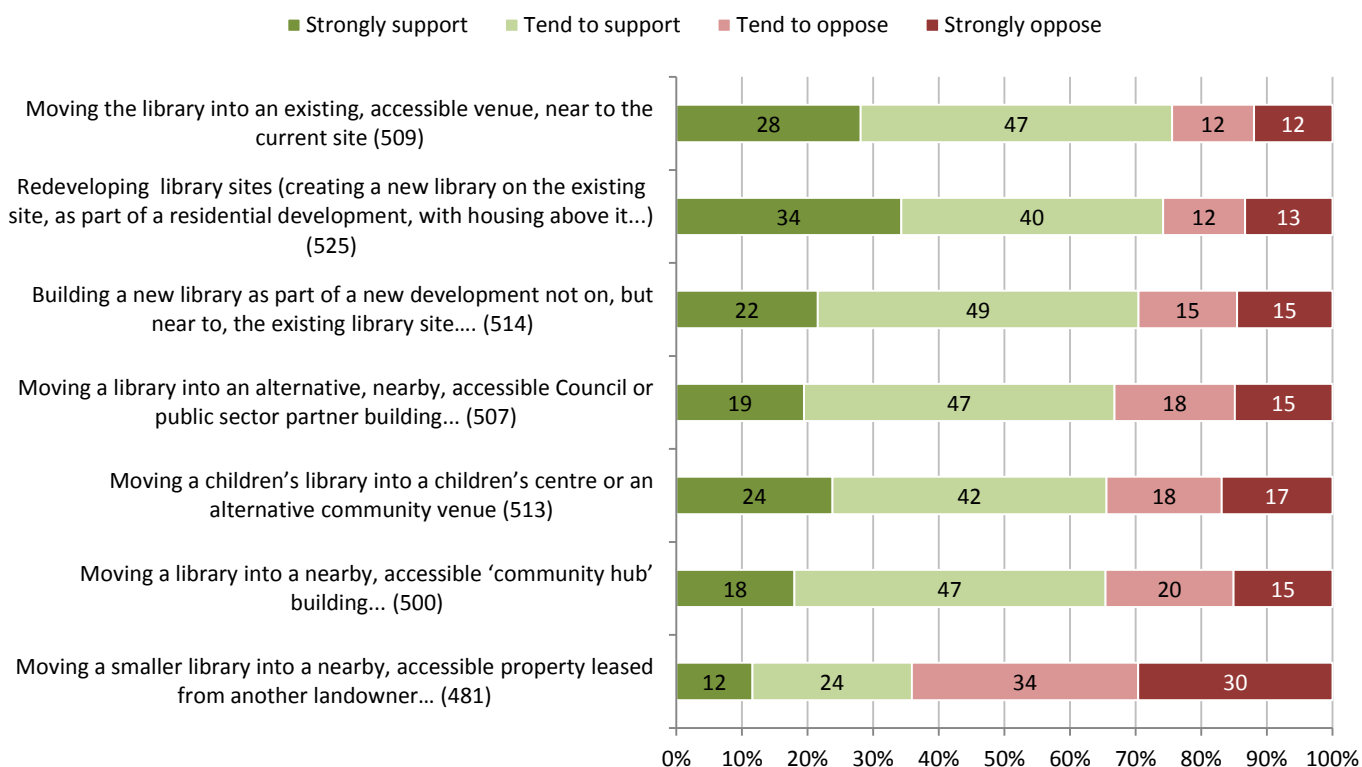
To what extent do you support or oppose the following relocation and redevelopment opportunities?

4.34 All but one of the relocation and redevelopment opportunities are supported by the majority of panellists. The three with the most support were:

- Redeveloping library sites (creating a new library on the existing site, as part of a residential development, with housing above it – an opportunity to create a more accessible, fit for purpose library building) (76%)
- Moving the library into an existing, accessible venue, near to the current site (74%);
- Building a new library as part of a new development not on, but near to, the existing site (70%).

4.35 However, only 36% support moving a smaller library into a nearby, accessible property leased from another landowner.

Figure 13: Levels of support and opposition for the relocation and redevelopment proposals (Base: All respondents; number of respondents shown in brackets)



4.36 There were again some differences by library use; for example: 72% of non-users supported a children’s library being moved into a children’s centre or alternative community venue, compared with 60% of current library users.

To what extent do you support or oppose the following relocation and redevelopment opportunities?

- 4.37 Just over a fifth of panellists who provided further comments felt the libraries should be left as they are, or that they are already in appropriate locations (22%).
- 4.38 Around a tenth (11%) felt the proposals would not be cost effective, either because it would cost money to move, the money saved would not be significant, or it would effectively waste recent investment in the libraries.
- 4.39 The same proportion provided comments about how they would not want a separate library for children (i.e. moved into a community centre).

Figure 14: Further comments about relocation and redevelopment proposals (Base: 118 panellists who provided comments)

Coded comment	% (Weighted Valid)
Leave the libraries as they are/do not move libraries/already in good locations that meet needs of community/do not close libraries	21.7
These proposal will create more cost/moving these libraries will create more cost/invested so much into these libraries already/savings will not be enough	10.8
Do not want separate library for children/meaning parent would have to go to two different libraries	10.8
New library locations will need good access i.e. car parking facilities	4.8
Libraries should be within reasonable distance/walking distance	4.4
Do not want relocated or redeveloped libraries if they are smaller	3.4
Private developers/landlords/companies will profit from this/move towards privatisation	2.6
Generally disagree with proposals/bad idea/will not work	2.4
This is a move towards closing libraries/libraries will not re-open when they close	2.1
Generally agree with proposals/good idea/think they will work	1.6
Not enough detail/information given on proposals	1.2
Do not agree as promises have not been kept with regards to Totteridge library/proposed to be reopened and still has not	1.1
Increase council tax to cover costs of libraries	1.0
Utilise space within library for cafe/coffee shop facilities	1.0
Do not close/relocate Chipping Barnet library	0.7
Do not close/relocate Burnt Oak library	0.5
Do not close/relocate Edgware library	0.5
Proposals are financially motivated/detrimental to services/oppose further cuts	0.4
Do not close/relocate East Finchley library	0.4
Other	57.1

Generating income

To what extent do you support or oppose each of the following proposals for generating income to help maintain and improve the library service?

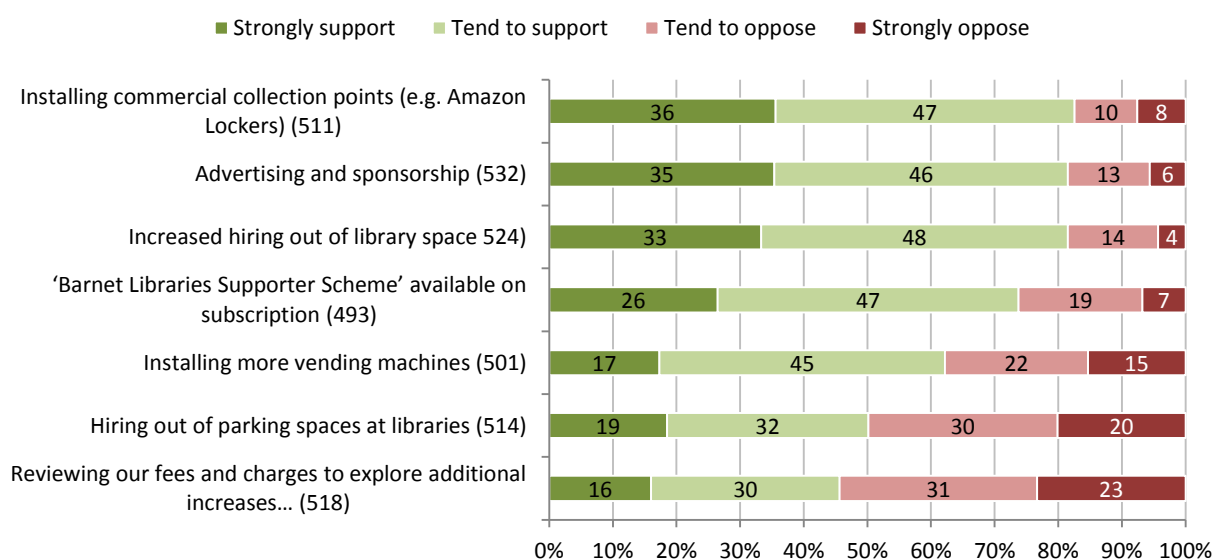
- 4.40 At least four fifths of panellists support the following income generation proposals:
- Installing commercial collection points (e.g. Amazon Lockers) (83%);

- Advertising and sponsorship (82%);
- Increased hiring out of library space (82%).

4.41 Only one proposal was supported by less than half of panellists:

- Reviewing our fees and charges to explore additional increases, including the introduction of fines for children’s stock (46%);

Figure 15: Levels of support and opposition for the income generation proposals (Base: All respondents; number of respondents shown in brackets)



4.42 On the whole, slightly higher proportions of non-users than users tended to be supportive, although these differences were less marked compared with some of the other questions asked.

Do you have any other comments or alternative proposals for increasing income for the library service?

4.43 Just over a fifth of panellists who provided further comments agreed with the increased hiring out of library space for more event and activities (22%).

4.44 More than a tenth suggested:

- The introduction of minimal charges, including library fees and joining fees (11%);
- Opening a coffee shop within a library to increase revenue, including a partnership with a high street chain or franchise (10%).

Figure 16: Further comments about income generation proposals (Base: 102 respondents who provided comments)

Coded comment	% (Weighted Valid)
Agree with increased hiring out of library space/could rent cheap space out for more events/activities/as long as it doesn't mean worse quality of library services	21.8
Introduce minimal charges to libraries/happy to pay small charges/could introduce annual membership fees/joining fees etc./happy to pay more for fines as long as it doesn't affect people who can't afford it	10.6
Need to open a coffee shop within library to bring in increased revenue/form partnership with Costa coffee for example	10.2
Disagree you should introduce fines for children/may discourage children to read/borrow books/may affect children in deprived areas	9.0
Disagree with hiring out parking spaces/this will cause less space for people who actually want to use library/may cause issues relating to disabled parking spaces/need more parking spaces not less	8.0
Disagree with proposed installation of more vending machines/vending machines are too unhealthy i.e. sugary/fatty foods etc.	7.5
I don't think libraries should be run like a business	5.2
Increase council tax to keep library services	3.9
Agree with commercial collection points/commercial partnerships/think it is a good idea/could provide increased revenue	3.0
Libraries need to be kept free/could alienate some users who wouldn't be able to afford it	2.6
Libraries should be properly funded/funded by the government to be kept running as they are	2.4
Agree you should introduce fine for children/stop people abusing the system	2.4
Introduce activities/events/educational classes within library/could charge small amount to increase library revenue	2.2
Disagree with advertising and sponsorship/don't want advertising all over the library	2.2
Don't agree with charging more for fines/additional charges/may deter some people from using the libraries altogether	2.2
Should allow a donation scheme/donation boxes/being to donate books to library etc.	2.0
Cut high paid salaries/councillors' expenses etc./use money for the libraries	1.9
Agree with advertising and sponsorship/as long as it is done properly/may increase revenue	1.5
Co-locate a library with other services (gift shop, post office, crèche etc.)	1.4
Disagree with the use of Amazon/they don't pay their taxes therefore not even contributing to anything	1.4
Libraries could sell books/old stock to increase revenue	1.1
Libraries need improved opening hours/better opening times to accommodate more people	0.8
Agree with hiring out parking spaces/could generate income	0.7
Don't agree with proposal/proposals are discouraging/don't think they will work/been proposed before and didn't work	0.6
Agree with proposed installation of more vending machines/if vending machines are too be installed need to have healthy options	0.5
Disagree with commercial collection points/commercial partnerships/don't agree with privatisation	0.4
Other	34.9

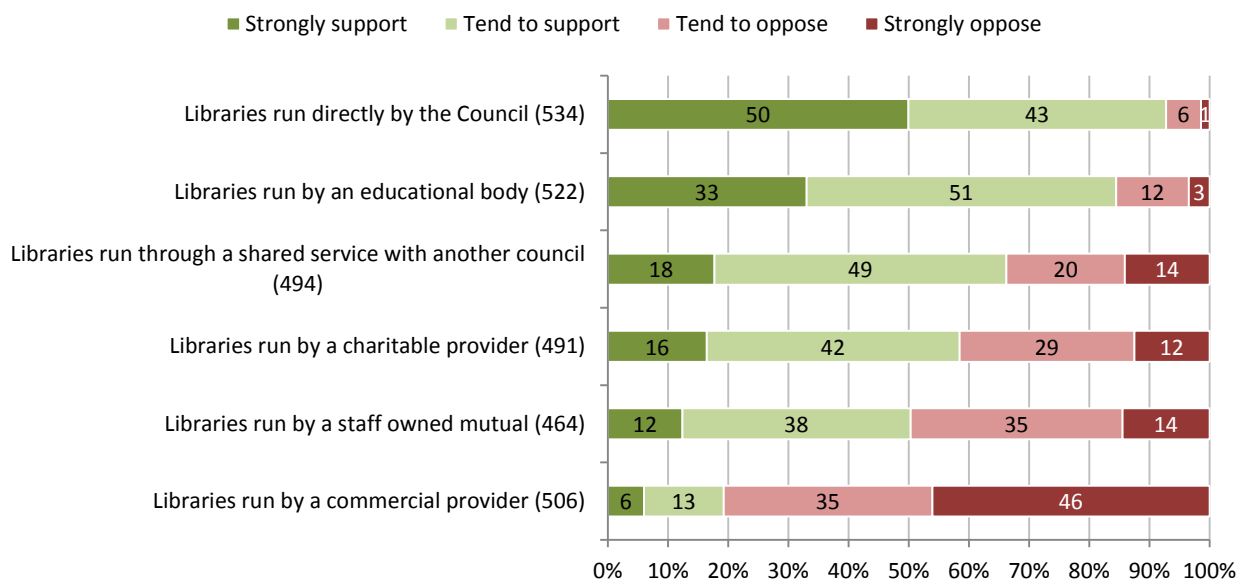
Alternative delivery models

To what extent do you support or oppose the potential delivery models that have been identified for the Library Service?

^{4.45} The most widely supported delivery model was libraries run directly by the Council (93%), followed by libraries run by an educational body (84%).

- 4.46 The only delivery model which less than half of panellists supported was libraries run by a commercial provider (19%).

Figure 17: Levels of support and opposition for the proposed delivery models (Base: All respondents; number of respondents shown in brackets)



- 4.47 While a quarter (25%) of non-users supported libraries run by a commercial provider, this was only the case for 14% of users.

Do you have any other comments to make about these delivery proposals?

- 4.48 Just over a fifth of panellists who provided further comments felt the libraries should be left as they are, or that they are already in appropriate locations (22%).
- 4.49 15% expressed disagreement with most of the proposals, on the grounds that different providers might seek to influence decisions about the purchase of stock.

Figure 18: Further comments about proposed delivery models (Base: 60 respondents who provided comments)

Coded comment	% (Weighted Valid)
Libraries should be run directly by the council/shouldn't be outsourced/should be a public service	21.8
Disagree with proposals due to the fact different providers could influence stock/provide biased books	15.2
Agree that libraries should be run by an educational body/think joined up service between library and educational facilities would be good	5.8
Disagree that libraries should be run by a commercial provider/disagree with commercialisation of library service	4.9
Agree that libraries should be run by a charitable provider	4.0
Agree with proposed delivery models	4.0
As long as service is run properly it doesn't matter/quality and range of library services more important/as long as it provides good quality service	3.5
Disagree that libraries should be run by a charitable provider	3.0
Libraries need to stay free/a non-profit facility	2.7
Disagree that libraries should be run by an educational body	2.2

Libraries need to be run by experienced/trained/qualified staff	2.0
Libraries shouldn't be run by a commercial provider because it will be run like a business/only interested in profit	1.9
Disagree with proposed delivery models	1.7
Disagree with proposals as we already pay tax/the tax we pay should cover these services/don't want to pay additional costs	1.7
Not enough information provided/need more information to provide an educated answer	1.2
Don't agree with any cuts/libraries need to stay open/saving should be made elsewhere	1.0
Disagree with the use of Capita/outsourcing has failed previously/facilities dropped since outsourced with Capita i.e. IT services	0.7
Other	52.9

Specific library services

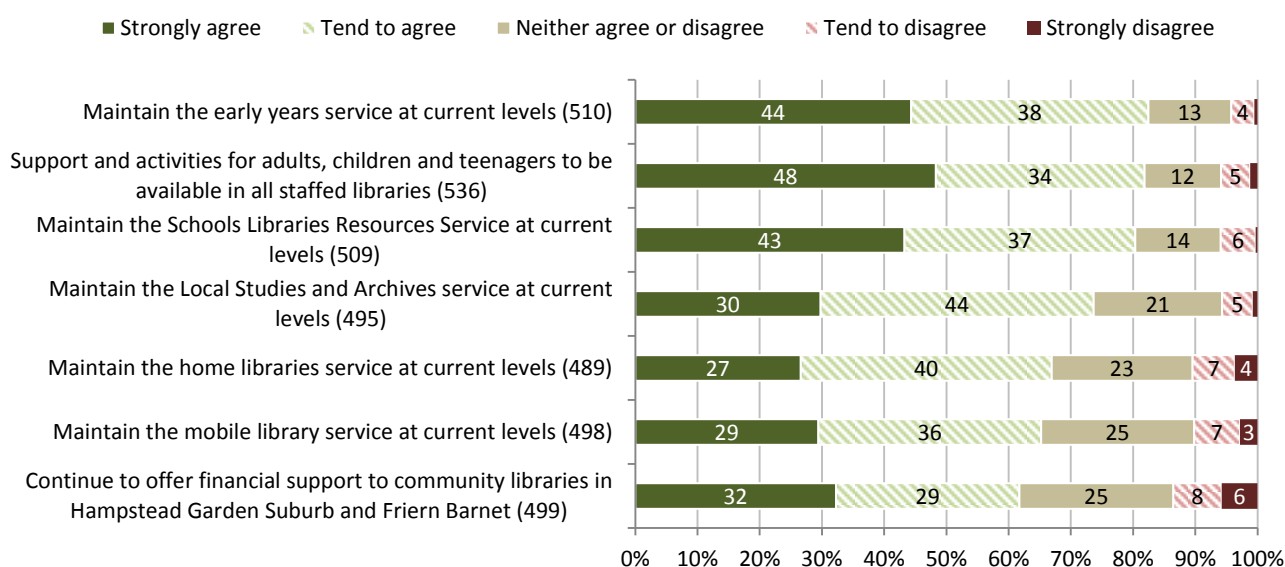
To what extent do you agree or disagree with each of these objectives?

4.50 All seven objectives for specific library services were supported by the majority of panellists. However, it is worth noting that more than four fifths supported:

- Maintaining the early years' service at current levels (82%);
- Support and activities for adults, children and teenagers to be available in all staffed libraries (82%), and;
- Maintain the School Libraries Resources Service at current levels (80%).

4.51 The objective that achieved the least support was continuing to offer financial support to community libraries in Hampstead Garden Suburb and Friern Barnet (62%).

Figure 19: Levels of agreement and disagreement with the objectives for specific library services (Base: All respondents; number of respondents shown in brackets)



4.52 On the whole, slightly higher proportions of users were in agreement, compared with non-users.

Do you have any other comments to make about maintaining these services or support?

4.53 The type of comment which was made most frequently (13%) expressed the view that all the services are essential, and should all be maintained.

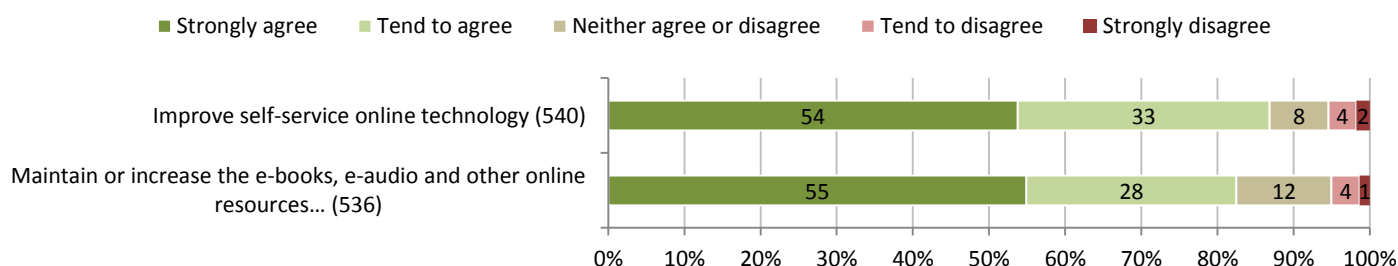
Figure 20: Further comments about specific services (Base: 39 respondents who provided comments)

Coded comment	% (Weighted Valid)
Maintain these services/they are all essential	13.2
Home and mobile library service important/home and mobile service needs to be improved not reduced	8.6
Libraries should be improved not just maintained/review these services to see if they could be improved	7.3
Support and activities for adults, children and teenagers important	5.6
Disagree with continued support for school libraries/should be funding themselves	4.7
Don't know enough about services/need more information about services	4.3
Need to reduce waste within library service to save money i.e. cutting big salaries etc.	3.7
Happy to pay minimal charge for library service/increase council tax to cover costs	3.7
Need increased funding from government/increase funding from alternative sources	3.0
Libraries are vital for literacy/education	3.0
Don't want to be cut back on services/cut backs will lead to library closures/keep the whole library service as it is	2.9
Need appropriate staffing levels/don't reduce staff/reintroduce old staffing levels	2.3
Keep services that support the most vulnerable people	1.8
Need to make appropriate use of volunteers/could make more use of volunteers	1.8
Other	50.5

To what extent do you agree or disagree that each of the following services should be expanded?

4.54 More than four fifths of panellists agreed with improving self-service online technology (87%) and maintaining or increasing the e-books, e-audio and other online resources and learning materials which are available to library users (82%).

Figure 21: Levels of agreement and disagreement with expanding particular services (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about the services that will be developed?

4.55 The main points raised by panellists in relation to the services that will be developed were:

- Not everybody is able to use or access technology (12%);
- Staff are vital for libraries, and technology is an inadequate replacement (10%);
- Comments about the e-book service, e.g. that there should be more choice, perhaps with the introduction of small charges (9%);
- Technology in libraries generally needs to be improved e.g. in terms of facilities to reserve books online, or the introduction of more user-friendly facilities (9%).

Figure 22: Further comments about expanding particular services (Base: 65 respondents who provided comments)

Coded comment	% (Weighted Valid)
Not everyone uses computers or technology i.e. inability to use computers/not having access to computers or technology etc.	12.4
Staff are vital for libraries/face to face contact/getting advice from fully trained staff/technology is not a replacement	9.9
Need to improve e-book service/introduce a e-book lending service/could charge a small amount to borrow e-book/better variety of books available on e-books	9.4
Technology in libraries needs to be improved i.e. being able to reserve books online/more user friendly facilities etc.	8.9
Generally agree with developing these services	8.2
Improving online services should not be at the cost of losing existing or traditional library services/it should be additional to current service	8.0
Prefer real books to e-books/hard copy should be available/libraries should have a good stock of books	7.5
Need to teach people how to use online facilities i.e. provide classes for elderly etc.	3.9
Don't want any cuts in library service/this is just a cover so the library service can be cut	3.1
Libraries are important for people in deprived area/people who are in most need	2.7
Libraries are important for local community/provide community space for facilities/activities etc.	1.3
Not everyone is interested in using computers or technology	1.2
Other	43.5

Do you have any alternative proposals for changes we could make to the library service?

4.56 The main alternative proposals raised by panellists in relation to the services that will be developed were:

- Increasing revenue by renting out library space to businesses, and/or co-locating with other services (e.g. cafés, small shops, GP surgeries) in a ‘community hub’ model (10%);
- Developing educational opportunities e.g. through links with schools (9%);
- Developing the e-book service e.g. introducing a small charge for an e-book lending service (8%).

Figure 23: Further comments about alternatives (Base: 44 respondents who provided comments)

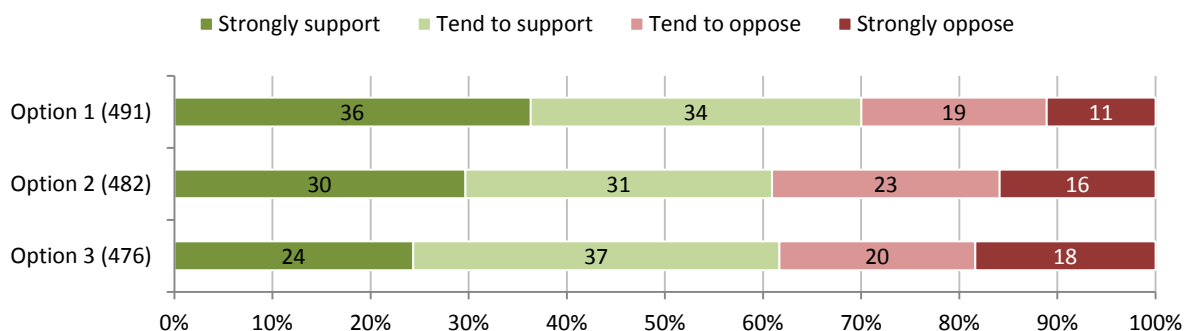
Coded comment	% (Weighted Valid)
Increase revenue by renting out library space to businesses/Co-location of services in community hub model e.g. cafe/small shop/GP surgeries etc.	10.0
More educational opportunities e.g. links with schools	8.6
Agree with the use of e-books/provide better variety of e-books/introduce a e-book lending service/could charge a small amount to borrow e-books	8.0
Do not want any cuts in library service/do not want any libraries to close/libraries are essential/keep them as they are	7.6
Cut high paid salaries/councillors’ expenses etc./use money for the libraries	5.3
Better advertising of services	4.7
Increase council tax to keep library services/willing to pay more council tax for library services	4.3
Increase use of libraries by providing other services/more creative use of space i.e. evening classes/reading groups/activities etc./will increase revenue/football	3.9
Libraries need the ability to reserve/order books online i.e. click and collect	3.7
Need to get rid of cds/dvds in favour of books	3.6
Better funding/better funding from outside sources	3.2
Libraries are important for elderly/vulnerable/disabled people in the area/provides them with access to local facilities	3.1
Libraries need a good variety of stock	2.4
Libraries are important for local community/community hub/provide community space for facilities/activities etc.	2.0
Better computer/online facilities in library needed	1.9
Disagree with the use of technology	1.7
Prefer real books to e-books/hard copy should be available	1.7
Keep libraries staffed/need professional/qualified staff/face to face contact/appropriate staffing levels	1.5
Other	56.2

Options

Do you have any other comments to make about the services that will be developed?

^{4.57} The majority of panellists supported the three options. There was most support for Option 1 (70%), with similar proportions in support of Option 2 (61%) and Option 3 (62%).

Figure 24: Levels of support and opposition for the three options (Base: All respondents; number of respondents shown in brackets)



4.58 The proportions of users supporting each option were slightly lower than the proportions of non-users.

Which of these options do you think is most appropriate for the library service in Barnet?

4.59 More panellists selected Option 1 as their first choice (41%) than any of the others.

4.60 Relatively few panellists chose to include ‘another option’ in their rankings (and those who did tended to rank it either as their most appropriate option, or as their least).

Figure 25: Panellists’ rankings for the options (row percentages)

		Option				
		Option 1	Option 2	Option 3	Another option	
OVERALL		n	%	%	%	%
Rank	1 – most appropriate	346	41.3	28.6	23.0	7.0
	2	271	29.8	38.3	28.2	3.8
	3	245	24.7	26.5	45.4	3.3
	4 – least appropriate	119	21.3	25.2	25.3	28.2

Do you have any other comments to make about these options or any other option the Council could consider for the service?

4.61 Nearly a third (31%) of panellists stated that they do not want any cuts in the library service, or any libraries to close. A tenth made comments agreeing with the use of technology (10%), and 8% made comments that expressed disagreement with all the options.

Figure 26: Other comments about the options or any option the council could consider (Base: 76 respondents who provided comments)

Coded comment	% (Weighted Valid)
Don't want any cuts in library service/don't want any libraries to close/libraries are essential/keep them as they are	30.6
Agree with the use of technology	10.2
Disagree/don't support any of these options	7.8
Libraries are important for local community/provide community space for facilities/activities etc.	7.0
Increase council tax to keep library services/willing to pay more council tax for library services	6.9
Don't want libraries opening times/hours reduced	4.3
Reduce opening times/hours to save money	4.2
Increase revenue by renting out library space for other services i.e. evening classes/reading groups etc.	4.2
Libraries need appropriately trained/qualified staff	3.7
Do not close/relocate Burnt Oak library	3.6
Do not close/relocate Hendon library	3.6
Disagree with proposals as we already pay tax/the tax we pay should cover these services/don't want to pay additional costs	3.5
Increase revenue by renting out library space to businesses i.e. café/shops etc.	3.5

Libraries are important for education/providing facilities for people to learn	3.5
Libraries should form partnerships with businesses/seek corporate sponsorships	3.4
Generally agree with reducing space/540 sq ft will be fine	3.3
Agree with the use of volunteers/volunteers could save money	3.3
Savings should be made elsewhere/could cut other services instead	3.1
Agree with option 2	2.7
Reduce staffing/staffing hours to save money	2.5
Generally disagree with reducing space/540 sq ft is too small	2.1
Proposals need to be re-thought/go back to the drawing board	1.7
Councils should be responsible for properly funding libraries/should invest more in libraries	1.7
Generally disagree with 30 minute travelling time/libraries need to be in walking distance	1.6
Disagree with options are will lead to unsafe libraries	1.6
Need alternative methods of increasing revenue/need to increase revenue in other ways (non-specific)	1.5
Disagree with reducing space/540 sq ft is too small for disabled access i.e. problems relating to wheelchair use	1.5
Libraries aren't that expensive to run/councils have enough money to run libraries	1.5
Questionnaire is biased/decisions have already made/this is just a fake exercise	1.4
This is a move towards closing libraries/libraries will not re-open when they close	1.3
Proposed savings would be minimal/savings wouldn't be enough to make a difference	1.2
Do not close/relocate Childs Hill library	1.2
Need more information about options/proposals/not enough information to make an informed decision	1.0
Libraries are important for children/getting children to enjoy a love of books	1.0
Generally disagree with unstaffed libraries	1.0
Do not close/relocate Osidge library	0.9
Need a better consultation process/more community input needed with regards to proposals/should be listening to staff of libraries	0.8
Need to expand the library/need to make the libraries bigger	0.8
Do not close/relocate East Finchley library	0.6
Other	57.9

Would you be interested in volunteering to help with activities in Barnet libraries?

Would you be interested in being involved in running a community library?

^{4.62} Around a third of panellists would be interested in volunteering to help with activities in Barnet libraries (34%), and a fifth would be interested in helping to run a community library (20%).

5. Main Consultation Questionnaire

Overview of the ‘open’ consultation questionnaire

Respondent Profile of Consultation Questionnaire

5.1 Figure 27 provides a breakdown of the respondent profile for the open questionnaire responses received.

Figure 27: Socio-demographic characteristics for the consultation questionnaire (Note: Percentages may not sum due to rounding)

Characteristic	All Responses		
	Number of Responses	% of Valid Responses	
BY AGE	Under 35	183	11.1%
	35-44	327	19.8%
	45-54	296	18.0%
	55-64	297	18.0%
	65 or over	545	33.1%
	Total valid responses	1,648	100.0%
	<i>Not known</i>	543	-
BY GENDER	Male	576	35.6%
	Female	1,043	64.4%
	Total valid responses	1,619	100.0%
	<i>Not known</i>	572	-
BY DISABILITY	Yes	158	9.9%
	No	1,446	90.1%
	Total valid responses	1,604	100.0%
	<i>Not known</i>	587	-
BY ETHNIC GROUP	White	1,420	88.3%
	Asian	107	6.7%
	Black	29	1.8%
	Mixed	34	2.1%
	Other	19	1.9%
	Total valid responses	1,609	100.0%
	<i>Not known</i>	582	-
RELIGION OR BELIEF	Agnostic	94	6.7%
	Atheist	149	10.6%
	Baha'i	1	0.1%
	Buddhist	8	0.6%
	Christian	540	38.3%
	Hindu	30	2.1%

	Humanist	17	1.2%
	Jain	18	1.3%
	Jewish	303	21.5%
	Muslim	33	2.3%
	Sikh	1	0.1%
	No religion	205	14.5%
	Other	11	0.8%
	Total valid responses	1,410	100.0%
	<i>Not known</i>	781	-

Duplicate Responses

- 5.2 The London Borough of Barnet was responsible for managing the gathering of responses to the online questionnaire, although these were then transferred to ORS for processing and analysis.
- 5.3 Eight of the online responses were found to be completely blank forms and were therefore discounted from the final total for analysis. A further 7 online responses were found to have been generated in the process of testing the online questionnaire, and so these ‘test records’ were also removed from the final total.
- 5.4 It is important that consultation questionnaires should be made open and accessible to all, while being alert to the possibility of multiple completions (by the same people) distorting the analysis. Therefore, while making it easy to complete the survey online, ORS typically monitors and reviews the IP addresses through which surveys are completed, as well as other identifiers such as ‘cookies’ and/or ‘session IDs’ where available.
- 5.5 While there were a number of duplicate IP addresses, in many cases these originated from libraries or other public buildings or locations – and given the nature and content of the consultation it is not surprising that many responses originated from these networks. Other identifiers such as cookie and session ID were not available for comparison.
- 5.6 Given that the open questionnaire is intended to provide everyone with the opportunity to share their views, it is important to recognise that the results will not necessarily provide a representative cross-section of opinions; therefore, ORS has decided that it is appropriate that all of the responses discussed above should be included and none should be excluded on the basis of identical IP addresses. The final total of questionnaires that was considered for analysis was 2,191.

Responses from organisations

- 5.7 The 2,191 responses included 13 purporting to represent a community or voluntary organisation, 9 claiming to represent a business based in Barnet, and 3 claiming to represent a public sector organisation.

Changes to the questionnaire

- 5.8 Following feedback from ORS made after the main online questionnaire had gone ‘live’, a limited number of changes were made to the questionnaire on 17th November 2015. These are briefly outlined in this report (under the relevant questions below – see paragraphs 5.16, 5.17, 5.25 and 5.73), and

results from before and after the changes are presented separately as appropriate (i.e. would be inappropriate to combine the responses from before and after into one single, aggregated result, due to issues around incomparability).

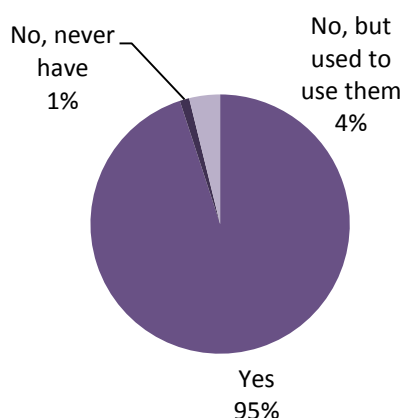
Main findings

Outcomes and objectives

Do you use Barnet’s library service?

- 5.9 The vast majority of respondents (95%) identified themselves as users of Barnet’s library service.
- 5.10 A further 4% had used Barnet’s libraries in the past, while only 1% of respondents had never used the library service.

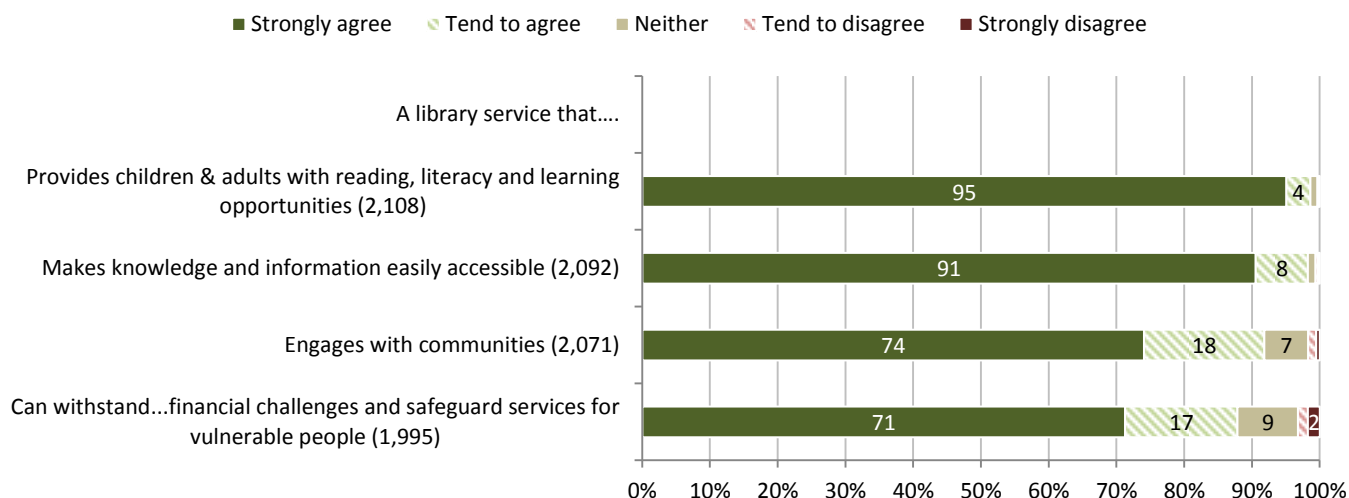
Figure 28: Whether respondents use Barnet’s library service (Base: 2,107)



To what extent do you agree or disagree with each of these objectives?

- 5.11 The vast majority of respondents agreed with each of the objectives. In particular, nearly all respondents agreed with the following:
- *A library service that provides children and adults with reading, literacy and learning opportunities (99%); and*
 - *A library service that makes knowledge and information easily accessible (98%).*
- 5.12 Substantial majorities also agreed with:
- *A library service that engages with communities (92%); and*
 - *A library service that can withstand current and future financial challenges and safeguard service for vulnerable people (88%).*

Figure 29: Levels of agreement and disagreement with the four objectives (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about these objectives?

- 5.13 The open ended comments have been captured and summarised using a standardised code frame. In Figure 30 below and the other tables of coded comments which follow, the number of respondents making each comment is shown, along with the percentage of respondents who made that comment (NB: in each table, the base for calculating percentages is the number of respondents who provided comments for that particular question).
- 5.14 684 respondents provided further comments. Of these, a fifth (20%) expressed a view that libraries are a vital service for the community, and promote community engagement.
- 5.15 More than a tenth (13%) felt that library services are vital because of their educational value for children e.g. helping young children to interact with each other, and encouraging them to read from a young age. Nearly a tenth (9%) commented on the role the service plays in supporting adult education.

Figure 30: Further comments about objectives (Base: 684 respondents who provided comments)

Coded comment	n	% (Valid)
Libraries are a vital service for the community/community engagement	134	19.6
Library facilities are vital for children for educational purposes/children interacting with each other/libraries are there to encourage children from a young age to read	87	12.7
Libraries are vital for education/getting adults to further education/should provide educational classes for adults/encourage adults to read etc.	64	9.4
Libraries need to have qualified staff/staff are vital for libraries/helping with needs/giving advice/information/engaging with people especially elderly	55	8.0
Update existing libraries/invest and develop current libraries/no cuts	46	6.7
Libraries need to have local access/better access i.e. libraries need to be more central/closer etc.	45	6.6
Questionnaire is biased/questions are leading/otherwise unhappy with consultation	44	6.4
Libraries are vital for people without facilities/people that don't have access to computers/books etc./from low income	44	6.4
Disagree with the closure of libraries/should keep libraries open	44	6.4
The library service is a priority/savings can be made elsewhere/increase funds for	41	6.0

library/increased investment needed		
Libraries are important local facilities/they should be kept as they are	33	4.8
Libraries are vital for the public to be able to access information easily	31	4.5
Libraries are vital for elderly people/will impact negatively on elderly people/provides a place for them to go/interact with other people	30	4.4
Generally agree with proposals/good idea	28	4.1
Don't understand the information/questions/objectives aren't clear	24	3.5
Libraries should provide space for increased activities/facilities i.e. community meetings/book clubs etc./increasing activities will bring in more people/money to the library	22	3.2
Generally disagree with proposals/bad idea	21	3.1
Need a better range/variety of stock i.e. up to date books/DVDs etc./shouldn't reduce range of books	21	3.1
Libraries need to be free/libraries should always be free	21	3.1
Need to improve/extend opening hours/times of libraries	18	2.6
It is vital that the council safeguard services for vulnerable groups	18	2.6
Disagree with unstaffed library/I am too vulnerable for libraries to be unmanned/ machines need well trained, professional staff	17	2.5
Don't agree with the 4th option/against the 4th option	17	2.5
These are obvious factors everyone will agree on	16	2.3
Option 4 should be split out/current and future financial challenges and safeguarding services for vulnerable people are two different objectives	15	2.2
Libraries provide a quiet/safe place to study	14	2.0
Prepared to change with the times/more relevant technology for libraries/upgrade current systems	13	1.9
Our current library already has these provisions in place	12	1.8
Councils should be responsibility to provide these services/make these decisions	12	1.8
Libraries already provide a good space for activities/groups/meetings etc.	12	1.8
The proposals won't meet these objectives	11	1.6
Increase council tax/tax richer people/businesses to fund libraries	11	1.6
Prefer reading hard copy/reading books is better than using computers/should be using less computers/less screen based reading	9	1.3
Sufficient resources will be needed for these proposals to work	8	1.2
It is not the councils responsibility/concern to be safeguarding vulnerable people/libraries responsibility/it is social services' responsibility	6	0.9
Libraries provide good value for money/the cost of libraries is small in comparison to their worth	6	0.9
Provide better range of refreshments available i.e. café/vending machines etc.	5	0.7
Introduce minimal charges/charges for borrowing books i.e. happy to pay for service/introduce annual fee/membership fee etc.	4	0.6
Disagree with the use volunteers/shouldn't use the volunteer sector as standards won't be adequate	4	0.6
Do not have access to a computer/internet/online services/not everyone has access to it causing people to be left out	2	0.3
Agree with the use of volunteers/should explore using volunteers to help cut costs for libraries	2	0.3
Reduce charges within libraries/remove late fees	1	0.1
Other	134	19.6

Changes to support/oppose scale

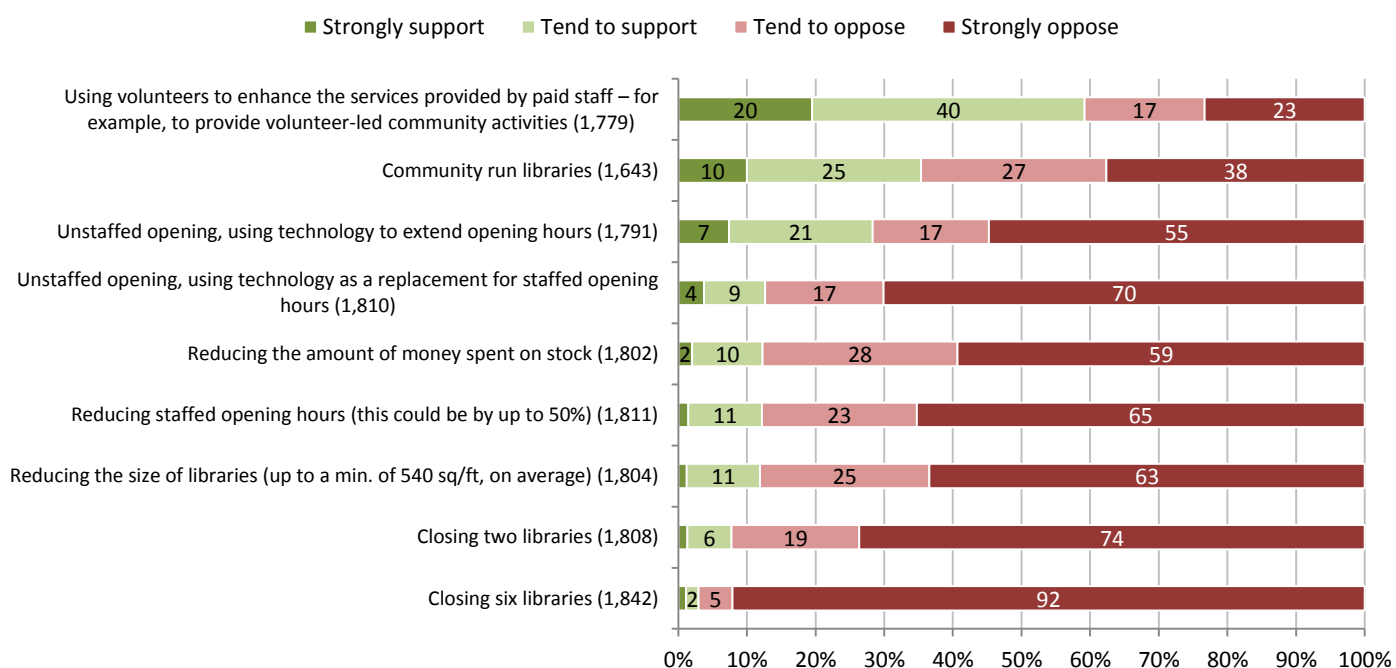
- 5.16 A number of questions in the consultation questionnaire asked respondents about the extent to which they support or oppose various proposals. When fieldwork started, respondents were able to choose options on the following 4-point scale: *Strongly support*, *Tend to support*, *Do not support*, *Strongly oppose*.
- 5.17 On November 17th 2014 (i.e. just under a week into the fieldwork period), the *Do not support* option was replaced with a *Tend to oppose* option, with the intention of making the scale more balanced and easier for respondents to understand. While ORS feels that this change improves the balance of the scale, it is also its view that it would be inappropriate to combine the responses from before and after into one single, aggregated result, due to issues around incomparability. Results from before and after this change have been reported separately for any questions where this scale was used.

What could change?

To what extent do you support or oppose the following approaches to help save money?

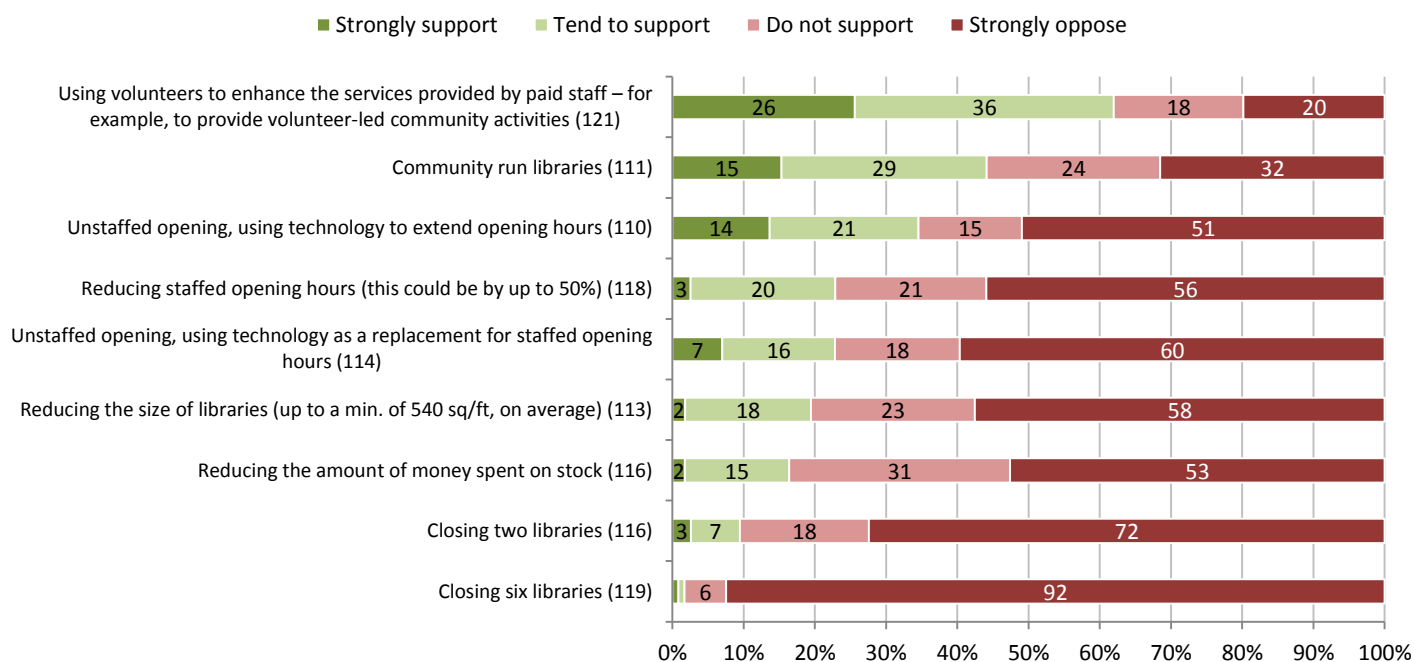
- 5.18 The only proposal which more than half of respondents supported was using volunteers to enhance the services provided by paid staff (e.g. to provide volunteer-led community activities) (59%).
- 5.19 The majority of respondents opposed the other options. In particular, more than 9 out of 10 opposed closing two libraries (92%), and closing six libraries (97%).
- 5.20 More than 8 out of 10 respondents opposed reducing the size of libraries (to a minimum of 540 square feet on average) (88%); reducing staffed opening hours (by up to 50%) (88%); reducing the amount of money spent on stock (88%); and unstaffed opening, using technology as a replacement for staffed opening hours (87%).

Figure 31: Levels of support and opposition for the proposed approaches to save money (revised scale; online responses from 17.11.14 and all postal responses) (Base: All respondents; number of respondents shown in brackets)



5.21 The online results which were received prior to the scale being changed show a generally similar overall picture, with most support for using volunteers and least support for closing libraries.

Figure 32: Levels of support and opposition for the proposed approaches to save money (original scale; online responses up to 17.11.14) (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about these approaches to help save money? If you don't support any of these approaches please say why.

5.22 The following points comments were raised by more than a tenth of the respondents who provided further comments:

- There should be no closures or cuts within the library service; libraries should be kept as they are (21%);
- Libraries should be kept staffed; professional, qualified individuals are needed to provide advice and face-to-face contact (20%);
- Individuals would not use unstaffed libraries and/or unstaffed libraries would not be safe or secure (12%);
- Libraries are important for local community, and provide community space for facilities/activities etc. (11%).

5.23 Readers are encouraged to consult Figure 33 for a fuller summary of the wide range of views expressed.

Figure 33: Further comments about proposals to save money (Base: 922 respondents who provided comments)

Coded comment	n	% (Valid)
Don't want closures within library service/keep libraries as they are/don't want any cuts in library service	190	20.6

Keep libraries staffed/need professional/qualified staff/provide advice/face to face contact	180	19.5
I wouldn't use unstaffed libraries/unstaffed libraries wouldn't be safe/secure	111	12.0
Libraries are important for local community/provide community space for facilities/activities etc.	106	11.5
Generally disagree with reducing space/540 sq ft is too small	83	9.0
Disagree with the use of volunteers/libraries need qualified/properly trained staff	80	8.7
Agree with the use of volunteers as long as it is alongside existing library facilities	68	7.4
Generally disagree with proposals/bad idea	66	7.2
Libraries are important for children/getting children to enjoy a love of books	61	6.6
Concerns that unstaffed libraries would be targeted by criminals i.e. problems relating to theft of books/computers/vandalism etc.	57	6.2
Libraries are important for education/providing facilities for people to learn.	55	6.0
Libraries need good/better variety of stock	54	5.9
Savings should be made elsewhere	46	5.0
Increase council tax to keep library services/willing to pay more council tax for library services	44	4.8
Disagree with the use of technology/it should not replace staff/cannot run library solely with technology	44	4.8
Options will be detrimental to library service	37	4.0
Libraries are important for elderly/vulnerable/disabled people in the area/provides them with access to local facilities	36	3.9
Generally disagree with unstaffed libraries	35	3.8
Libraries need to be within a reasonable distance/easy access needed to library	34	3.7
Cut high paid salaries/councillors' expenses etc./use money for the libraries	29	3.1
Councils should properly fund libraries/should invest in libraries	29	3.1
Increase revenue by renting out library space for other services i.e. evening classes/reading groups etc.	28	3.0
Agree with the use of technology as long as it is alongside existing library facilities/it should be additional to current service/not replacing	27	2.9
Increase revenue by renting out library space to businesses i.e. café/shops etc.	26	2.8
Agree with the use of volunteers/prefer libraries using volunteers than machines	25	2.7
Disagree with reduction in opening times/hours	23	2.5
Reduce amount of stock to save money/sell off stock to make money	21	2.3
Libraries are important for people in deprived area/people who are in most need	18	2.0
Introduce minimal charges to libraries/happy to pay small charges/could introduce annual membership fees/joining fees etc.	18	2.0
CCTV is an inadequate security measure to be a deterrent/additional security measures would be needed i.e. security guards etc.	16	1.7
Reduce opening times/hours to save money	16	1.7
Reduce bureaucracy/red tape/council wastage	15	1.6
Library already has sufficient stock/variety/no need to spend more money on stock	12	1.3
Not enough detail given/need more information on proposals	9	1.0
Libraries should form partnerships with businesses/seek corporate sponsorships	9	1.0
Reduce number of staff/employ less staff to save money	7	0.8
Generally agree with reducing space	6	0.7
Questionnaire is biased/decisions have already made	6	0.7
Unstaffed libraries will eventually lead to closures for libraries/proposals will lead to closures	5	0.5
Not everyone uses computers or technology i.e. inability to use computers/not having access to computers or technology etc.	5	0.5

Generally agree with proposals/good idea	2	0.2
Need to teach people how to use online facilities i.e. provide classes for elderly etc.	2	0.2
Agree with the closing of 2 libraries/prefer 2 libraries to close than 6	1	0.1
Other	276	29.9

Library opening times

- 5.24 The questionnaire asked respondents to identify when they would most like libraries to be staffed, by inviting them to rank the days of the week and different times of day in order of importance.
- 5.25 The precise question wordings were amended from “*Which days of the week would you want libraries to be staffed?*” and “*What time of the day would you want libraries to be staffed?*” to ask respondents when they felt it was “*most important for libraries to be staffed*”, although there is little to suggest that this change altered the overall pattern of results.
- 5.26 It is also important to note that these questions were not particularly well answered in general. The fact that many respondents chose not to answer the question (either at all or in a valid manner) – perhaps feeling that libraries should be continuously staffed, and therefore they could not prioritise particular days and times – should also be borne in mind when interpreting the results which follow.
- 5.27 ORS also notes that the questionnaire did not ask respondents to rank specific combinations of times and days of the week, and this should also be considered when considering the results. For example, certain opening times might have been seen as more appropriate for the working week, while others might have been seen as most appropriate for weekends.

On which days of the week do you think it is most important for libraries to be staffed?

At which times of day do you think it is most important for libraries to be staffed?

(Please rank each day/time according to importance: cross a box between 1 and 7, 1 being most important and 7 being least important. Please use each value only once. You do not have to rank all days/times)

- 5.28 For each ranking (i.e. row), the two days of the week/times of day which were most commonly selected are highlighted, with deeper shading to indicate the day which was selected most often within that ranking.
- 5.29 The results suggest there was most support for having staffed libraries on Saturdays and much less support for having them on Sundays (although it’s worth noting that around a fifth of respondents nominated Sunday as their ‘second choice’) (see Figure 34).
- 5.30 However, the results are widely spread; and while relatively few respondents identified Tuesday through to Friday as the most important days for libraries to be staffed, relatively few identified these as being the least important days either.

Figure 34: Importance of libraries being staffed on different days

On what days of the week do you think it is most important for libraries to be staffed?		Day of week						
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
OVERALL		%	%	%	%	%	%	%
Rank	1 – most important	18.4	4.0	3.3	2.6	4.3	57.7	9.7
	2	14.8	17.8	7.3	5.3	22.2	12.8	19.9
	3	13.8	14.4	21.0	20.0	21.7	4.7	4.7
	4	10.6	14.7	27.9	31.9	8.2	2.1	4.6
	5	7.1	20.9	23.6	18.8	21.6	5.0	3.1
	6	18.4	20.9	8.7	13.2	15.1	15.4	8.4
	7 – least important	14.6	3.5	4.1	4.7	6.4	9.5	57.2
ONLINE RESPONSES FROM BEFORE CHANGE TO QUESTION		%	%	%	%	%	%	%
Rank	1 – most important	23.8	5.0	3.1	3.1	5.0	52.5	7.5
	2	16.3	24.2	6.5	2.6	19.0	13.1	18.3
	3	14.0	14.7	29.3	18.7	16.7	4.0	2.7
	4	8.9	14.4	27.4	37.7	8.2	1.4	2.1
	5	5.4	19.0	23.8	17.7	27.9	3.4	2.7
	6	16.9	16.9	6.3	13.4	16.9	22.5	7.0
	7 – least important	13.4	2.7	2.0	3.4	8.7	6.0	63.8

5.31 In terms of different times of the day, the results suggest that respondents are most likely to identify the period from late morning (10am to 12pm) to late afternoon/early evening (4pm to 6pm) as being the most important period of the day for libraries to be staffed (see Figure 9 below).

5.32 The earliest and latest times (before 10am and after 8pm) were most commonly identified as being among the least important (i.e. most likely to be given a ranking of 7).

Figure 35: Importance of libraries being staffed at different times.

At what times of day do you think it is most important for libraries to be staffed?		Time						
		Earlier than 10am	10am-12pm	12pm-2pm	2pm-4pm	4pm-6pm	6pm-8pm	After 8pm
OVERALL		%	%	%	%	%	%	%
Rank	1 – most important	8.6	30.0	8.0	9.0	26.1	12.5	5.8
	2	5.6	13.2	20.8	19.6	18.3	17.8	4.7
	3	4.8	13.7	20.7	29.4	14.4	12.6	4.4

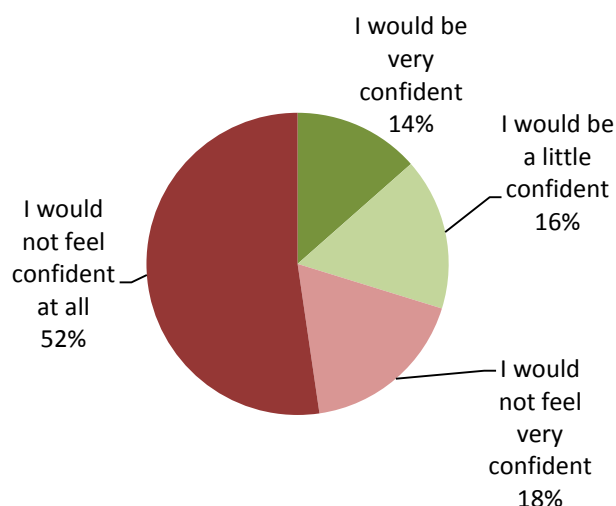
At what times of day do you think it is most important for libraries to be staffed?		Time						
		Earlier than 10am	10am-12pm	12pm-2pm	2pm-4pm	4pm-6pm	6pm-8pm	After 8pm
	4	6.0	14.0	20.4	22.0	22.8	11.6	3.2
	5	12.9	14.2	18.8	10.7	12.7	25.0	5.7
	6	30.0	11.1	6.5	5.7	3.1	22.6	21.1
	7 – least important	30.7	3.5	1.9	2.0	4.5	2.0	55.3
ONLINE RESPONSES BEFORE CHANGE TO QUESTION		%	%	%	%	%	%	%
Rank	1 – most important	10.7	38.4	7.5	8.2	21.4	8.8	5.0
	2	4.0	11.9	29.1	21.2	15.9	12.6	5.3
	3	4.8	10.2	17.0	35.4	13.6	15.6	3.4
	4	9.2	14.1	19.0	20.4	24.6	9.9	2.8
	5	11.7	12.4	18.2	8.8	19.0	24.1	5.8
	6	26.8	8.7	8.0	3.6	2.2	30.4	20.3
	7 – least important	31.4	5.0	0.7	2.9	3.6	1.4	55.0

- 5.33 In summary, when respondents were asked about days, Saturday emerged as an important day. When respondents were asked about times of day, late morning and early evening emerged strongly, and there was also support for staffed opening during afternoons.
- 5.34 However, ORS would note again that respondents were not given the opportunity to prioritise interlocked days and times. Therefore one might speculate that respondents who regarded early evening opening hours as important may have been thinking particularly in terms of staffed opening hours during the working or school week.

In terms of using an unstaffed library, which of the following statements applies most closely to you?

- 5.35 Just over half of respondents (52%) said they would not feel confident at all about using an unstaffed library. A further 18% would not feel very confident.
- 5.36 Less than a third (30%) said they would feel either very confident or a little confident.

Figure 36: Extent to which respondents would feel confident about using an unstaffed library (Base: 1,881)



What would increase the likelihood of you using an unstaffed library?

- 5.37 Respondents were asked what would encourage them to use an unstaffed library. Two options (volunteers on site and help learning how to use self-service) were provided, and there was also an opportunity for respondents to identify 'other' things that would encourage them to use an unstaffed library.
- 5.38 More than half indicated that having volunteers on-site (55%) would encourage them to use an unstaffed library, and nearly a quarter (23%) indicated that they would be encouraged by help learning how to use self-service. However, the 'other' comments provided were largely critical of the concept or principle of unstaffed libraries; for example, the most frequently made points included:
- There is nothing that would encourage respondents to use unstaffed libraries (12%);
 - Libraries need to be staffed for security reasons, and respondents would feel safer in a manned library and/or would not feel safe or secure in an unstaffed library (8%);
 - Staff are vital for libraries, and/or having staff is only thing that would encourage respondents to use libraries (5%).

Figure 37: Further comments about objectives (Base: 1,559 respondents)

Coded comment	n	% (Valid)
Volunteers on site	864	55.4
Help learning how to use self-service	352	22.6
Nothing/nothing would encourage me to use unstaffed libraries	185	11.9
Libraries need to be staffed for security reason/feel safer in a manned library/wouldn't be	125	8.0

confident/they wouldn't be confident/they wouldn't be safe/secure		
Staff are vital for libraries/Having staff is only thing that would encourage me to use libraries	85	5.5
Additional security measures would be needed i.e. security guards etc./CCTV is an inadequate security measure to be a deterrent	68	4.4
Generally disagree with unstaffed libraries/don't think it will work	54	3.5
Staff are vital for giving advice/information/knowledge of books/staff should be paid/trained/professional	40	2.6
Concerns that unstaffed libraries would be targeted by criminals i.e. problems relating to theft of books/computers/vandalism etc.	19	1.2
Staff are vital for engaging with people especially elderly/gives a personal touch	13	0.8
Disagree with the use of volunteers/shouldn't use the volunteer sector as standards won't be adequate/volunteers devalue the skills of a librarian	8	0.5
Easy instructions needed for use of equipment/computers	7	0.4
Help/advice available via telephone or chat line	4	0.3
Agree with the use of volunteers/should explore using volunteers to help cut costs for libraries	3	0.2
Generally agree with unstaffed libraries/think it will work	2	0.1
Longer/better opening hours/times	2	0.1
There are not enough staff as it is/loss of jobs would negatively impact Barnet	1	0.1
Happy to use self- service machines/more efficient	1	0.1
Other	132	8.5

Do you have any other comments to make about these approaches to staffing and opening times?

- 5.39 More than a thousand respondents provided comments, of whom almost two fifths expressed a view that libraries need to be staffed for security reasons and to enable service users to feel safe (39%).
- 5.40 15% suggested that libraries should have staff who can offer professional advice, information and assistance. The same proportion expressed a similar view, namely that staff are vitally important in terms of addressing needs and engaging with people, particularly the elderly.

Figure 38: Further comments about staffing and opening times (Base: 1,033 respondents)

Coded comment	n	% (Valid)
Libraries need to be staffed for security reasons/feel safer in a manned library/wouldn't use unstaffed libraries/they wouldn't be safe/secure	407	39.4
Libraries should have staff who know the library/who can give advice/information/offer professionalism/help and assistance	157	15.2
Staff are vital for libraries/helping with needs/engaging with people especially elderly/give a personal touch	155	15.0
Against limiting opening hours/different people use libraries at different times/need range of days and times	140	13.6
Generally disagree with unstaffed libraries/don't think it will work	139	13.5
Concerns that unstaffed libraries would be targeted by criminals i.e. problems relating to theft of books/computers/vandalism etc.	132	12.8
Can't be reliant on self-serving machines due to mechanical failures/concerns about using self-service/others may not be able to manage using them	56	5.4
CCTV is an inadequate security measure to be a deterrent/additional security measures would be needed i.e. security guards	51	4.9
Disagree with the use of volunteers/shouldn't use the volunteer sector as standards won't be adequate/volunteers devalue the skills of a librarian	46	4.5

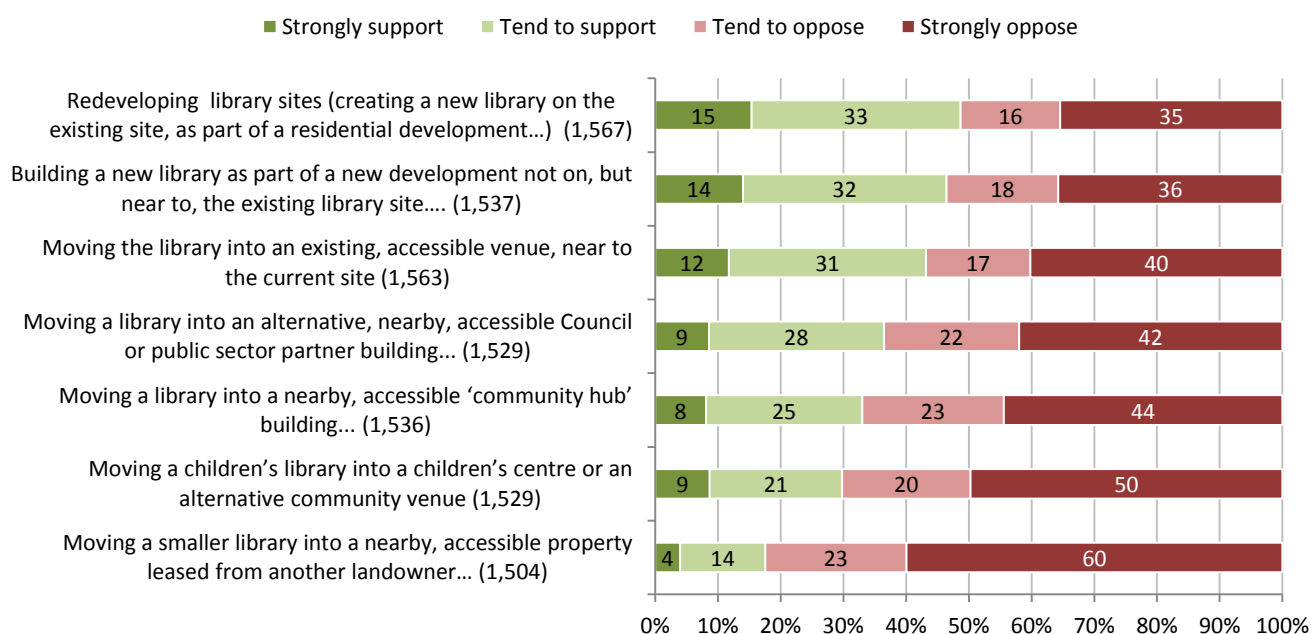
Staff are vital to maintain order/quiet/need to be present when there are children there/maintain discipline with children	28	2.7
Keep the staff/there are not enough staff as it is/loss of jobs would negatively impact Barnet	26	2.5
I disagree with downsizing libraries/don't want any libraries to close	25	2.4
Questionnaire is biased/questions are leading/otherwise unhappy with consultation	24	2.3
Unstaffed library will not be beneficial to those vulnerable/elderly who wish to access it	21	2
It is not cost effective/the savings will be minimal/If you're paying for CCTV and security you may as well pay staff	19	1.8
Agree with the use of volunteers/should explore using volunteers to help cut costs for libraries	16	1.5
Keep the current format as it is/libraries already have appropriate staffing	16	1.5
Happy to use self- service machines/more efficient	15	1.5
What happens is there is an emergency/power cut/electrical failure/pass keys stop working	13	1.3
Generally agree with unstaffed libraries/think it will work	11	1.1
There should be a combination of full time staff and volunteer staff	10	1
Your proposals will stop people going to the library, justifying future closures	9	0.9
We should have both staff and self-service/a combination of the two/good idea but only outside core operational hours/only staff at peak times	8	0.8
Cut staff from the council/head office not librarians	8	0.8
Maximise opportunities to raise money/income i.e. hire meeting rooms/activities/shops	7	0.7
Volunteers can't be expected to take on the risks	6	0.6
I agree with reducing staff to help cut costs	6	0.6
Libraries need to be adequately funded to maintain appropriate levels of staff/remain open	5	0.5
We need someone to be present to offer technical support	5	0.5
We pay council tax for these services, they shouldn't be cut	4	0.4
Pay current staff less to save the libraries money	1	0.1
There would be too many pin numbers to remember	1	0.1
Not enough detail given/need more information on proposals	1	0.1
Other	143	13.8

Relocation and development of library sites

To what extent do you support or oppose the following relocation and redevelopment opportunities?

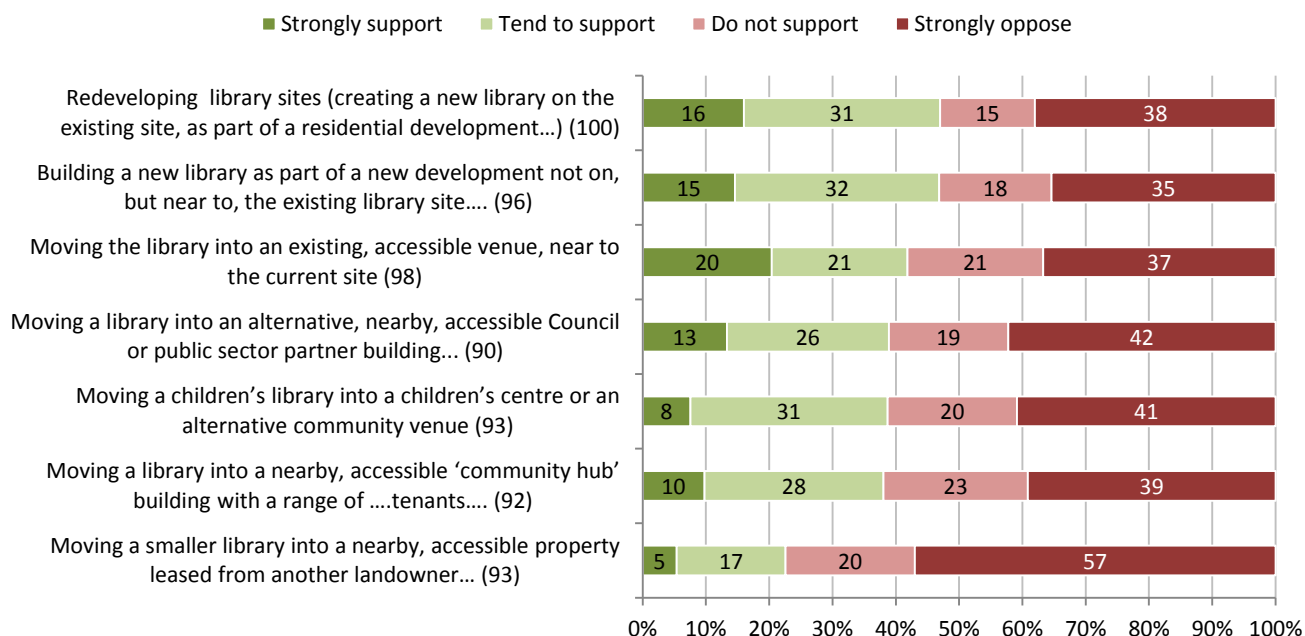
- 5.41 None of the relocation and redevelopment opportunities had the support of a majority of respondents; levels of opposition were higher across the board.
- 5.42 However, respondents were most supportive of:
- Redeveloping library sites (creating a new library on the existing site as part of a residential development, with housing above it – an opportunity to create a more accessible, fit for purpose library building) (49%);
 - Building a new library as part of a new development not on, but near to, the existing library site (46%); and
 - Moving the library into an existing, accessible venue near to the current site (43%).
- 5.43 Fewer respondents (around a third or less) supported:
- Moving the library into a nearby, accessible ‘community hub’ building with a range of voluntary and community sector activities (33%);
 - Moving a children’s library into a children’s centre or an alternative community venue (30%); and,
 - Moving a smaller library into a nearby, accessible property leased from another landowner (this would only be an option if the income which could be generated from the existing site is greater than the cost of the lease) (18%).

Figure 39: Levels of support and opposition for the relocation and redevelopment proposals (revised scale; online responses from 17.11.14 and all postal responses) (Base: All respondents; number of respondents shown in brackets)



5.44 As Figure 40 below illustrates, the results from the period before the scale was changed present a generally similar picture.

Figure 40: Levels of support and opposition for the relocation and redevelopment proposals (original scale; online responses up to 17.11.14) (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about these possibilities for relocation and redevelopment? If you don't support any of these approaches please say why.

5.45 Nearly a quarter (23%) of the 861 respondents who commented stated that libraries should be left as they are and not closed or moved, or that they are already in suitable locations.

5.46 More than a tenth of respondents’ comments related to the following:

- These proposals will not be cost-effective, as they will generate more cost, and/or too much has already been invested into the libraries at their current locations (12%);
- They would not want relocated or redeveloped libraries if this means that libraries become smaller (11%);
- They would not want a separate library for children (e.g. as this would mean a parent would have to go to two different libraries) (10%).

Figure 41: Further comments about the possibilities for relocation and redevelopment (Base: 861 respondents who provided comments)

Coded comment	n	% (Valid)
Leave the libraries as they are/don't move libraries/already in good locations that meet needs of community/do not close	199	23.1
These proposals will create more cost/moving these libraries will create more cost/invested so much into these libraries	103	12.0
Don't want relocated or redeveloped libraries if they are smaller	96	11.1
Don't want separate library for children/meaning parent would have to go to two different	90	10.5

libraries		
Libraries are purpose built or old buildings that should be protected	72	8.4
Generally disagree with proposals/bad idea/won't work	61	7.1
Do not close/relocate East Finchley library	55	6.4
Libraries should be within reasonable distance/walking distance	53	6.2
This is a move towards closing libraries/libraries will not re-open when they close	35	4.1
Proposals are financially motivated/detrimental to services/oppose further cuts	35	4.1
Libraries are important for the community/provide a meeting place within the community	34	3.9
New library locations will need good access i.e. car parking facilities	32	3.7
Private developers/landlords/companies will profit from this/move towards privatisation	28	3.3
Not enough detail/information given on proposals	27	3.1
Consultation is flawed/badly designed/biased	24	2.8
Retain stock/variety of books	23	2.7
Utilise space within library for other services i.e. play centre/other public services/meeting rooms	21	2.4
Retain professional/paid staff	19	2.2
East Finchley library is well situated/centrally located in the community	16	1.9
Do not close/relocate South Friern library	14	1.6
Generally agree with proposals/good idea/think they will work	13	1.5
Do not close/relocate Mill Hill library	13	1.5
No evidence that money saved will be reinvested in the library service/money saved should be reinvested in library service	12	1.4
Don't agree as promises haven't been kept with regards to Totteridge library/proposed to be reopened and still hasn't	10	1.2
Councils should properly fund libraries	9	1.0
Increase council tax to cover costs of libraries	9	1.0
Utilise space within library for café/coffee shop facilities	9	1.0
Do not close/relocate Burnt Oak library	8	0.9
Do not close/relocate Childs Hill library	8	0.9
Do not close/relocate Chipping Barnet library	8	0.9
Do not close/relocate East Barnet library	8	0.9
Do not close/relocate Edgware library	7	0.8
Do not close/relocate Hendon library	7	0.8
Relocating libraries will result in reduced usage	6	0.7
Mill Hill library is well situated/centrally located in the community	6	0.7
Should not use blanket/one size fits all approach/approach library individually	5	0.6
Library facilities are vital for children for educational purposes/children interacting with each other/libraries are there	5	0.6
Do not close/relocate Church End library	4	0.5
Do not close/relocate North Finchley library	4	0.5
Approve of integration of social housing/libraries	4	0.5
Edgware library is well situated/centrally located in the community	4	0.5
Options will lead to a reduced/poor service/options will cause a deterioration in library	3	0.3
Libraries are important for education/providing facilities for people to learn	3	0.3
Do not close/relocate Golders Green library	2	0.2
Libraries should form partnerships with businesses/other organisations	2	0.2
Chipping Barnet library is well situated/centrally located in the community	2	0.2

Do not close/relocate Osidge library	1	0.1
Other	255	29.6

Generating income

To what extent do you support or oppose each of the following proposals for generating income to help maintain and improve the library service?

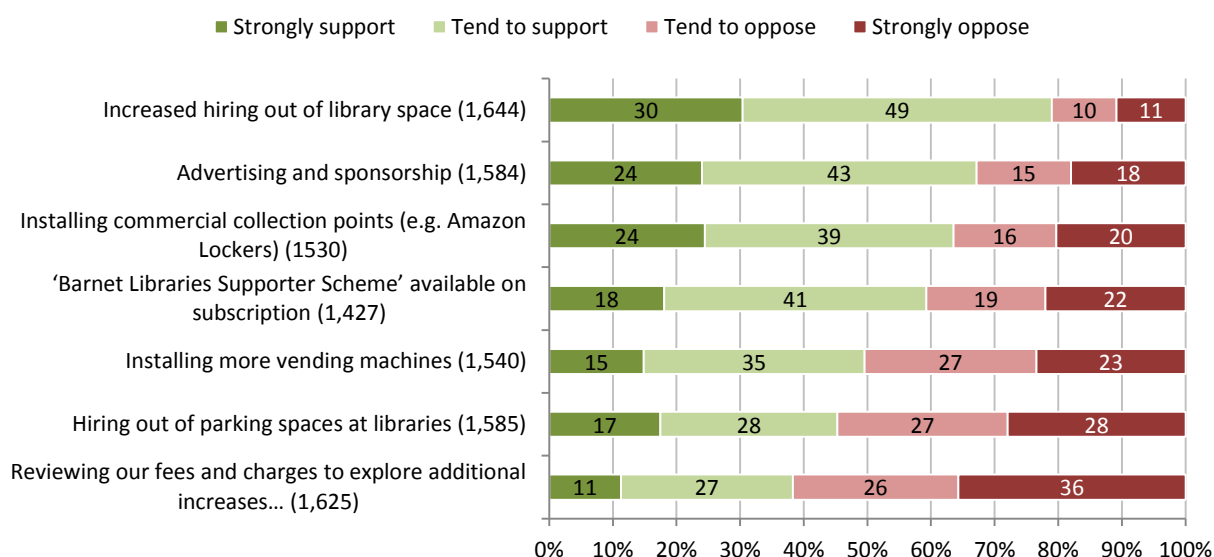
5.47 When presented with various proposals for generating income, more than half of respondents supported:

- Increased hiring out of library space (79%);
- Advertising and sponsorship (67%)
- Installing commercial collection points (e.g. Amazon lockers) (64%);
- ‘Barnet Libraries Supporters Scheme’ available on subscription (59%).

5.48 Fewer respondents (i.e. half or less than half) supported:

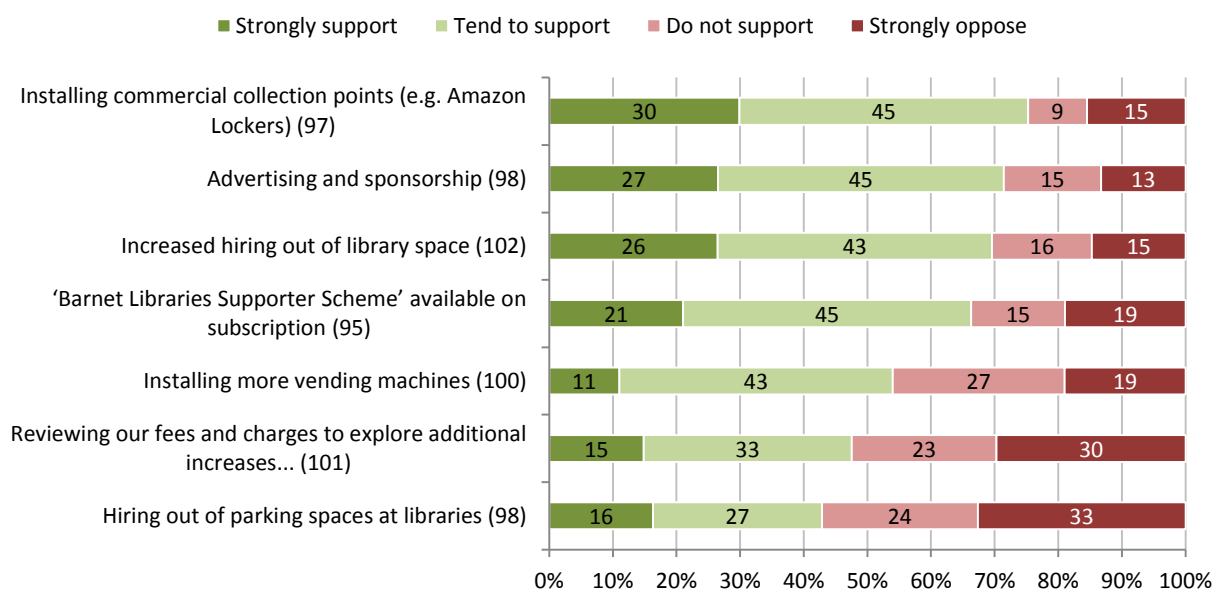
- Installing more vending machines (50%);
- Hiring out of parking spaces (45%);
- Reviewing fees and charges to explore additional increases (38%).

Figure 42: Levels of support and opposition for the income generation proposals (revised scale; online responses from 17.11.14 and all postal responses) (Base: All respondents; number of respondents shown in brackets)



5.49 The responses which were received prior to the options scale being changed follow a broadly similar pattern (see Figure 43 overleaf), albeit with slightly greater support for the ‘Barnet Libraries Supporter Scheme’ (66%) – though it is worth noting that these early results are based on much smaller numbers of responses.

Figure 43: Levels of support and opposition for the income generation proposals (original scale; online responses up to 17.11.14) (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments or alternative proposals for increasing income for the library service? If you don't support any of these approaches please say why.

5.50 The following points and views were made or expressed by more than a tenth of the 602 respondents who provided further comments about proposals for generating income:

- Agreement with hiring out library space (though sometimes with the caveat that this should not result in poorer quality of services) (17%);
- Comments about fines for children e.g. these should not be introduced as they may discourage reading; or they may increase revenue but any system would have to be introduced carefully and given close consideration (13%);
- Comments about introducing activities, events and classes into the library, for which a small amount could be charged (10%).

5.51 Additionally, around 8% of the respondents who commented felt that coffee shops or cafés could be located within libraries, perhaps in partnership with a high street chain or franchise. A similar proportion felt that small charges could be introduced for library users (joining or membership fees, for example) – though many qualified their comments by stating that these charges should not be allowed to adversely affect the poorest residents.

Figure 44: Further comments about proposals for increasing income (Base: 602 respondents who provided comments)

Coded comment	n	% (Valid)
Agree with increased hiring out of library space/could rent cheap space out for more events/activities/as long as it doesn't mean worse quality of library services	102	16.9
Disagree you should introduce fines for children/may discourage children to read/as long as it is done properly/may increase revenue	80	13.3
Introduce activities/events/educational classes within library/could charge small amount to increase library revenue	58	9.6

Need to open a coffee shop within library to bring in increased revenue/form partnership with Costa coffee for example	49	8.1
Introduce minimal charges to libraries/happy to pay small charges/could introduce annual membership fees/joining fees etc./happy to pay more for fines as long as it doesn't affect people who can't afford it	47	7.8
Disagree with hiring out parking spaces/this will cause less space for people who actually want to use library/may cause issues relating to disabled parking spaces/need more parking spaces not less	41	6.8
Disagree with proposed installation of more vending machines/vending machines are too unhealthy i.e. sugary/fatty foods etc.	41	6.8
Disagree with commercial collection points/commercial partnerships	37	6.1
Agree with commercial collection points/commercial partnerships	28	4.6
Agree with advertising and sponsorship/as long as it is done properly/may increase revenue	26	4.3
Increase council tax to keep library services	22	3.6
Need more information to make an informed decision/should be provided with more information about the specific proposals	20	3.3
Libraries should be kept running as they are/generally support proposal if they are kept the same	20	3.3
Libraries need to be kept free/could alienate some users who wouldn't be able to afford it	18	3.0
Don't agree with charging more for fines/additional charges/may deter some people from using the libraries altogether	18	3.0
Agree with proposed installation of more vending machines/if vending machines are too be installed need to have healthy options	17	2.8
Libraries should be properly funded/funded by the government to be kept running as they are	17	2.8
Disagree with the use of Amazon/they don't pay their taxes therefore not even contributing to anything	16	2.7
Disagree with advertising and sponsorship/don't want advertising all over the library	15	2.5
Disagree with increased hiring out of library space	14	2.3
Agree that libraries need money making schemes/think these proposals are a good way of making money/any way of making money for the library will help library	14	2.3
Cut high paid salaries/councillors expenses etc./use money for the libraries	14	2.3
Don't agree with proposal/proposals are discouraging/don't think they will work/been proposed before and didn't work	14	2.3
Agree you should introduce fines for children/stop people abusing the system	13	2.2
Should allow a donation scheme/donation boxes/being to donate books to library etc.	12	2.0
Co-locate a library with other services (gift shop, post office, crèche etc.)	11	1.8
Libraries could sell books/old stock to increase revenue	11	1.8
Savings could be made elsewhere	11	1.8
Libraries are an important community service/need to be run for the community/community should be benefitting from service	10	1.7
I don't think libraries should be run like a business	9	1.5
Library service shouldn't be about money/this is just a money making scheme	9	1.5
Proposed savings would be minimal/wouldn't make a real difference	8	1.3
Proposals will mean the library services will deteriorate over time/could affect the quality of library service if proposals are implemented	7	1.2
Current financial resources should be used better/there should be less wastage	7	1.2
We already pay enough council tax/shouldn't this cover the library service	6	1.0
Libraries need improved opening hours/better opening times to accommodate more people	6	1.0
Agree with hiring out parking spaces/could generate income	5	0.8
Friends Scheme/charging extra for some services	4	0.7

Libraries need to be better advertised/advertised properly to make people aware of services	4	0.7
Other	193	32.0

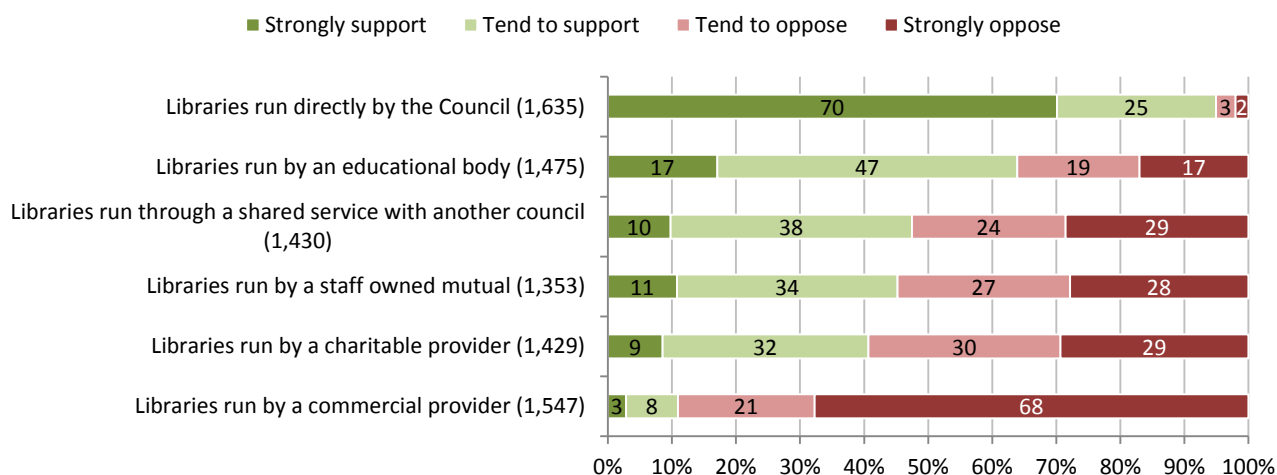
Alternative delivery models

To what extent do you support or oppose the potential delivery models that have been identified for the Library Service?

5.52 The results show a clear preference for libraries run directly by the Council (95% in support), followed by libraries run by an educational body (64%).

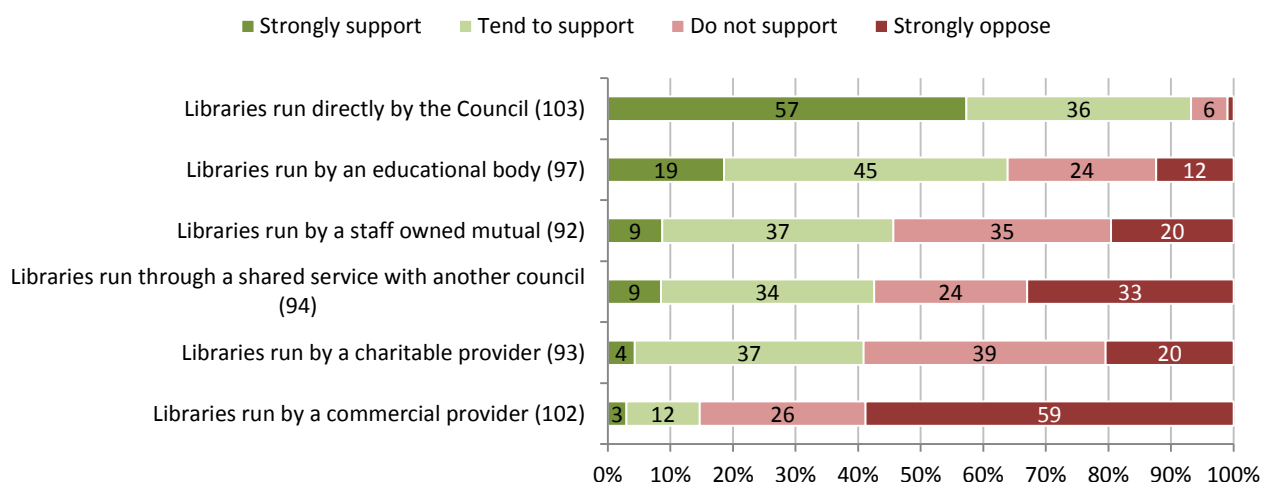
5.53 More than four fifths of respondents opposed libraries run by a commercial provider (89%).

Figure 45: Levels of support and opposition for the proposed delivery models (revised scale; online responses from 17.11.14 and all postal responses) (Base: All respondents; number of respondents shown in brackets)



5.54 Similarly, the results from before the scale change also show most support for libraries run directly by the Council (93%), with lowest support for libraries run by a commercial provider (15%).

Figure 46: Levels of support and opposition for the proposed delivery models (original scale; online responses up to 17.11.14) (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about these delivery models?

5.55 When respondents were invited to provide further comments, the following points of view were expressed most often (by at least 7% of the 414 respondents providing comments):

- Disagreement that libraries should be run by a commercial provider/disagreement with commercialisation of library service (9%);
- Not enough information has been provided about these delivery models to enable respondents to provide an educated answer (9%)
- Libraries shouldn't be run by a commercial provider because it will be run like a business, or the provider will only be interested in profit (8%);
- Libraries need to stay free/a non-profit facility (7%);
- Disagreement with any cuts, and a feeling that libraries need to stay open and/or that savings should be made elsewhere (7%).

5.56 Some respondents mentioned the Council’s legal obligation to provide a library service under the 1964 Public Libraries and Museums Act, which was felt to be incompatible with outsourcing the service.

5.57 There was some feeling that sharing with another Council could work; however, a few respondents were sceptical, citing Barnet’s shared legal service with London Borough of Harrow as an less successful example of a shared service with another council.

Figure 47: Further comments about maintaining the possible delivery models (Base: 414 respondents who provided comments)

Coded comment	n	% (Valid)
Disagree that libraries should be run by a commercial provider/disagree with commercialisation of library service	36	8.7
Not enough information provided/need more information to provide an educated answer	36	8.7
Libraries shouldn't be run by a commercial provider because it will be run like a business/only interested in profit	32	7.7
Libraries need to stay free/a non-profit facility	28	6.8
Don't agree with any cuts/libraries need to stay open/saving should be made elsewhere	28	6.8
As long as service is run properly is doesn't matter/quality and range of library services more important/as long as it provides good quality service	26	6.3
Libraries are an important community service/need to be run for the community/community should be benefitting from service	26	6.3
Disagree with proposals as we already pay tax/the tax we pay should cover these services/don't want to pay additional costs	26	6.3
Libraries need to be run be experienced/trained/qualified staff	23	5.6
Disagree with outsourcing as it has failed previously/facilities dropped since outsourced with Capita i.e. IT services.	19	4.6
Libraries shouldn't be run by a commercial provider because quality of service will suffer	17	4.1
Changes to service will lead to loss in service/sharing services would be too big to handle/eventually leading to deterioration in service	16	3.9
Disagree with privatisation of library service	15	3.6
Agree that libraries should be run by an educational body/think joined up service between library and educational facilities would be good	14	3.4

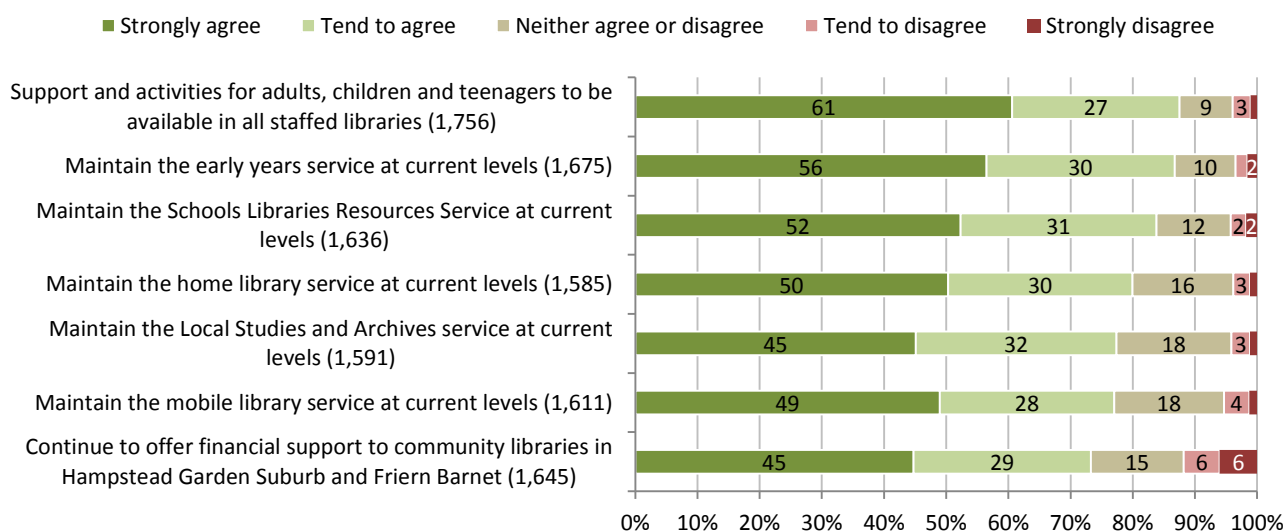
Proposed savings would be minimal/savings wouldn't be enough to make a difference	11	2.7
Disagree with proposed delivery models	8	1.9
Disagree that libraries should be run by a charitable provider	7	1.7
Agree that libraries should be run by a charitable provider	6	1.4
Libraries shouldn't be run by a charitable provider because quality of service will suffer	6	1.4
Questionnaire is biased/questions are leading/otherwise unhappy with consultation	6	1.4
Libraries need to free of political agendas/should be free of politics	6	1.4
Agree with proposed delivery models	5	1.2
Disagree that libraries should be run by an educational body	4	1.0
Libraries shouldn't be run by a charitable provider because it will be forced to run like a business	4	1.0
Agree that libraries should be run by a commercial provider	3	0.7
Disagree with proposals due to the fact different providers could influence stock/provide biased books	1	0.2
Other	157	37.9

Specific library services

To what extent do you agree or disagree with each of these objectives?

- 5.58 More than 7 out of 10 respondents agreed with each of the objectives.
- 5.59 In particular, 88% of respondents agreed with the objective for support and activities for adults, children and teenagers to be available in all staffed libraries, and 87% agreed with the objective to maintain the early years’ service at current levels.
- 5.60 The lowest level of agreement was with the objective to continue to offer financial support to community libraries in Hampstead Garden Suburb and Friern Barnet, though this still had the support of 73% of respondents.

Figure 48: Levels of agreement and disagreement with the objectives for specific library services (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about maintaining these services or support?

- 5.61 When asked to comment further, 15% of respondents felt that LBB should maintain all of the services, or that they are all essential.
- 5.62 In a similar vein, 12% commented that there should be no cutbacks to the service (which many felt would lead to closures by the 'back door'), or that the library service should be left as it is currently.
- 5.63 13% said they didn't know enough about the services or would need more information in order to be able to comment.

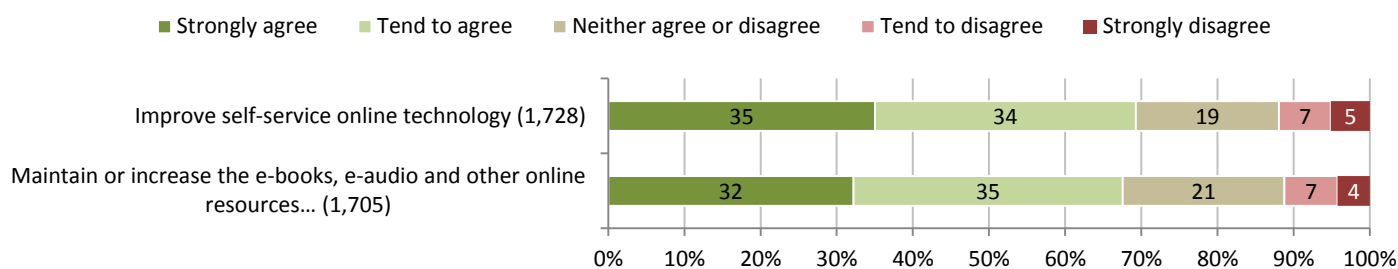
Figure 49: Further comments about objectives (Base: 292 respondents who provided comments)

Coded comment	n	% (Valid)
Maintain these services/they are all essential	45	15.4
Don't know enough about services/need more information about services	38	13.0
Don't want to be cut back on services/cut backs will lead to library closures/keep the whole library service as it is	34	11.6
Home and mobile library service important/home and mobile service needs to be improved not reduced	26	8.9
Libraries should be improved not just maintained/review these services to see if they could be improved	21	7.2
Do not agree with continuing to support community libraries/community libraries should become council libraries	19	6.5
Need appropriate staffing levels/don't reduce staff/reintroduce old staffing levels	18	6.2
Libraries are important for the community/community cohesion	17	5.8
Support and activities for adults, children and teenagers important	16	5.5
Continue to support community libraries	16	5.5
Libraries are vital for literacy/education	16	5.5
Keep services that support the most vulnerable people	12	4.1
Need increased funding from government/increase funding from alternative sources	11	3.8
Happy to pay minimal charge for library service/increase council tax to cover costs	8	2.7
Need to make appropriate use of volunteers/could make more use of volunteers	6	2.1
Disagree with continued support for school libraries/should be funding themselves	6	2.1
Savings need to be made elsewhere	5	1.7
Need to reduce waste within library service to save money i.e. cutting big salaries etc.	5	1.7
Questions are flawed/decisions already made	4	1.4
Studies and archives need to be maintained	4	1.4
Maintain the services that are most used/could cut services that are being used the least	2	0.7
Early years services important	2	0.7
Generally agree with proposals	2	0.7
Service for school libraries important	1	0.3
Other	105	36.0

To what extent do you agree or disagree that each of the following services should be expanded?

5.64 More than two thirds of respondents agreed that self-service online technology should be improved (69%), and that e-books, e-audio and other online resources or learning materials should be maintained or increased (68%).

Figure 50: Levels of agreement and disagreement with expanding particular services (Base: All respondents; number of respondents shown in brackets)



Do you have any other comments to make about the services that will be developed?

5.65 Out of those respondents who provided further comments, more than a tenth provided comments along the following lines:

- Technology in libraries needs to be improved i.e. to be able respondents to reserve books online, or to have more user friendly facilities etc. (16%);
- Not everyone will be able to use technology e.g. due to an inability to use computers, or not having access to computers or technology etc. (15%);
- Some people have a preference for ‘real’ books as opposed to e-books, and hard copies should therefore be available and/or libraries should have a good stock of books (15%);
- Staff are vital for libraries e.g. in terms of face to face contact and getting advice, and technology is not a suitable replacement for them (14%);
- Improving online services should not be at the cost of losing existing or traditional library services; it should be done to supplement the current service (13%);
- General agreement that these services should be developed (12%).

Figure 51: Further comments about objectives (Base: 348 respondents who provided comments)

Coded comment	n	% (Valid)
Technology in libraries needs to be improved i.e. being able to reserve books online/more user friendly facilities etc.	55	15.8
Not everyone uses computers or technology i.e. inability to use computers/not having access to computers or technology etc.	53	15.2
Prefer real books to e-books/hard copy should be available/libraries should have a good stock of books	52	14.9
Staff are vital for libraries/face to face contact/getting advice from fully trained staff/technology is not a replacement for staff	50	14.4

Improving online services should not be at the cost of losing existing or traditional library services/it should be additional to current service	44	12.6
Generally agree with developing these services	43	12.4
Need to improve e-book service/introduce a e-book lending service/could charge a small amount to borrow e-book/better variety of books available on e-books	19	5.5
Don't want any cuts in library service/this is just a cover so the library service can be cut	14	4.0
Libraries are good as they are/keep the libraries as they are/current level of online service is good as it is	13	3.7
Need more information about service/don't know enough to say	12	3.4
Libraries are important for providing people access to computer facilities	12	3.4
Libraries are important for children/getting children to enjoy a love of books	12	3.4
Libraries are important for people in deprived area/people who are in most need	11	3.2
Generally disagree with developing these services	9	2.6
Need to teach people how to use online facilities i.e. provide classes for elderly etc.	7	2.0
Libraries are important for local community/provide community space for facilities/activities etc.	6	1.7
Libraries are important for education/providing facilities for people to learn	5	1.4
Not everyone is interested in using computers or technology	4	1.1
The more online the library goes the less people with physical go to the library	2	0.6
Decisions have already made/this is just a fake exercise	2	0.6
Other	114	32.8

Do you have any alternative proposals for changes we could make to the library service?

- 5.66 Comments about increasing the services provided at libraries (e.g. making more creative use of space through evening classes, reading groups, other activities etc.) were made by 11% of the respondents who commented.
- 5.67 Roughly the same proportion advocated increasing revenue by hiring out the space to businesses, or co-locating services in a 'community hub'.
- 5.68 16% of respondents who provided further comments stated they didn't want any cuts/any libraries to close, or that libraries are essential and need to be kept as they are.

Figure 52: Further comments about alternative proposals that could be made to the library services (Base: 293 panellists who provided comments)

Coded comment	n	% (Valid)
Don't want any cuts in library service/don't want any libraries to close/libraries are essential/keep them as they are	48	16.4
Increase use of libraries by providing other services/more creative use of space i.e. evening classes/reading groups/activities etc./will increase revenue/footfall	31	10.6
Increase revenue by renting out library space to businesses/co-location of services in community hub model e.g. café/small shop/GP surgeries etc.	31	10.6
Keep libraries staffed/need professional/qualified staff/face to face contact/appropriate staffing levels	27	9.2
Better funding/better funding from outside sources	21	7.2
Better computer/online facilities in library needed	19	6.5
Cut high paid salaries/councillors' expenses etc./use money for the libraries	17	5.8
Introduce minimal charges to libraries/happy to pay small charges/happy to pay more for	14	4.8

finer/could introduce annual membership fees/joining fees etc.		
Libraries are important for local community/community hub/provide community space for facilities/activities etc.	14	4.8
Increase council tax to keep library services/willing to pay more council tax for library services	12	4.1
Libraries need a good variety of stock	11	3.8
Better advertising of services	10	3.4
More educational opportunities e.g. links with schools	9	3.1
Questionnaire is biased/decisions have already made	9	3.1
Need to expand library services/facilities in general	8	2.7
Savings should be made elsewhere/could cut other services instead/libraries should be priority	8	2.7
Need a better consultation process/more community input needed with regards to proposals/should be listening to staff of libraries	6	2.0
Agree with the use of volunteers/volunteers could save money	6	2.0
Agree with commercial collection points i.e. Amazon Lockers/could provide increased revenue	6	2.0
Agree with the use of technology	6	2.0
Libraries are important for children/getting children to enjoy a love of books	6	2.0
Agree with the use of e-books/provide better variety of e-books/introduce a e-book lending service/could charge a small amount to borrow e-book	5	1.7
Better opening/closing times/days i.e. open on a Sunday etc.	4	1.4
Encourage people to donate books/provide a donation scheme/donation boxes etc.	4	1.4
Disagree with the use of technology	4	1.4
Libraries need to join up with other libraries/more joined up services provided will enable better quality of service	4	1.4
Libraries are important for elderly/vulnerable/disabled people in the area/provides them with access to local facilities	3	1.0
Reduce/close unneeded library services to focus on other libraries	3	1.0
Need to get rid of CDs/DVDs in favour of books	2	0.7
Copy model provided by other libraries e.g. Tower Hamlets	2	0.7
Disagree with the use of volunteers	1	0.3
Libraries need the ability to reserve/order books online i.e. click and collect	1	0.3
Generally disagree with reducing space/540 sq ft is too small	1	0.3
Disagree with the use of e-books/don't want only e-books available	1	0.3
Not enough detail given/need more information on proposals	1	0.3

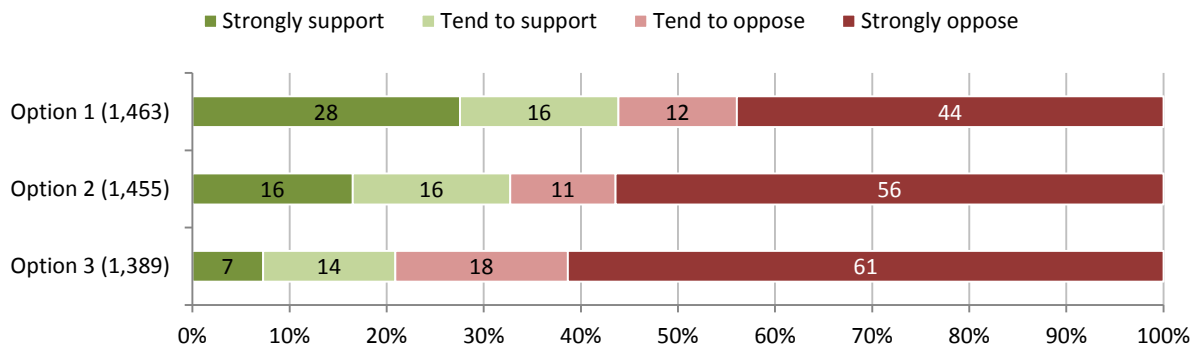
Options

To what extent do you support or oppose these options?

5.69 There was somewhat more support for Option 1 (44%) than for Option 2 (33%) or Option 3 (21%).

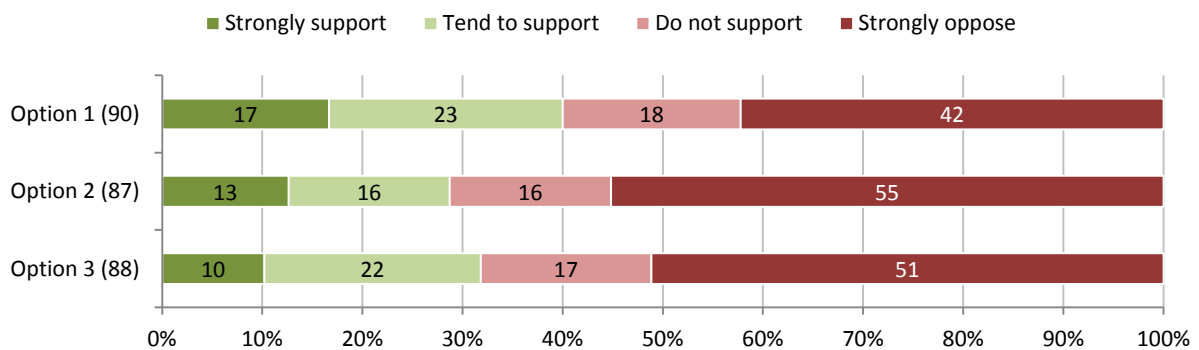
5.70 However, all three of the options were opposed by the majority of respondents, and both Options 2 and 3 were *strongly* opposed by an absolute majority (56% and 61% of respondents respectively).

Figure 53: Levels of support and opposition for the three options (revised scale; online responses from 17.11.14 and all postal responses) (Base: All respondents; number of respondents shown in brackets)



5.71 The results from before the scale changed again show that the majority of respondents were unsupportive of the options; however, at this stage Option 3 was marginally better supported than Option 2.

Figure 54: Levels of support and opposition for the three options (original scale; online responses up to 17.11.14) (Base: All respondents; number of respondents shown in brackets)



*Which of these options do you think is most appropriate for the library service in Barnet?
(Please rank each option according to importance: cross a box between 1 and 4, 1 being most appropriate and 4 being least appropriate. Please use each value only once. You do not have to rank all options)*

- 5.72 Respondents were also encouraged to rank the options on a scale according to how appropriate they felt them to be.
- 5.73 Initially respondents only had the opportunity to rank the 3 options outlined by LBB. However, from 17th November 2014 respondents could also rank a possible alternative option, and provide details of this option in a comments box.
- 5.74 The results for before and after this change are again presented separately, and it is worth noting that this question was again not very widely answered (perhaps because respondents disagreed with all of the options).
- 5.75 In the period after the question was revised, 42% of respondents selected ‘another option’ as their most appropriate, and 33% selected Option 1.
- 5.76 Only 5% of respondents felt Option 3 would be most appropriate.

Figure 55: Respondents’ rankings for the options (revised question; online responses from 17.11.14 and all postal responses)

			Option			
			Option 1	Option 2	Option 3	Another option
OVERALL		n	%	%	%	%
Rank	1 – most appropriate	688	33.1	19.0	5.5	42.4
	2	657	30.7	34.6	32.3	2.4
	3	627	20.1	28.0	47.3	4.6
	4 – least appropriate	594	14.1	28.3	35.9	21.7

- 5.77 There was relatively little difference in terms of respondents’ preferences for the three options prior to the point where the question was altered. Each option was deemed to be the most appropriate by around a third of respondents.

Figure 56: Respondents’ rankings for the options (original question; online responses up to 17.11.14)

			Option		
			Option 1	Option 2	Option 3
OVERALL		n	%	%	%
Rank	1 – most appropriate	66	32.9	31.4	35.7
	2	68	35.4	32.3	32.3
	3 – least appropriate	68	29.9	37.3	32.8

Do you have any other comments to make about these options or any other option the Council could consider for the service? If you chose 'another option' above, please tell us about your proposals here.

- 5.78 Comments which expressed general disagreement with and lack of support for any of the options were made by 38% of respondents.
- 5.79 A similar proportion expressed the view that they did not want any cuts in the library service and/or that libraries should be kept as they are (34%).
- 5.80 A very wide variety of other specific points were made, and these are summarised in Figure 57 below. Some of the main possible alternatives which were raised were as follows:
- Increasing council tax (and a number of respondents stated they would be prepared to pay more council tax) (4%);
 - Making savings elsewhere and/or cutting other services instead (4%);
 - Increasing revenue by renting out library space (3%).
- 5.81 There was also some criticism of the questionnaire and engagement process (e.g. accusations of bias or predetermination of decisions) (4%), along with calls for an improved consultation process with more input from staff and the community (2%).

Figure 57: Further comments about the options or any other options the Council could consider (Base: 804 respondents who provided comments)

Coded comment	n	% (Valid)
Disagree/don't support any of these options	305	37.9
Don't want any cuts in library service/don't want any libraries to close/libraries are essential/keep them as they are	275	34.2
Generally disagree with reducing space/540 sq ft is too small	71	8.8
Libraries are important for local community/provide community space for facilities/activities etc.	58	7.2
Libraries need appropriately trained/qualified staff	51	6.3
Increase council tax to keep library services/willing to pay more council tax for library services	46	5.7
Do not close/relocate East Finchley library	45	5.6
Questionnaire is biased/decisions have already made	35	4.4
Savings should be made elsewhere/could cut other services instead	35	4.4
Libraries are important for education/providing facilities for people to learn	32	4.0
Generally disagree with unstaffed libraries	28	3.5
Generally disagree with 30 minute travelling time/30 minutes is too long to travel	27	3.4
Increase revenue by renting out library space for other services i.e. evening classes/reading groups etc.	26	3.2
Need alternative methods of increasing revenue/need to increase revenue in other ways (non-specific)	25	3.1
Options will lead to a reduced/poor service/options will cause a deterioration in library service	24	3.0
Disagree with the use of volunteers	23	2.9
Generally disagree with 30 minute travelling time/libraries need to be in walking distance	23	2.9
Cut high paid salaries/councillors' expenses etc./use money for the libraries	22	2.7

Libraries are important for children/getting children to enjoy a love of books	22	2.7
Councils should be responsible for properly funding libraries/should invest more in libraries	21	2.6
Need a better consultation process/more community input needed with regards to proposals/should be listening to staff of libraries	20	2.5
Need more information about options/proposals/not enough information to make an informed decision	19	2.4
Increase revenue by renting out library space to businesses i.e. café/shops etc.	19	2.4
Agree with the use of volunteers/volunteers could save money	18	2.2
Need to expand the library/need to make the libraries bigger	17	2.1
Disagree with option 2	15	1.9
Disagree with options are will lead to unsafe libraries	15	1.9
Libraries are important for people in deprived area/people who are in most need	15	1.9
Reduce opening times/hours to save money	14	1.7
Introduce minimal charges to libraries/happy to pay small charges/happy to pay more for fines/could introduce annual	14	1.7
Disagree with option 3	13	1.6
Agree with the use of technology	12	1.5
Libraries need good/better variety of stock	11	1.4
Disagree with 30 minute travelling time as it will difficult for vulnerable/elderly/disabled people to get to	11	1.4
Libraries should form partnerships with businesses/seek corporate sponsorships	10	1.2
Do not close/relocate South Friern library	10	1.2
Disagree with option 1	9	1.1
Reduce staffing/staffing hours to save money	9	1.1
Libraries are vital for elderly people/will impact negatively on elderly people/provides a place for them to go/interact	9	1.1
Don't want libraries opening times/hours reduced	8	1.0
Proposed savings would be minimal/savings wouldn't be enough to make a difference	8	1.0
Proposals need to be re-thought/go back to the drawing board	8	1.0
Do not close/relocate Childs Hill library	8	1.0
Do not close/relocate Mill Hill library	8	1.0
Agree with option 1	7	0.9
Do not close/relocate East Barnet library	7	0.9
Disagree with proposals as we already pay tax/the tax we pay should cover these services/don't want to pay additional costs	6	0.7
Do not close/relocate Osidge library	6	0.7
Agree with option 2	5	0.6
Generally agree with reducing space/540 sq ft will be fine	5	0.6
This is a move towards closing libraries/libraries will not re-open when they close	5	0.6
Agree with community run libraries/need to give the libraries to the community to run	5	0.6
Do not close/relocate Edgware library	5	0.6
Options will lead to library closures	4	0.5
Proposals will result in reduced usage of libraries/not as many people using libraries	4	0.5
Do not close/relocate Burnt Oak library	3	0.4
Disagree with reducing space/540 sq ft is too small for disabled access i.e. problems relating to wheelchair use.	3	0.4
Agree/support all these options	2	0.2
Agree with option 3	2	0.2

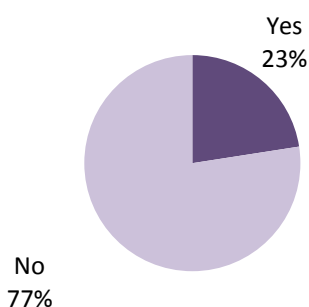
Reduce amount of stock to save money/sell off stock to make money	2	0.2
Libraries aren't that expensive to run/councils have enough money to run libraries	2	0.2
Disagree with the use of technology	2	0.2
Do not close/relocate Church End library	2	0.2
Do not close/relocate Grahame Park (Colindale) library	2	0.2
Do not close/relocate Hendon library	2	0.2
Do not close/relocate North Finchley library	1	0.1
Disagree as this is just a money making scheme/financial motivated	1	0.1
Other	157	19.5

Volunteering

Would you be interested in volunteering to help with activities in Barnet libraries?

5.82 Less than a quarter (23%) of respondents said they would be interested in volunteering to help with activities; just over three quarters (77%) would not be interested.

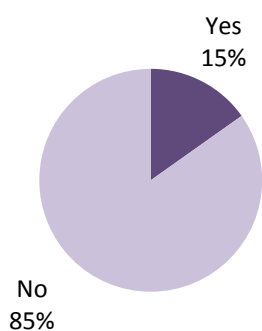
Figure 58: Whether respondents would be interested in volunteering to help with activities (Base: 1,743)



Would you be interested in being involved in running a community library?

5.83 Less than a fifth (15%) of respondents would be interested in being involved in running a community library; the remaining 85% would not be interested.

Figure 59: Whether respondents would be interested in being involved in running a community library (Base: 1,738)



5.84 The final chapters which follow outline the key aspects of the responses to the remaining questionnaires.

6. Easy read questionnaire

- 6.1 An Easy Read version of the main consultation questionnaire was produced, and made available online and in hard copy during the consultation period.
- 6.2 Two individuals completed the Easy Read questionnaire: one of these was a current library user and the other was a former library user.

Plans for Barnet’s future library service

- 6.3 One agreed with using technology to extend opening hours, while the other neither agreed nor disagreed on the basis that they would be happy with longer hours, but would not want there to be no staff.
- 6.4 Both individuals said they would be ‘quite unhappy’ about using a library without staff being there, with one adding that they would be ‘*worried to be alone with strangers*’.
- 6.5 One respondent indicated that nothing would make them more likely to visit an unstaffed library, while the other mentioned having other people there whom they could trust.
- 6.6 The respondents were asked whom they would most like and least like to run libraries. The two most preferred options were the council and a college or university. The two least preferred were a charity and a private company.

3 options for Barnet libraries

- 6.7 Both of the respondents ‘tended to agree’ with Option 1 and Option 2. One respondent tended to agree with Option 3, although the other tended to disagree.
- 6.8 One respondent preferred Option 1 overall, while the other preferred Option 3. It is worth noting that – unlike the main open questionnaire – the Easy Read version did not provide details about which libraries might be affected under each of the options, so it is difficult to know the extent to which respondents were answering from a fully informed perspective.
- 6.9 Both respondents ‘tended to agree’ with plans for having more volunteers.

7. Staff questionnaire

- 7.1 The questionnaire yielded 88 responses from members of staff between 23rd December 2014 and the end of the consultation period.
- 7.2 Respondents were asked where they work most often. The responses ranged widely across the service, although the most commonly mentioned sites were Hendon Library (15 respondents), the North London Business Park (14 respondents) and Chipping Barnet (12 responses).

Note: Changes to support/oppose scale

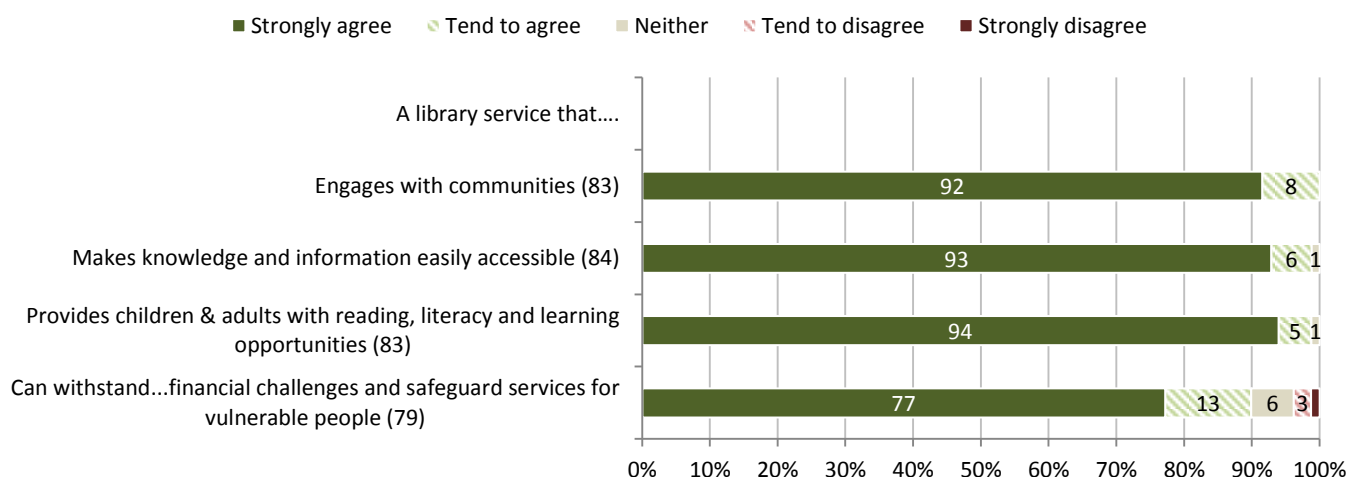
- 7.3 A number of questions in the consultation questionnaire asked respondents about the extent to which they supported or opposed various proposals. When fieldwork started, respondents were able to choose options on the following 5-point scale: *Strongly support, Tend to support, Do not support, Tend to oppose and Strongly oppose*.
- 7.4 On January 14th 2015), the *Do not support* option was removed with the dual intention of making the scale both more balanced and more consistent with the other quantitative strands. Results from before and after this change have been reported separately when displaying full results for any questions where this scale was used.

The future library service

Outcomes and objectives

- 7.5 Significant majorities of respondents agreed with each of the objectives. In particular, all 83 individuals who responded to the question agreed with the proposal for a library service that engages with communities.

Figure 60: Levels of agreement and disagreement with the four objectives (Base: All staff; number of respondents shown in brackets)



Further comments about outcomes and objectives

- 7.6 Respondents were also invited to provide further comments. There were many comments reflecting the view that the objectives are all appropriate, or even essential:

All these objectives encapsulate the library service we have now and should have in the future.

- 7.7 However, many respondents struggled to see how the proposals for the library service were compatible with these objectives:

I don't believe that the current options will allow these objectives to be met. The sheer scale of the cuts to the library service would make this impossible.

How can any of the objectives be achieved by reducing the size or number of libraries?

- 7.8 There was also some concern about the design of the question and whether agreeing with the objectives might lead to unintended consequences:

We are obliged to agree with these objectives as they are the nature of the service we have always provided, but I am not willing to strongly agree with them and risk a 50% staff cut, as I do not believe this is the way forward.

You're blatantly guiding us towards response you want. No one would argue with any of the above objectives...

- 7.9 The following three further or alternative objectives were also suggested:

A library service that supports the vulnerable members of our society, particularly focussing on digital inclusion, IT skills enhancement and training, and improving access to IT for the purposes of supporting e-governance, universal credit application and job seeking and re-training.

A library that is adaptable and reflects the technological changes of the 21st century.

A library service that is protected from the latest trends or what is in vogue with the current elected representatives of the council, who are trying to impress with their project management skills.

- 7.10 The fourth and final objective did also attract a small amount of criticism on the grounds that it was inappropriate to 'bundle' together financial challenges and vulnerable people, and that there was no definition of 'vulnerable'. One respondent felt this objective should apply to all, not just the vulnerable.

What could change?

- 7.11 Significant majorities of respondents were opposed to each of the proposed options to save money. There was particularly significant opposition or lack of support (above 90%) for, unstaffed opening (with a reduction in staffed opening hours), reducing the size of libraries, reducing staffed opening hours (by up to 50%), closing six libraries, and community run libraries.

Figure 61: Levels of support and opposition for the proposals (revised scale) (Base: All respondents; number of respondents shown in brackets)

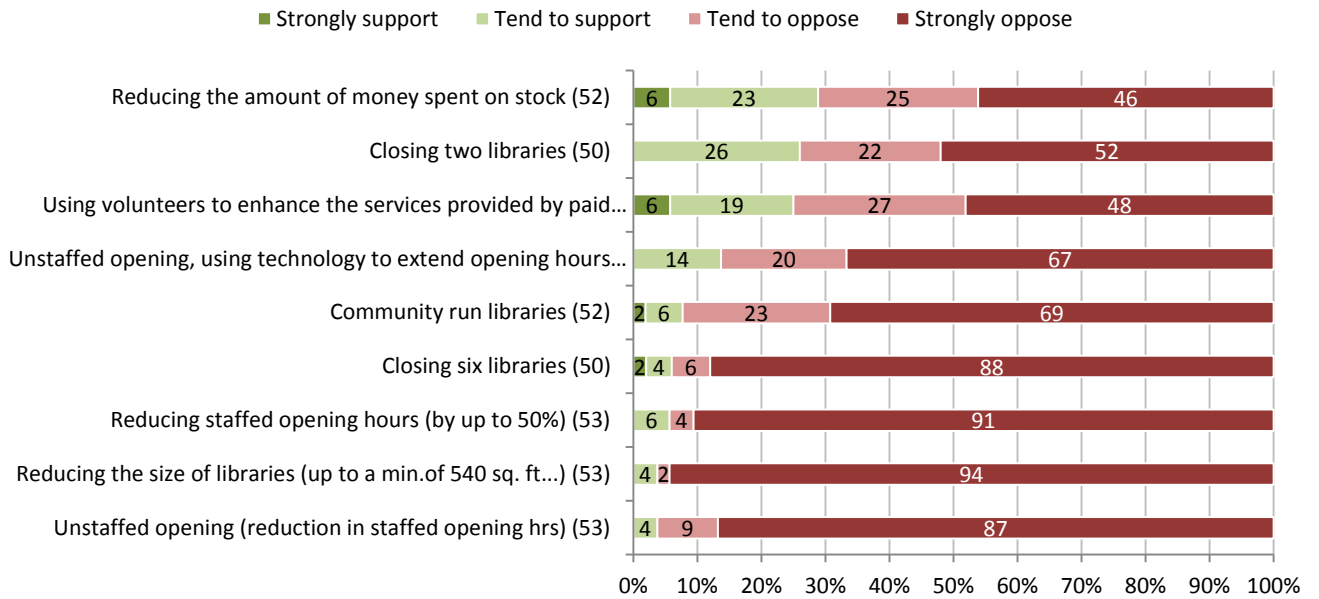
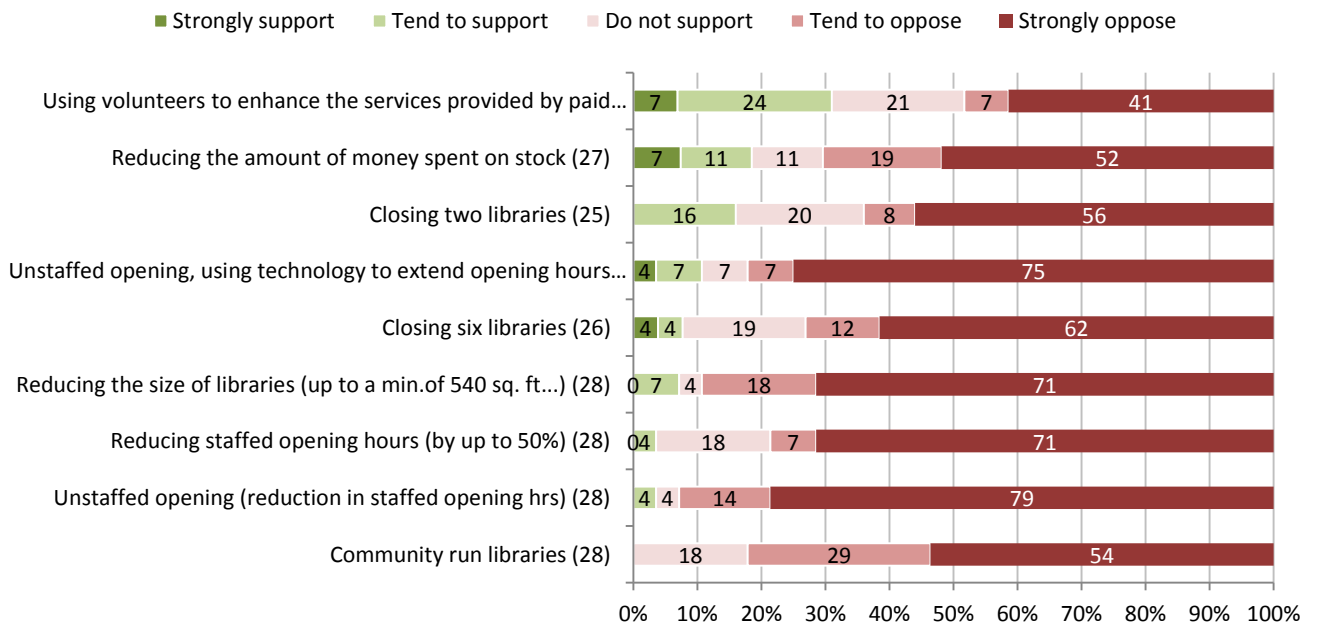


Figure 62: Levels of support and opposition for the proposals (original scale) (Base: All respondents; number of respondents shown in brackets)



Further comments about the proposals

- 7.12 The comments showed very little support in general for either reduced floor space or unstaffed opening. There were concerns about the kinds of activities and facilities which could no longer be accommodated if the library space was reduced e.g. computers and study space, class visits, 'rhyme time', author events, book group meetings etc.
- 7.13 While there was opposition to closures, a few respondents felt that closing some libraries would be preferable, on the proviso that this would mean the remainder of the network could be maintained at the current level or improved. Respondents suggested that having a large number of unstaffed sites would ultimately lead to closures anyway, as the negative effect on the quality of the service at these libraries would decrease footfall and erode their long-term viability.
- 7.14 While there were some supportive comments about the use of volunteers to fulfil specific or basic tasks, there was also a feeling that volunteers should not and could not replace paid staff. Some focused on whether it was reasonable to expect inexperienced, unpaid volunteers to fulfil the more challenging or specialist aspects of a librarian's role e.g. assisting users with diverse physical and mental health problems; providing IT support (particularly to the elderly); information management; and dealing with disputes and other fraught situations.
- 7.15 Respondents provided anecdotes about the problems of retaining volunteers e.g. many leaving to take up paid work, or because they lacked commitment to the role. It was felt that this high turnover of individuals (combined with the limited number of hours most volunteers are able to commit to) would lead to few volunteers ever gaining the experience needed to fulfil the roles of paid staff. It was felt that new volunteers would need to be recruited and trained almost continuously, which would have cost and time implications.
- 7.16 Although some respondents felt the amount of budget allocated to stock was already tight, there was some perception that the process of purchasing stock could be better managed e.g. by giving more autonomy to librarians at individual branches to arrange purchases, or having some sort of borough-wide collection of stock. There were negative comments about the current situation e.g. duplication of titles, and some sense of frustration about instances of having to get rid of books that were in perfectly good condition in order to accommodate the new stock coming in.

Staffed opening times

- 7.17 Respondents were invited to rank the days and times when in order of when they felt it was most important for libraries to be staffed.
- 7.18 In terms of first preferences there was clear support for Saturdays and Mondays, and least support for Sundays. There was also comparatively little support for after 8pm, with most support for late mornings through to early evenings.
- 7.19 However, only a minority of respondents provided an answer to the questions asking them to prioritise particular days or times for staffed opening, and the comments provided give some indication of the reasons why.

Further comments about library opening times

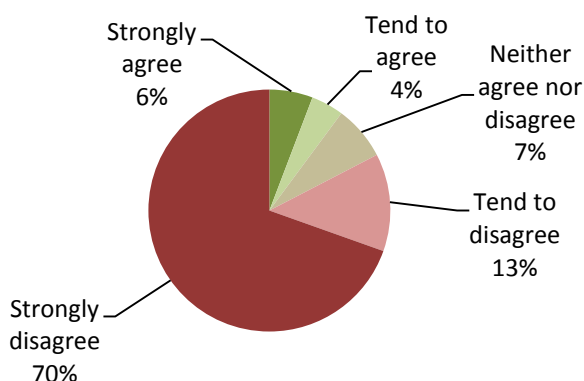
- 7.20 Many thought that the questions could give rise to misleading data, by implying that staff approved of reduced staffed opening hours when they opposed any change. There was some frustration that it was not possible to indicate that several days were equally important. Some comments focused on the need to provide reasonable access to all.
- 7.21 There was, however, some emphasis on the need to provide a ‘core’ service during the working week (from either 9am-5pm or 10am-6pm), although equally there was support for other time slots. Some expressed a view that the library should not be open if it was not staffed.
- 7.22 Although the ranking question suggested less support in general for Sunday opening, the further comments showed some difference of opinion as to whether or not Sunday opening was important. One respondent claimed there was a demand for *increased* Sunday opening, while another suggested that the service needs to be responsive to the different demands across different local communities. For example, suggested that libraries which serve areas with large Jewish communities should open on Sundays in order to meet the needs of this group.
- 7.23 Although the ranking question results implied strong support for Saturday opening, a couple of respondents identified this as a quiet day, and one respondent claimed that it can be difficult to predict when libraries will be busy as the pattern of use is often surprising. One made the point that quieter periods allowed staff to catch up with particular jobs e.g. shelving – the implication being that staff would still be required to carry out certain tasks even if the library was less busy.
- 7.24 Only 1 in 10 respondents agreed that the approach to extending library opening hours is suitable for Barnet’s library service, while more than 8 out of 10 disagreed (83%).

‘Open’ libraries

The use of technology can now allow the council to open and close a library without any staff being on site. Visitors would access the library during unstaffed periods by scanning their library card and entering a PIN. Once inside they would be able to use self-serve technology to borrow and return items, use computers, print and copy. CCTV would provide additional security.

- 7.25 Only 1 in 10 respondents agreed that the approach to extending library opening hours is suitable for Barnet’s library service, while more than 8 out of 10 disagreed (83%).

Figure 63: Responses to the potential approach for extending opening hours (Base: 69)



Further comments about 'open' libraries

- 7.26 Respondents provided a number of comments in relation to the 'open' library model, which were overwhelmingly critical of the proposals and raised a number of concerns, mainly in relation to security and public safety.
- 7.27 Some felt that the open library model might be appropriate for universities or other 'closed' communities, but had concerns about its suitability for a public library in a '*diverse and unpredictable metropolis*'. CCTV was widely felt to be an inadequate security measure, particularly if this was not going to be monitored in 'real time'.
- 7.28 Concerns were raised that the safety of users – and particularly those who are 'vulnerable' - might be compromised. There was some suggestion that children might access the library unsupervised (e.g. by getting hold of an adult's swipe card/PIN) and be placed at risk, or that users might stay away completely due to feeling unsafe.
- 7.29 A few respondents cited examples of incidents in libraries where staff which required staff to intervene (e.g. medical emergencies, anti-social or criminal behaviour, altercations etc.) and queried what would happen in situations like these in the future if the library was empty or unstaffed.
- 7.30 Other respondents doubted whether all users (particularly the elderly) would be able to use the technology on their own, without any staff assistance to call upon. There were also concerns about the reliability of the equipment and the inability of staff to 'troubleshoot' problems during unstaffed hours.
- 7.31 There was also scepticism about how far the approach would save money. These comments tended to be based on assumptions about the cost of introducing the new technology and the risks of having to replace stock and equipment as a result of damage or theft.

Relocation and redevelopment of library sites

- 7.32 At least half of respondents supported redeveloping library sites; building a new library as part of a new development near to the existing site; moving the library into an existing, accessible venue, near to the current site; and moving the library into an alternative, nearby, accessible Council or public sector partner building.
- 7.33 Less than half supported moving a library into a nearby 'community hub', moving a smaller library into a nearby property leased from another landowner, or moving a children's library into a children's centre or alternative community venue.

Figure 64: Levels of support and opposition for the relocation and redevelopment proposals (revised scale) (Base: All respondents; number of respondents shown in brackets)

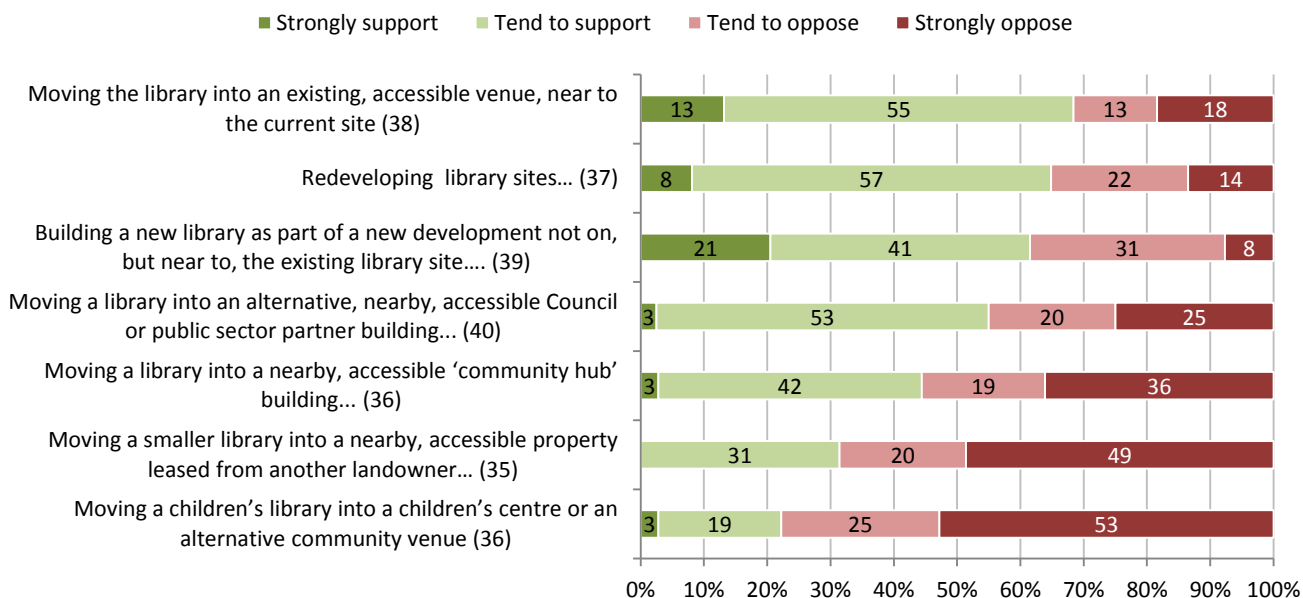
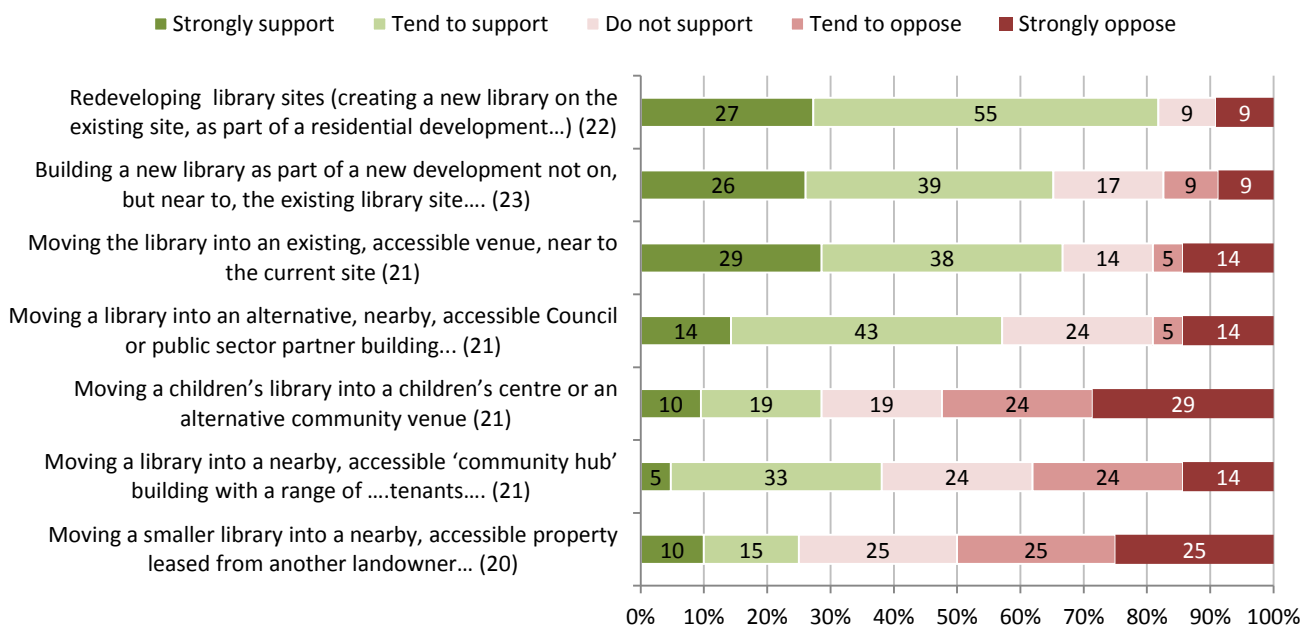


Figure 65: Levels of support and opposition for the relocation and redevelopment proposals (original scale) (Base: All respondents; number of respondents shown in brackets)



Further comments about relocation and redevelopment

- 7.34 While a couple of respondents felt that libraries ought to be standalone buildings, others were more supportive about co-locating with other services. However, respondents foresaw some complications e.g. conflicts around public access requirements, health and safety, contractual issues, etc.
- 7.35 Others felt that the terms of any partnership or move to a shared location would need to be beneficial to the library e.g. the design and focus of the building should not be too geared towards the building’s

other functions, which the library as a kind of ‘afterthought’. The need to ensure adequate space within the library was also emphasised.

- 7.36 Some respondents expressed support in principle for a view that libraries should be located close to shopping areas, high streets, schools and transport hubs. One supported the redevelopment of existing sites to include housing alongside a smaller library.
- 7.37 Some respondents disagreed with moving children’s libraries into children’s centres on the grounds that children’s section was a key component of a library, and removing it would make libraries less family friendly and erode their function as a ‘cradle to grave’ service. One respondent suggested there were not enough children’s centres to absorb this part of the service; another said that the space in children’s centres is limited.
- 7.38 There was some scepticism about whether any of the proposals would ever come to fruition or actually save money, due to the costs associated with redeveloping buildings (including problems associated with the age of the buildings) and relocation. There was also some suggestion that the proposals would be a façade to justify closures and downsizing.
- 7.39 Others felt that it was difficult to answer without more information or more specific proposals.

Generating income

- 7.40 There was reasonable amount of support for each of the proposals for generating income, although there was widest support for increased hiring out of library space, and also fairly widespread support for advertising and sponsorship.

Figure 66: Levels of support and opposition for the income generation proposals (revised scale) (Base: All respondents; number of respondents shown in brackets)

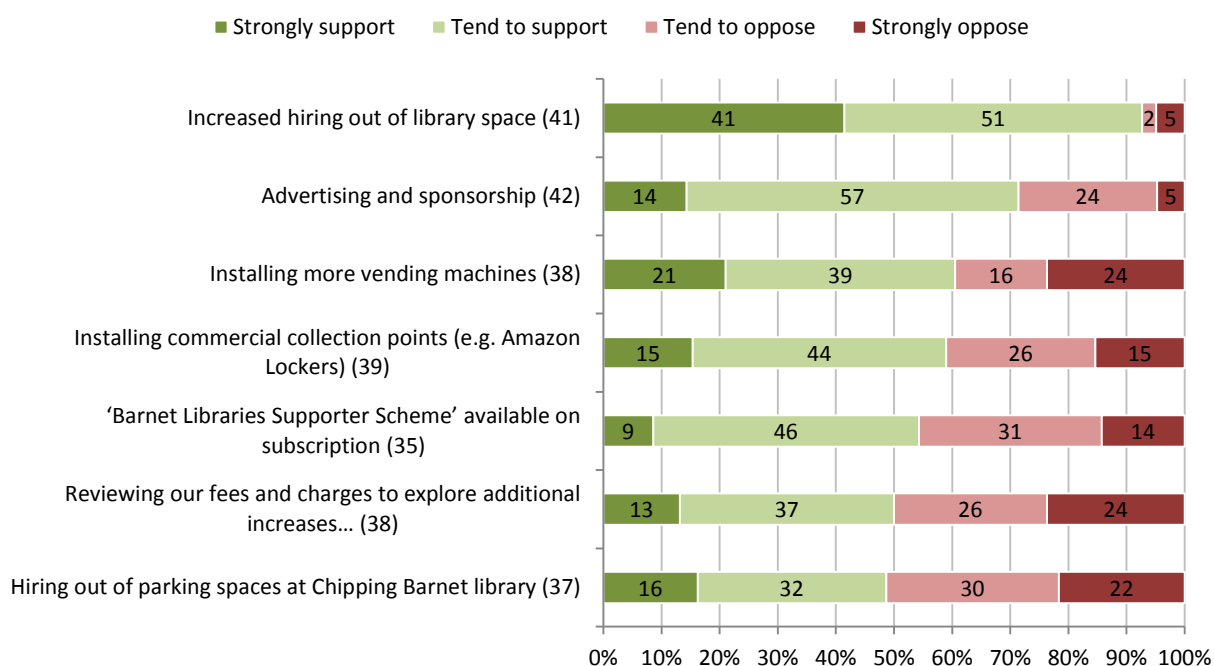
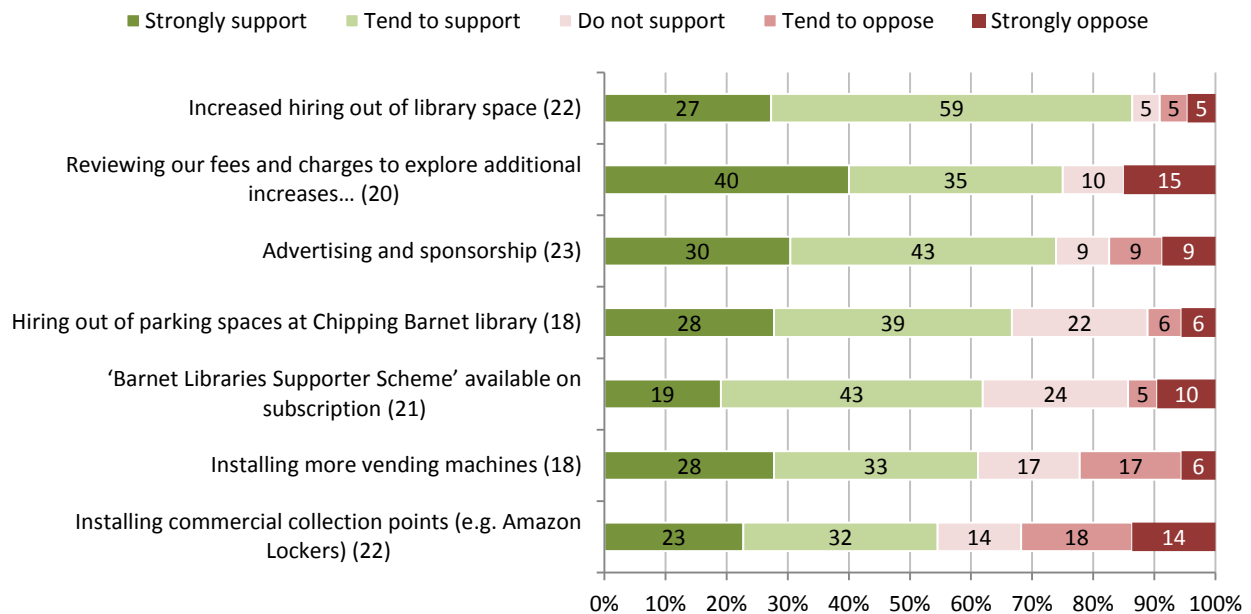


Figure 67: Levels of support and opposition for the income generation proposals (original scale) (Base: All respondents; number of respondents shown in brackets)



Further comments about income generation

- 7.41 Comments that libraries should not be required to generate income, as this would be at odds with their public character and general purpose.

We should avoid transforming libraries into commercial places. They are the few remaining places where profit is not the driving force.

I feel overt commercial involvement may impact on our being seen as impartial when providing information.

There might not be any way of generating more income from the library service: it's not that kind of organisation

- 7.42 One area where there was some difference of opinion was in relation to charging fines on children's books. A number of respondents were opposed on the grounds that this would discourage borrowing and adversely affect the less well-off; however, a few were supportive.

I don't believe that charging fines on children's books would be cost effective and it would affect some of the most vulnerable children and families more than anyone else.

Children's' books would bring in much needed revenue and make children more aware of how important libraries are and that they need to be preserved at all costs. It will also give them a sense of responsibility which is character -building.

- 7.43 There was concern that vending machines would malfunction, not generate enough income, or could promote unhealthy lifestyles by selling sugary foods and drinks. Comments made in relation to the 'Barnet Libraries Supporters Scheme' tended to suggest that would only benefit the better off.

- 7.44 There was some support for advertising and sponsorship, although many respondents caveated their support by saying that not all sponsors or advertisers would necessarily be appropriate (e.g. a feeling that ‘unhealthy’ brands should not be allowed to sponsor children’s activities). There was also concern about Amazon’s reputation, and about commercial sponsorship compromising libraries’ independence:

The sponsor must not be in any way capable of seriously harming the service via the withdrawal of funds if they decide to use said as leverage to obtain what they want or to object to the service's actions/stock/values.

Advertising and sponsorship is fine from an ethical provider who is a silent partner

Amazon, with their poor image for social responsibility, would be a terrible name to associate [with] Barnet Council.

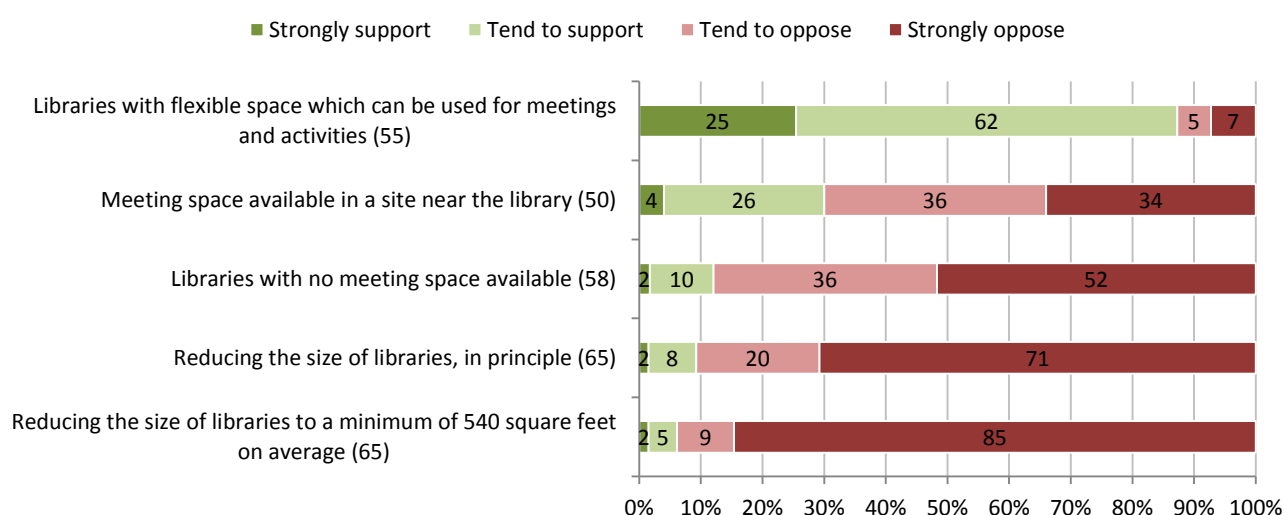
- 7.45 There was some suggestion that the proposals outlined elsewhere (e.g. unstaffed opening and space reductions) would be incompatible with these suggestions for generating income.

How are you going to implement these ideas without having staffed buildings to deal with the issues the above ideas will create e.g. paperwork, upkeep and preparation for hiring spaces?

Reducing library space

- 7.46 While there was widespread support for libraries with flexible meeting space which can be used for meetings and activities, most respondents opposed reducing the size of libraries to a minimum of 540 square feet on average; reducing the size of libraries, in principle; and libraries with no meeting space available.

Figure 68: Levels of support and opposition for proposals around reducing library space (revised scale) (Base: All respondents; number of respondents shown in brackets)



Further comments about reducing library space

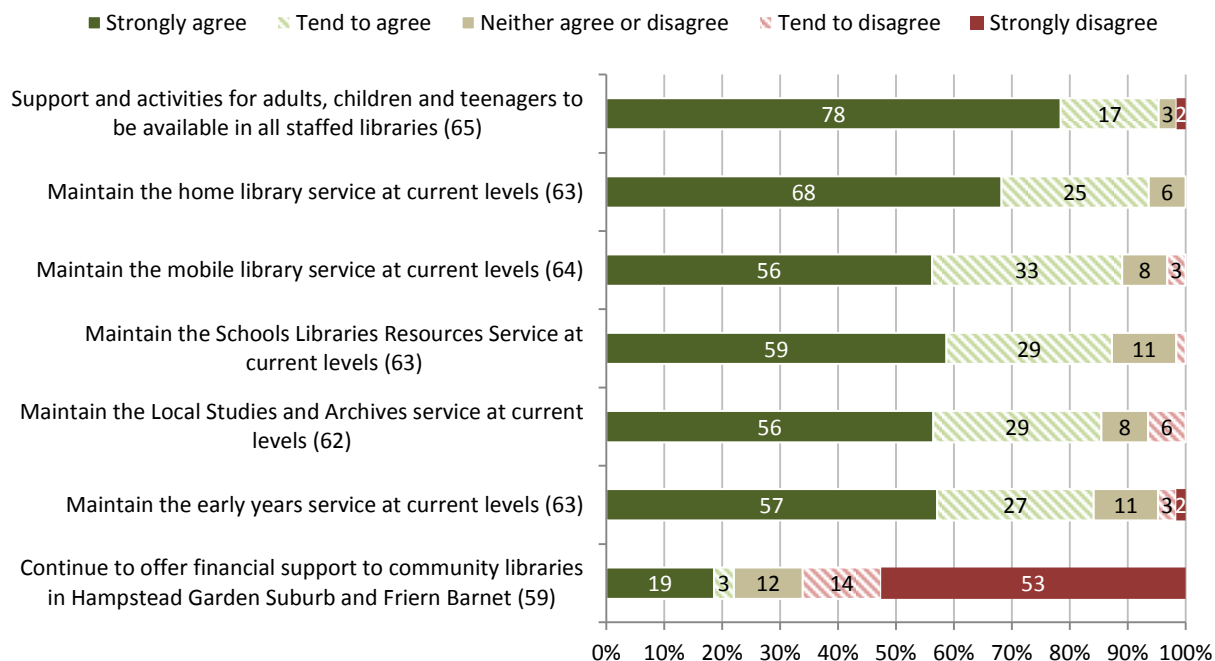
- 7.47 Many staff expressed reservations about reducing library space and the potential challenges this would pose for the service in general. A couple referenced the four objectives outlined at the beginning of the questionnaire, to suggest that these were incompatible with reducing the size of libraries.

- 7.48 One respondent suggested it would be better to introduce limited library closures, if this meant the rest of the service could be maintained. Another suggested reducing the size of multiple libraries would represent a backward step.
- 7.49 Concerns were highlighted around the proposed size of 540 square feet, namely that this would be ‘tantamount to no library’ and would lead to an overall reduction in the quality of stock and service. One respondent asked where this figure had been decided upon.
- 7.50 It was felt there would be limitations on the number and type of activities that could be run – particularly children’s activities e.g. ‘Rhyme Time’, school activities etc. – and the numbers who can be accommodated at these events. Some respondents felt there would be a reduction in the breadth and quality of stock available; others suggested there would need to be a reduction in IT and study facilities in response to any reduction in floor space.
- 7.51 There was concern that reducing the space would reduce the number of users e.g. having to turn people away, who would then be put off and not return in future. One respondent suggested that the reduction in size at Hampstead Garden Suburb library had led to it becoming underused.
- 7.52 Concerns were also raised in relation to access e.g. accommodating wheelchair users, pushchairs etc. Others highlighted health and safety concerns, particularly in relation to the elderly, the disabled and very young children.

Specific library services

- 7.53 Majorities of respondents agreed with maintaining the following at current levels: home library service, mobile library service, Schools Libraries Resources Service, Local Studies and Archives Service, and the early years service. More than 9 out of 10 agreed that support and activities for children, adults and teenagers should be available in all staffed libraries.
- 7.54 However, there was limited support for continuing to offer financial support to the community libraries in Hampstead Garden Suburb and Friern Barnet.

Figure 69: Levels of agreement and disagreement with the objectives for specific library services (Base: All respondents; number of respondents shown in brackets)



Further comments about specific library services

- 7.55 There were comments about the need to protect services (either specific services or the full range of provision more generally):

The home library service and local studies are very small teams which deliver big results so should be protected.

The home library service serves venerable members of the community who would not otherwise have access to our services; it needs to be protected.

Maintaining our desperately short services at current levels is hugely important because we don't have much more to get rid of; if anything, we need to expand.

- 7.56 While one respondent advocated the two community libraries being taken back under full council control, in general there was greater support for their financial support being withdrawn:

While community libraries are worthwhile it is time they took on the full financial burden themselves.

HGS and Fri wanted to go it alone - we shouldn't be having to pay for them.

Community libraries in the borough are not offering what we would recognise as a valued service. Friern Barnet in particular is a successful community centre with a poor second hand book section.

- 7.57 Other respondents had suggestions about how money might be saved. Some respondents described particular services (School Libraries Resources Service, early years) as being self-funding. The early years' service attracted most comments: a few respondents understood that this already was – or if it

was not felt that it probably should be – funded from other departments and not from the libraries budget.

I think there are sites on the mobile route that are less well used. There could be potential savings here.

The SLRS is self-funding so shouldn't be affected by cuts. The early years budget is reliant on funding from other council departments so surely can't be protected? I think it should be though!

My understanding is that the SLRS is self-funding and for the most part the early years' service is self-funding - why would you close these services if they are costing little money?

I do not feel that early years' service & community libraries should be funded from the library budget. They are entities exclusive from the council run library service and should be funded from more appropriate budgets.

If something had to be sacrificed then it should be the early years' service as this tends to duplicate a service already provided by Barnet council i.e. the children's centres. Even though it can be argued that it is self-funding or grant maintained, it still tends to incur costs and staff time.

Alternative delivery models

7.58 The only delivery model which received widespread support was libraries being run directly by the council.

7.59 Of the remaining alternatives, there was most support for libraries being run by a staff owned mutual, through a shared service with another council, and by an educational body.

Figure 70: Levels of support and opposition for the proposed delivery models (revised scale) (Base: All respondents; number of respondents shown in brackets)

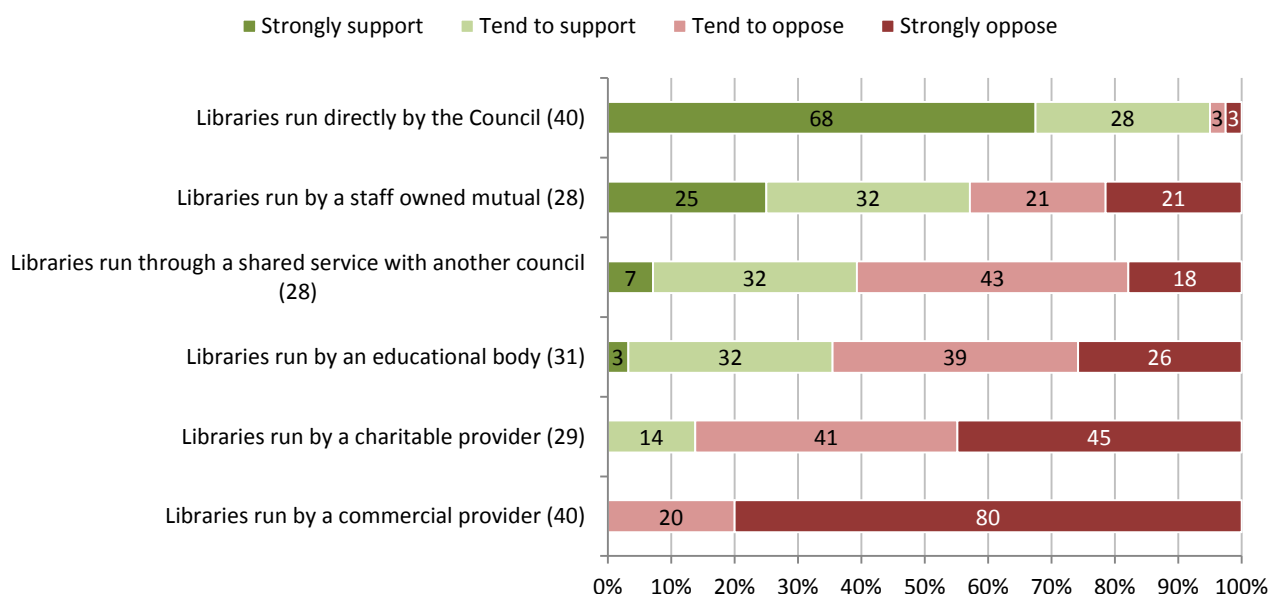
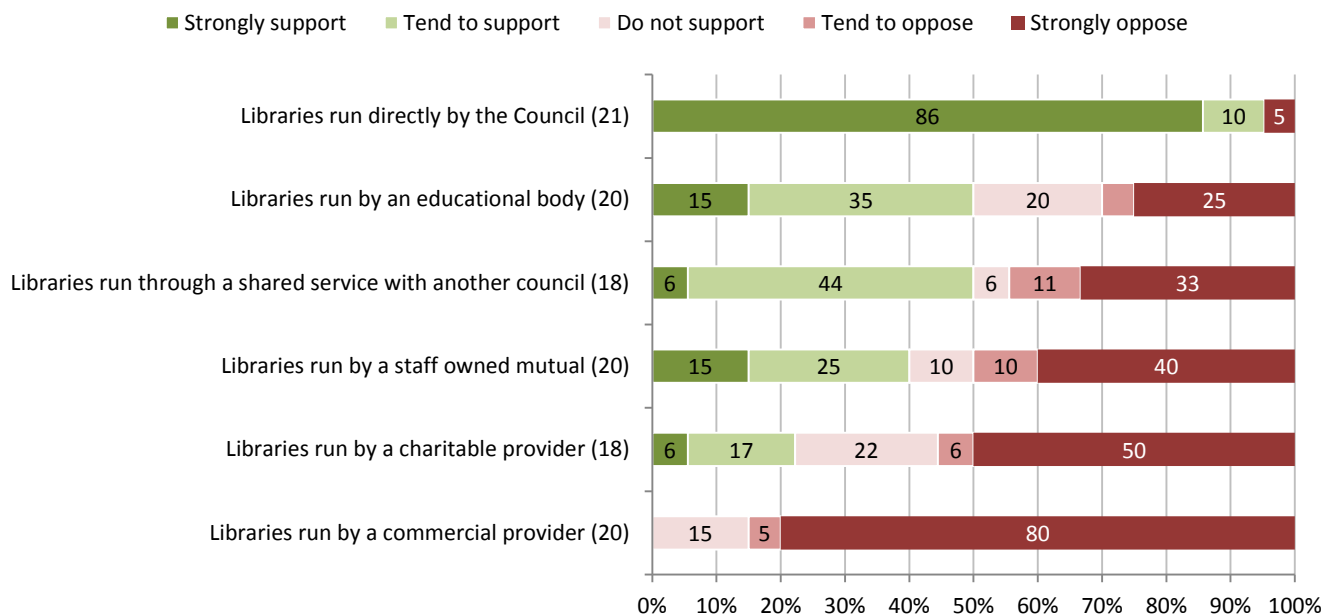


Figure 71: Levels of support and opposition for the income generation proposals (original scale) (Base: All respondents; number of respondents shown in brackets)



Further comments about the delivery models

- 7.60 There was some feeling that anything other than a council-run service would be contrary to the libraries' *raison d'être* and public character. There was widespread feeling that libraries were incompatible with being run like businesses as they were unlikely to be profitable (and might therefore be at risk of cuts).
- 7.61 It was also suggested that a commercial provider would erode the quality of the service provided by seeking to reduce costs or downsize the library. Outsourcing was also seen as ideologically motivated, and there was some criticism of the track records of LBB services which have already been outsourced.
- 7.62 There was some suggestion that a staff mutual might be a viable option, but a number of staff felt they had insufficient information to discuss this from a fully informed perspective. Other respondents were interested to find out more about the service being run by an educational body, or as part of a shared service with another council. However, one respondent was uneasy about the service being too fully absorbed by an educational body.
- 7.63 While there was a little support in principle for libraries being run by a charitable provider, there were also concerns that charitable organisations would lack the capacity and resources to run the service.

The information provided about delivery models

- 7.64 When asked whether they had received enough information about delivery models, 61% of respondents said they had not.
- 7.65 When invited to comment further, some said they had had no information; others felt they specifically needed more information about the pros and cons of each possible delivery model, and how they might work in practice and/or examples of whether the models had been implemented elsewhere. There was also felt to be a lack of information about the potential impacts on staffing e.g. terms and conditions of contract, or possible redundancies.

7.66 Some felt the staff owned mutual sounded like it might potentially be a good model if it was sustainable and could be made to work financially. However, others questioned whether it would work, and a number felt they were unable to comment due to a lack of information.

Options and potential alternatives

7.67 The results show a consistent pattern of strong opposition to the three options, but particularly Option 3.

7.68 There was slightly more support for Option 2 than Option 1; however, more respondents were strongly opposed to Option 2 than to Option 1.

Figure 72: Levels of support and opposition for the three options (revised scale) (Base: All respondents; number of respondents shown in brackets)

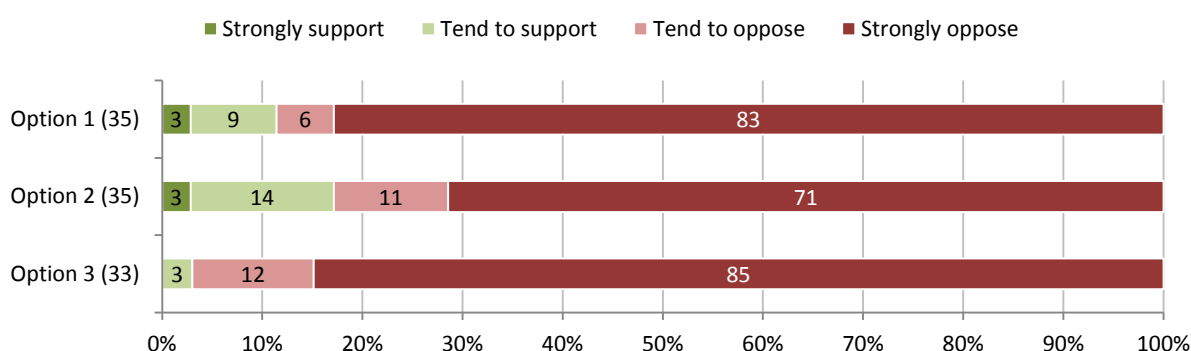
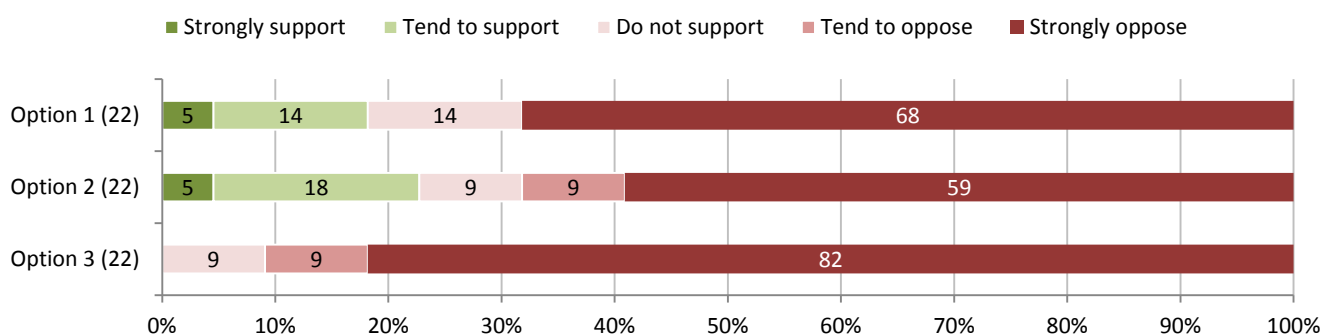


Figure 73: Levels of support and opposition for the three options (revised scale) (Base: All respondents; number of respondents shown in brackets)



7.69 Only a small minority of staff chose to provide a response to the question inviting them to rank the options. Of those who did respond, an alternative option was most widely selected as the first preference (i.e. most appropriate) (14 respondents). Options 1 and 2 were the first preferences of four and five respondents respectively. Nobody selected Option 3 as their first preference.

Further comments about the options and possible alternatives

7.70 A number of comments expressed a view that none of the options were appropriate, and/or that the status quo should be maintained:

I don't believe that any of the above options are viable and provide a good service to the public.

There is only one option and that is to keep the existing service and make the cut elsewhere

Each option is meant to put the public off using the service, to give the council a reason to get rid of libraries altogether.

- 7.71 A number of suggested alternatives were provided, including funding the libraries from another source, making savings elsewhere, and/or maximising income e.g. raising council tax. It was felt that the Council should also do more to take into account the service which libraries provide to other agencies:

There is provision in legislation to hold a referendum to ascertain if residents are willing to pay more council tax to maintain the service. Why not ask them?

The council reserves could be used to find some money for libraries and other services. Barnet should stop employing consultants and paying them huge salaries. A few council staff in high positions are overpaid compared to the rest of us.

Commissioners charging market rates to commercial organisations that use library facilities.

Ensuring that the services the libraries provide to other agencies (council and partners) is fully costed and considered when taking into account budgets.

- 7.72 There was some support for closing libraries, but this tended to be on the proviso that it was a small number and the rest of the service could be maintained:

Close East Barnet and Childs Hill libraries - sell them and raise money to re-provide good sized library in each of the remaining locations.

A workable option would close two or maybe three of the less productive sites, do some relocations and refit the remaining sites, then spin the service out into a mutual.

I would rather close several libraries than have smaller sites or community libraries but option 2 seems very extreme.

Closure of 2, maybe three underused libraries - do not hand them over to volunteers, just close them. Seek funding opportunities...

- 7.73 There were suggestions about changes to opening times and days:

Keep all libraries open but on different days so that perhaps there are 4 open in the south of the borough on 2 or 3 days a week but others open in other parts of the borough on different days.

[An alternative might be] if all the libraries are open excluding Sundays. The other option could be if libraries open till 8pm only one day a week and Sundays are excluded.

Another option should be that staff run libraries with council funding to existing levels with opening hours cut to 10-6 7 days a week and charges up by 10%.

- 7.74 There was some support for alternative delivery models, and refurbishment/relocation under specific circumstances:

I think we would be able to maintain the standards of our service with a mutual arrangement.

The question is money, either a staff mutual or an educational body/sponsor.

If the existing buildings are not cost effective then find alternate but reasonable sized accommodation. Reasonable sized = min 2000 sq. ft.

8. User groups questionnaire

- 8.1 The user groups questionnaire received 20 responses between 9th December 2014 and the end of the consultation period, including responses from representatives of the following: 6 from charities, 4 from community groups, 3 from public sector organisations, and 4 'others'. Three respondents did not specify whom they were representing.
- 8.2 The most common activities, meetings and services provided by these organisations are education, information and advice, and social/community groups (all 6 respondents).

How you use the library service

- 8.3 These groups were active across a range of libraries, and all respondents indicated that their groups would be likely to use libraries for their activities in the future.
- 8.4 Three quarters of the respondents reported that their group uses libraries at least once a week. In general, the groups who responded were more likely to use libraries on weekdays although there was a fairly wide spread of usage across days and times.
- 8.5 The majority of respondents (15) reported that fewer than 20 people would attend a typical activity or meeting hosted by their organisation, although 3 respondents reported that between 20 and 29 people would attend.
- 8.6 More than two thirds reported that their groups' activities and meeting involve no library staff or volunteers.
- 8.7 Six respondents reported that their group runs meetings or activities elsewhere in the area, as well as in Barnet libraries. Examples of other venues used included church halls and community centres.
- 8.8 Respondents were asked whether their organisation was aware of other venues in the local area that they could use for their activities. None answered in the affirmative.
- 8.9 Further details about the possibility of using other venues were provided as follows:

I suppose we would have to find someone (a group member maybe?) with a house/ lounge big enough to seat up to 20 people.

Nowhere else is available on a Wednesday morning locally with the same excellent facilities and at the same cost.

Other locations have said they don't have the space and availability.

We struggle to find a venue that is neutral, user friendly, and cost effective.

- 8.10 Comments about the things that groups value about the service covered the following main themes:

Practical locations of libraries and easy accessibility e.g. easy to reach by bus, and availability of car parking;

Quality of facilities, and the availability of facilities that may be difficult to access elsewhere (e.g. PCs and wi-fi, meeting rooms);

Quiet atmosphere, conducive to learning and study;

Staff e.g. to provide customer service and act as a ‘back up’;

Neutrality of venue, ‘*non stigmatizing*’ and encouraging confidentiality;

Suitability for all age groups, or specific benefits for particular age groups;

Specific benefits for users e.g. social and health benefits, reducing isolation, promoting literacy and skills etc;

The flexibility of the space e.g. being able to combine attendance at the group with general use of the library facilities.

How satisfied are you with the library service?

8.11 Most respondents were satisfied with the various aspects of the library service listed in Figure 74 below. In particular all fifteen respondents who answered the question about ‘staff skills and knowledge’ were satisfied.

Figure 74: Satisfaction with aspects of the library service (user groups).

Please indicate how satisfied or dissatisfied your group or organisation is with each of the following aspects of the library service.	Number of respondents		
	Satisfied	Neither	Dissatisfied
Availability of free computers and IT services	10	1	0
Availability of online information resources	10	1	0
Learning events for children and families	9	1	0
Staff skills and knowledge	15	0	0
Learning and community events	12	2	0
Opening hours	13	2	1
Access to other council services	7	3	0
Access to other public services	7	3	0

8.12 Respondents were overwhelmingly satisfied with the various aspects of the library buildings and access. In particular all individuals who responded were satisfied with the location, accessibility, comfort and standard of the buildings, and with community spaces and meeting rooms (all 17 out of 17).

8.13 When asked what their group or organisation values most about the library service, the most common responses were: “Libraries provide meeting rooms and community spaces” (12 respondents) and “Libraries act as community ‘hubs’” (8 respondents).

The future library service

Outcomes and objectives

- 8.14 There was universal agreement with the 4 objectives. In particular, 15 out of 15 respondents agreed strongly with the objective: "A library service that makes knowledge and information easily accessible".
- 8.15 The following further comments were also made:

Classes are helping the community and are very important.

Engaging with communities is especially important when people who live alone and find it difficult to engage could do so in the totally 'equal' and non-threatening space of a library e.g. the reading groups that take place aren't specifically for 'lonely' people.

What could change?

- 8.16 Using volunteers to enhance the services provided was the only proposal which the majority of respondents supported (12 in support; 3 opposed).
- 8.17 A slight majority was opposed to community run libraries. The other proposals were strongly opposed, with particularly strong opposition seen in response to closing six libraries (0 in support; 15 opposed), closing two libraries (2 in support; 14 opposed), reducing the size of libraries (1 in support; 15 opposed) and reducing staffed opening hours (2 in support; 12 opposed).

Figure 75: Responses to proposed approaches to help save money (user groups).

To what extent do you support or oppose the following approaches to help save money?	Number of respondents	
Using volunteers to enhance the services provided by paid staff - for example, to provide volunteer-led community activities	12 Support	3 Oppose
Community run libraries	6 Support	8 Oppose
Closing two libraries	2 Support	14 Oppose
Closing six libraries	0 Support	15 Oppose
Reducing the size of libraries (this could be up to a minimum of 540 square feet, on average)	1 Support	14 Oppose
Reducing staffed opening hours (by up to 50%)	2 Support	12 Oppose
Unstaffed opening, using technology to extend opening hours	4 Support	11 Oppose
Unstaffed opening, using technology as a replacement for staffed opening hours	3 Support	10 Oppose
Reducing the amount of money spent on stock	3 Support	10 Oppose

- 8.18 The following further comments were made in relation to proposals to save money:

I do not [agree] that moving the adult section to a hub and the children section to the children's centre as we feel that the library is a hub in itself. Also although it is good to provide and increase voluntary opportunities, I do feel that having paid staff run the libraries is key to their success.

I think that although the use of technology would be good in keeping libraries open. It would need to be very clear for people - who would be fearful in the environment without staff - when staff are going to be available and on the premises.

Librarians are wonderful professionals. Libraries need to have librarians, not just access [to] technology - which many elderly users cannot cope with anyway.

There are too many members of staff.

Library opening times

- 8.19 Three respondents identified Monday as the most appropriate day for libraries to be staffed, and the same number identified Saturday. Wednesday, Thursday and Friday were each selected by one respondent. No respondents ranked Sunday any higher than fourth, and four respondents ranked it seventh (i.e. last).
- 8.20 The times when respondents would most like libraries to be staffed were fairly widely spread, though in general there was more support for the hours between 10 am and 8pm, with little support for after 8pm.
- 8.21 However, it is worth noting that most respondents failed to answer the questions, and that respondents did not have the opportunity to rank interlocked days and times.
- 8.22 In the main, respondents reported that they would not be confident in using an unstaffed library. Of 13 respondents, 4 would not feel very confident and 6 would not feel confident at all. 2 would feel very confident, with 1 a little confident.
- 8.23 Six respondents stated that “volunteers on site” and “help learning how to access community space during unstaffed” would increase the likelihood of them using an unstaffed library. Other comments stressed the need for at least one member of staff to be present or for staff to have rotating rotas to cover more hours.
- 8.24 Respondents were also invited to make further comments about how the approaches to staffing and opening times might affect their groups’ activities or meetings, and the main points raised were as follows:

A few groups would not feel confident at all in an unstaffed library, or would be unable to operate in this setting

Specifically, one group’s staff would not be allowed to use unstaffed libraries for activities, as this would be classed as ‘lone working’ and would go against their organisation’s policies

While one respondent would personally not mind using an unstaffed library, they felt that members of their group – some of whom are vulnerable – would probably not feel comfortable

One respondent suggested they might get used to unstaffed libraries with suitable training; however, librarians would still need to be part of the service as a whole

Another suggested that the library is a fundamental community space, particularly at a time when other organisations are being 'squeezed' and encouraged to make use of such spaces

Some concern was expressed about the possibility of staff job cuts.

Reducing the size of libraries

- 8.25 Respondents were asked about the amount of space their group typically uses, and about the minimum amount of space they would need for their activities. 7 respondents reported that their group uses meeting rooms with capacity for 16-30 people, with a further 6 respondents stating they use meeting rooms with capacity for 6-15 people, and 2 reporting that they use the public library space.
- 8.26 Eight respondents stated that, as a minimum, their group would need a meeting room with capacity for 6-15 people, with a further 5 stating they would need a room with capacity for 16-30. Only 1 respondent felt their group could use a meeting room with capacity for up to 5 people, and 1 felt their group could use public library space.
- 8.27 The questionnaire also asked respondents how much they supported or opposed a number of approaches for reducing the size of libraries.
- 8.28 There was substantial support for libraries with flexible space which can be used for meetings and activities (12 in support; 2 opposed).
- 8.29 However, significant majorities were opposed to the other approaches. In particular, 16 respondents were opposed to libraries with no meeting space available, with none in support. Only 1 respondent was supportive of the approach to reducing the size of libraries to a minimum of 540 square feet, with 13 respondents opposed.
- 8.30 Respondents were also invited to make further comments about any other changes that could be made that would minimise the impact of libraries being made smaller. One respondent mentioned multi-functional spaces, although another felt that nothing could be done to minimise the impact of smaller libraries.
- 8.31 One respondent suggested that a library plays an essential role in helping isolated service users back into the community by allowing them to access mainstream services at the same time as attending the group. Therefore any attempts to move meeting space outside the library would defeat the aims of the group.

Relocation and redevelopment of library sites

- 8.32 When asked how the relocation of the library they use would affect their group's usage, 7 respondents thought they would use it the same amount, 3 thought they may use it less, and 1 thought they would use it more. 5 respondents said they didn't know/were not sure.
- 8.33 A small number of respondents provided further comments. There were queries about how relocation would save money in the short term, and concern about possible disruption to services. One respondent stated they would be happy provided they could still use the space on a regular basis.

Alternative delivery models

- 8.34 Respondents were asked how various alternative delivery models would affect their groups’ usage of the libraries.
- 8.35 In general, most respondents suggested that they would use the library the same amount. However, it is worth noting that 6 respondents (of 14 who answered) felt they would definitely use libraries less if they were run by a commercial provider.

Options

- 8.36 A majority of respondents were opposed to each option, and no option stood out as being particularly well or poorly supported in relation to the others.

Figure 76: Responses to the proposed options (user groups).

To what extent do you support or oppose these options?	Number of respondents	
Option 1	5 Support	8 Oppose
Option 2	6 Support	8 Oppose
Option 3	5 Support	7 Oppose

- 8.37 Respondents were also invited to rank the options in order of how appropriate they felt them to be. Option 2 received the most first preferences (6 respondents) with Option 1 and Option 3 tied (2 respondents each).
- 8.38 The questionnaire also provided an opportunity for respondents to comment about possible alternatives. There were relatively few comments, but the following points were made:

A little more money could be charged for the use of the library rooms

No changes are needed

Community libraries can work, but require a lot of time and dedication. They may be less likely to work in communities which are larger and less cohesive.

Volunteering

- 8.39 Respondents were asked whether their group or organisation would be interested in volunteering to help with library activities or being involved in running a community library. There was some interest in groups getting involved, although the response was fairly evenly split.

Figure 77: Responses about volunteering and being involved in running a community library (user groups).

Would your group or organisation be interested in...?	Number of respondents	
...volunteering to help with more activities in Barnet libraries?	8 Yes	6 No
...being involved in running a community library?	6 Yes	7 No

9. Children’s questionnaire

- 9.1 A separate questionnaire was developed for children of primary school age. It was made available at the drop-in sessions in early March 2015, and was also promoted through schools. It yielded 51 responses, the majority of which (39 responses) were from children aged 7 to 10 years.
- 9.2 The vast majority (48 respondents) were library users. More than half of these users (27 respondents) reported that they use East Finchley library most often.
- 9.3 Respondents who use libraries are most likely to use them to read or borrow books (47 respondents) or to look for information or to find something out (14 respondents). Only 8 respondents reported that they use the library without an adult.
- 9.4 Many of the respondents said that there was nothing they did not like about the libraries (although a small number mentioned specific problems e.g. relating to noise). When asked what they liked most about the library, respondents were most likely to mention the library books.
- 9.5 Most respondents (32) said they were happy about the proposals for longer opening hours and accessing the library when staff are not present.
- 9.6 However, the majority of the respondents reported that they are unhappy with the other proposed changes. 47 would be unhappy about libraries closing, and 36 would be unhappy about libraries being made smaller.
- 9.7 Respondents were a little more supportive of libraries moving to new buildings, although far more were unhappy (21 respondents) than were happy with this proposal (8 respondents).
- 9.8 Respondents were also asked whether there was anything else they wanted to say about the proposed changes. The comments tended to focus on the importance of keeping libraries open and accessible; for example:

...if there is any other building built in place of any library then I would be rather upset with there being no library. Also that if any library moves it may be too far away for other people and they wouldn't be able to go to the library anymore;

Please keep the libraries open and keep them the way they are.

- 9.9 When asked whether they were happy or unhappy with each proposed option, respondents were most unhappy with Option 2 (see Figure 78 below).

Figure 78: Responses to the proposed options (user groups).

To what extent do you support or oppose these options?	Number of respondents	
Option 1	20 Happy	13 Unhappy
Option 2	9 Happy	23 Unhappy

Option 3

17
Happy11
Unhappy

- 9.10 When asked their favourite option, similar numbers favoured Option 1 (15 respondents) and Option 3 (14 respondents), while there was also some support for Option 2 (10 respondents).
- 9.11 When respondents were asked about their least favourite option, 24 of them selected Option 2 (compared with only 7 and 9 respondents choosing Options 1 and 3 respectively).
- 9.12 It is worth noting, however, that the children’s questionnaire did not provide any outline information about the specific libraries would be affected by each of the proposed options.
- 9.13 The further comments made in relation to the options tended to express a view that all libraries should stay open. One respondent expressed support for Option 1; another felt all of the options were unsuitable.

I think we shouldn't close down any libraries because people will stop learning;

I have no favourites. All terrible;

Option 1 would be the best option.

- 9.14 Some respondents also suggested other changes that could be made to libraries. Their suggestions included: longer opening hours, larger libraries, more libraries, more self-service machines, and better equipped libraries/libraries with more books.

10. Young people’s questionnaire

- 10.1 The young people’s questionnaire received 47 responses.
- 10.2 29 respondents reported that they currently use the library; a further 6 had used them in the past and 9 had never used them.

What we want the library service to look like in the future

- 10.3 Each objective was agreed with by the majority of respondents. In particular, 44 agreed with a library service that makes knowledge and information easily accessible (none disagreed), and 42 agreed with a library service that provides children and adults with reading, literacy and learning opportunities (1 disagreed).

Figure 79: Responses to library objectives (young people)

How much do you agree or disagree with these objectives?	Number of respondents		
	Agree	Neither	Disagree
A library service that provides children and adults with reading, literacy and learning opportunities	42	1	1
A library service that engages with communities	37	5	2
A library service that makes knowledge and information easily accessible.	44	0	0
A library service that keeps providing the same services for vulnerable people with a lower budget.	38	4	2

- 10.4 Very few further comments were made. One respondent praised the objectives; another felt that libraries are essential for a sense of community, and that closing them would be detrimental.
- 10.5 Another respondent proposed an objective to exclude privatisation and outsourcing from the service.

What could change?

- 10.6 Most respondents agreed with making opening hours longer, using new technology to have libraries open without staff there, libraries doing different things to make money, and having more library volunteers to provide extra activities.
- 10.7 However, substantial majorities disagreed with making libraries smaller and closing some libraries. A smaller majority disagreed with moving libraries to new sites or redeveloping them.
- 10.8 Respondents were fairly evenly split on the question of reducing staffed opening hours: 16 agreed and 15 disagreed.

Figure 80: Responses to proposed changes (young people)

How much do you agree or disagree with the biggest changes planned for libraries?	Number of respondents		
	Agree	Neither	Disagree
Making opening hours longer	36	3	2
Reducing staffed opening hours	16	10	15
Using new technology to have libraries open without staff there	28	3	12
Moving libraries to a new site or redeveloping them	13	8	18
Making libraries smaller	2	4	34
Closing some libraries	3	2	36
Libraries doing different things to make more money e.g. hiring out meeting rooms, providing collection points like Amazon lockers, reviewing fees and charges	26	8	6
Having more library volunteers who will provide extra activities in libraries	28	12	2

^{10.9} When invited to comment further, one respondent felt that making libraries smaller would hinder opportunities to study, and that people may be less inclined to use the service if their nearest library had closed. Another felt that proposals to close libraries did not take account of the effect on young people who would have nowhere else to go.

^{10.10} One respondent felt libraries should be open later on Tuesdays and Thursdays to cater for school and college students who may want to visit after 5pm.

^{10.11} Another respondent requested that libraries stay open, while another felt LBB’s proposals should be ‘condemned as criminal’.

Library opening times

^{10.12} Respondents were asked when they would be most likely to want to use a library without being accompanied by an adult. Respondents could select a maximum of five options out of the fourteen available (7 time periods on weekdays, and the same time periods on weekends).

^{10.13} The results – which are summarised in Figure 81 below – suggest that respondents are most likely to want to use the libraries unaccompanied by an adult after 4pm on weekdays, and during the afternoon on a weekend.

Figure 81: Times when respondents are most likely to want to use a library (young people)

Day and time	Number of respondents
WEEKDAYS	n
Earlier than 10am	9
10am-12pm	2

12pm-2pm	4
2pm-4pm	5
4pm-6pm	19
6pm-8pm	17
After 8pm	12
WEEKENDS	n
Earlier than 10am	6
10am-12pm	9
12pm-2pm	14
2pm-4pm	17
4pm-6pm	12
6pm-8pm	4
After 8pm	7

^{10.14} Two respondents provided further comments about the plans for opening the library without staff. One said they would always want a library to be staffed with qualified librarians; the other said they would feel unhappy about being in the library without at least one member of staff.

What will stay the same?

^{10.15} Most respondents agreed with the various parts of the library service being maintained at the current level.

Figure 82: Responses to whether specific parts of the library service should be kept at the same level (young people)

How much do you agree or disagree that these parts of the library service should be kept at the same level as they are now?	Number of respondents		
	Agree	Neither	Disagree
Mobile library	21	5	3
Home library	22	7	2
Support and activities for adults, children and teenagers in libraries when staff are there	27	7	1
School Libraries Resource Service which provides support for school libraries	29	4	1
Local Studies and Archives Service which provides information about local history	25	9	2
Support for community libraries in Hampstead Garden Suburb and Friern Barnet	20	10	2

^{10.16} Most respondents agreed that self-service online technology should be improved, and that e-books, e-audio and other online resources should be maintained or increased.

Figure 83: Responses to whether specific parts of the library service should be improved (young people)

How much do you agree or disagree that these parts of the library service should be improved?	Number of respondents		
	Agree	Neither	Disagree
Improve self-service online technology	35	2	2
Maintain or increase the e-books, e-audio and other online resources and learning materials which are available to library users	31	4	3

^{10.17} One respondent commented that s/he already finds the self-service technology to be more than satisfactory, although adding that this did not necessarily mean that it could not be improved.

^{10.18} Another respondent felt that self-service technology should not be developed if it is too expensive, citing Haringey’s library service as an example of how libraries can work well without this technology in place.

Options

^{10.19} More respondents supported than opposed the options, though there was a little more support for Option 2 than for either Option 1 or Option 3.

Figure 84: Responses to proposed approaches to help save money (young people).

To what extent do you support or oppose the following approaches to help save money?	Number of respondents	
	Support	Oppose
Option 1	21	15
Option 2	24	12
Option 3	18	12

^{10.20} When respondents ranked the options (in order of how appropriate they felt them to be), more respondents selected Option 1 as a first choice (i.e. ‘most appropriate’) than either of the other two options. However, it also picked up more fourth preferences (i.e. ‘least appropriate’) than either Option 2 or Option 3 (see Figure 85).

Figure 85: Respondents’ rankings for which of the options would be most appropriate

		Option			
		Option 1	Option 2	Option 3	Another option
OVERALL		n	n	n	n
Rank	1 – most appropriate	13	9	6	4
	2	4	11	12	1
	3	7	2	11	1
	4 – least appropriate	7	5	3	2

^{10.21} The following further views were expressed:

- None of the options are suitable; the library service should also be kept in-house;
- Libraries should be kept open and at the same size, with increased technology. The service could introduce a small annual membership fee and services like Amazon drop boxes;
- LBB fails to carry out proper consultation, and the questions and options are biased.

Volunteering

^{10.22} Twelve respondents said they would be interested in volunteering to help with activities in Barnet libraries; twenty-six said they would not be interested.

11. Introduction to Qualitative Consultation elements

Introduction

- ^{11.1} The remainder of this report details the findings of the qualitative consultation elements, which attracted a total of 852 participants/responses (though it should be noted that some individuals may have contributed to more than one consultation strand).
- ^{11.2} The qualitative programme comprised:

ORS-led Deliberative Research

12 x two-hour focus groups with residents (115 participants in total – numbers in each group in brackets below)

These sessions comprised: non-users [two groups, 18]; Muslim residents [15]; young people [13]; residents with mental health issues [12]; older people [11]; residents with physical disabilities [10]; members of BME communities [nine]; unemployed residents and those on low income [eight]; Gypsies and Travellers [seven]; parents of children aged 0-15 [seven]; and residents with learning disabilities [five – including two telephone interviews].

Three x two-hour deliberative forums with residents (43 participants in total)

These were open-invitation events for the general public, whose purpose was to explain in more detail the content of the consultation document and provide additional information if required. This, it was intended, would facilitate more informed discussions between the Council and the public about the libraries options proposals. The first deliberative event attracted 11 members of the public, and the other two attracted 16 each.

Two x two-hour focus groups with staff (18 participants in total)

LBB library staff were invited to attend focus groups to discuss their views on LBB's proposals. It was originally intended that ORS facilitate five such groups, however the level of interest was such that only two took place. Nine staff members attended the first, and 10 attended the second.

Depth telephone interviews with users of LBB's home library service (10 participants in total)

LBB-led Deliberative Research - 14 meetings and drop-in sessions with particular interest groups (circa 150 participants in total)

14 library drop-in sessions and three days on the mobile library route (339 participants in total) which were arranged to allow local residents to have their say on LBB's future options for the libraries service. They were held at varying times of day (including on weekends) to maximise participation opportunities: 339 people attended.

Written Submissions

182 written submissions (including 114 received from local schoolchildren - seemingly as part of an organised school-based activity)

12. Focus Groups with Members of the Public

Introduction

The Commission

- ^{12.1} In order to provide thoughtful consideration of the issues by a wide range of ‘ordinary’ members of the public, ORS recruited and facilitated 12 focus groups during February 2015. The point or purpose of these deliberative sessions was to allow LBB to engage with, and listen to, members of the public about some important issues - so that the participants would become more informed about the financial context and to provide their views on the libraries consultation, the principles which form the basis of the options and the three proposed options.
- ^{12.2} In this context, ORS’ role was to design, facilitate and report the findings. We worked in collaboration with LBB to prepare informative stimulus material for the meetings before facilitating the discussions and preparing this independent report of findings.
- ^{12.3} Although, like other forms of qualitative consultation, deliberative focus groups cannot be certified as statistically representative, these 12 meetings gave a wide range of people the opportunity to discuss the financial context and options in detail. We believe the meetings are broadly indicative of how informed members of the public would formulate and express their views in similar contexts.
- ^{12.4} Therefore, we believe that the 12 meetings are particularly important within the context of the whole consultation programme – because the focus groups were inclusive (encompassing a wide range of people), not self-selecting (randomly recruited), relatively well-informed (following initial presentations of the key issues and potential options), and fairly conducted (through careful facilitation by ORS). There was a considerable contrast between the tone of these thoughtful and considered meetings, on the one hand, and the confrontational atmosphere that ORS encountered in *some* of the drop-in groups, on the other.

Attendance and Representativeness

- ^{12.5} In total, there were **115** diverse participants at the focus groups. The dates of the meetings and attendance levels by members of the public were as follows:

Figure 86: Public Focus Groups

GROUP	TIME AND DATE	NUMBER OF ATTENDEES
Non-users	6:30pm – 8:30pm Monday 2 nd February 2015	9
Non-users	6:30pm – 8:30pm Tuesday 3 rd February 2015	9

Gypsies and Travellers	1:00pm – 3:00pm Wednesday 4th February 2015	7
Parents of children aged 0-15	6:30pm – 8:30pm Wednesday 4th February 2015	7
Older People	1:00pm – 3:00pm Thursday 5th February 2015	11
BME residents	6:30pm – 8:30pm Thursday 5th February 2015	9 (including one telephone interview)
Residents with learning disabilities	10:00am – 12:00pm Monday 9th February 2015	5 (including two telephone interviews)
Muslim Residents	6:30pm – 8:30pm Monday 9th February 2015	15
Residents with physical disabilities	10:00am – 12:00pm Tuesday 10th February 2015	10
Young People	5:00pm – 7:00pm Tuesday 10th February 2015	13
Residents with Mental Health Issues	1:00pm -3:00pm Thursday 12th February 2015	12
Unemployed residents and those on low income	6:30pm-8:30pm Thursday 12th February 2015	8

- 12.6 The attendance target for the focus groups was around eight to 10 people, so the recruitment programme was very successful. Participants (with the exception of the groups for Gypsies and Travellers, residents with learning disabilities, Muslim residents and residents with mental health issues) were recruited by random-digit telephone dialling from ORS' Social Research Call Centre. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative of the wider community.
- 12.7 The groups for Gypsies and Travellers, residents with learning disabilities, Muslim residents and residents with mental health issues were recruited via a variety of gatekeepers including CommUNITY Barnet (an organisation that supports, promotes and coordinates an effective voluntary and community sector in the LBB). CommUNITY Barnet was recompensed for its time and efforts in assisting the recruitment.
- 12.8 Although ORS reached the desired number of participants for the majority of the groups, the recruitment for the learning disabilities group was particularly difficult, primarily because contributions had already been made to the consultation via the Learning Disabilities Partnership Board, the Carers' Board and at the Learning Disability Network. To compensate for the lower numbers, ORS sought to undertake depth telephone interviews and achieved an additional two contacts via this method.

- 12.9 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the focus groups met were readily accessible. People’s special needs were taken into account in the recruitment and venues.
- 12.10 Overall, participants represented a broad cross-section of residents and, as standard good practice, were recompensed for their time and efforts in travelling and taking part.

Discussion agenda

- 12.11 ORS worked in collaboration with LBB to agree a suitable agenda and informative stimulus material for the meeting, which covered the following topics:
- The financial context and financial implications
 - Library usage and values
 - Common features of the proposals
 - Three proposed options
 - Other alternatives.
- 12.12 The sessions were structured around a presentation devised by ORS and LBB to inform and stimulate discussion of the issues - and participants were encouraged to ask any questions they wished throughout the discussions.

Reporting

- 12.13 This section of the report presents the main themes and key points arising from the 12 focus groups. The opinions expressed were not always unanimous, but we have endeavoured to reflect the range of views expressed. Some important common themes emerged from the group discussions and these are reported below; but where issues related to a particular option, these have been highlighted. Many quotations have been used, not because we wish to endorse any views, but in order to illustrate some of the more common and important themes and issues.

Main Findings

Library usage

- 12.14 When asked about their library usage, many participants explained that they (and/or their children) visit libraries primarily to borrow books. Some of the many typical comments were:

I use library to borrow books. I think the library is great; I go there every two or three weeks (Older persons group)

I use North Finchley or East Barnet every other week to get books (Older persons group)

I use the library at North Finchley once a month; I tend to take out my books then (BME group)

I use Golders Green Library once a month to borrow books (BME group)

My daughter goes to Chipping Barnet because it's large and it's got a good range of books. She takes out a lot of books at a time. She always finds it very exciting... The school encourages her to go there and she goes about once a month (Parents' group)

I use Burnt Oak Library to take out books every now and then (Parents' group)

I go to the library quite a lot. I get the books out quite often... (Gypsy and Traveller group)

I've used the library for books on the Gypsy and Traveller community (Gypsy and Traveller group)

My daughter gets a lot of non-fiction books at the library (Learning disabilities group [carer])

I use Hendon and Burnt Oak Library to get out books (Young persons' group)

I use Chipping Barnet Library. I use it to borrow and read the books. I go about twice a week with my brother and my mum. (Young persons' group)

- 12.15 Many participants also use libraries to borrow CDs and DVDs (as well as books) – and/or to use the computers, internet and printing services:

I used to be in Church End Library a lot - I still hire a lot of DVDs from them (older persons' group)

I go to Friern Barnet Community Library about once a year. I took out a DVD last time I went (Young persons' group)

I use the library for the books, CDs and DVDs (BME group)

I use the library to take out DVDs and books (physical disabilities group)

My daughter uses the libraries...to get books and DVDs (Gypsy and Traveller group)

I use Church End Library. I will go there if I can't find a book I want to read at home or in the school library. Sometimes I will look at the CDs too... (Young persons' group)

I use the library to take out DVDs and books (Physical disabilities group)

Elderly people use the computers at library and get help from the staff (Older persons' group)

My elderly mother uses the library to use the computers (BME group)

I use the libraries in Barnet. I used to go there to use the internet before I got a laptop (Gypsy and Traveller group)

Libraries are good for printing out papers you need... (Gypsy and Traveller group)

Sometimes I go into the libraries to use the computers - I use the printers and do my emails and stuff. I don't have a printer and it's only 10p to print in black and white... (Learning difficulties group)

- 12.16 Participants with younger children use libraries to borrow children's books, but also attend various children-centred activities like storytelling and Rhyme Time:

I have a young son and Edgware Library provide a lot of baby time sessions for toddlers and children. We go to the library a lot to use the library services for that, especially before nursery. We go to the library every week (BME group)

There is a storytelling session for toddlers on Saturdays in my local library, which is good (parents' group)

I go to Rhyme Time with my baby sometimes (Gypsy and Traveller group)

The mother and baby groups are brilliant; there are women that read to the children. (Gypsy and Traveller group)

- 12.17 A common theme across all groups was the use of the libraries during childhood. Indeed, those who do not use libraries currently explained that they had done so as a child or had taken their children when they were younger. Indeed, the majority of participants at both non-user groups had used a library when they were young or had taken their children and/or grandchildren there (though they also said that they had stopped doing so when bookstores such as Waterstones and Borders became more mainstream and accessible):

When my children were small we used to use the libraries. It was an amazing way of getting to know the community and getting the children to read... (Non-user group)

I used the library a lot with my daughter when she was young, but then there were other ways to get information. Once you pass the age of nine it was more about going to book shops and getting books (Non-user group)

I used to love going to the library with my kids, but then Borders came along. I found it easier to buy the book as I have four kids. It was more cost-efficient to have books at home. (Non-user group)

- 12.18 Many participants across all groups use, or have used, the library for studying, doing their homework and research (including students who could possibly access resources at college or university libraries):

I use especially use Edgware and Hendon for research because they're bigger and have lots of books (BME group)

I'm doing an accountancy course with the Open University, so I use Hendon Library to study for my course. It's a quiet place for studying... (BME group)

I go to the library every week with my nine year old. I help her with her projects and reading... (Muslim group)

Libraries are good to study and get in the zone; my daughter uses the library like that (Non-user group)

I use East Finchley Library about twice a month to study (Young persons' group)

I don't go to the libraries very often, but when I do it's to help with my homework... (Young persons' group)

I find that the library is useful for research... (Physical disabilities group)

My daughter is studying for her A-levels in the local library in Finchley (Muslim group)

I used to go to the library to get books to study for my degree (BME group)

My 16 year old uses the library when she is revising for her AS exams (Parents' group)

I used to use the libraries a lot in my studying days, especially for my A-levels and my degree. I never bought books for university; I used to borrow them from the library (Parents' group)

Some of my friends go to the library to study for their A Levels... (Non-user group)

- 12.19 Indeed, with particular regard to studying, libraries are not only viewed as places from where to borrow books; many participants felt strongly that access to 'space' is important and explained that students (both young and old) require libraries as 'havens' in which to work:

Libraries are good for students to study, especially those who have too many people in the house (Mental health group)

When I was doing my postgraduate diploma it was so intense at home, so I used to use the library as a quiet place to study. (Muslim group)

- 12.20 Hendon Library was said to be particularly busy due to the large number of students from the adjacent Middlesex University requiring study space. One BME group participant claimed that *they are literally kicking out the students at closing time. People are being forced to leave the library.* As such, some participants argued for increased opening hours to allow more people to study after school and work:

Evening opening hours would be good for some students...for them to be able to do their homework. (Older persons' group)

- 12.21 The majority of participants across all groups agreed that library use has decreased in recent years due to digital expansion and new technology. Indeed, some explained that this is why they no longer use the library service:

I think the internet has made libraries less relevant for getting information (Non-user group)

I used to use the library quite a lot. I have the internet now though, which gives you everything you need... (Non-user group)

I use my iPad for magazines and things like that rather than libraries (Parents' group)

I was brought up going to the library. I think technology took over for me in the last 10 years; my library use went downhill... (Non-user group)

If I want a book these days I will go on Amazon rather than getting it from the libraries (Physical disabilities group)

I haven't used the libraries in a long time. Since the internet and computers have kicked in my library use got less and less (Muslim group)

Last time I went to the library was when I was in primary school. Nowadays - with technology - you can find everything you need to know on the internet. (Muslim group)

- 12.22 In addition, many participants in the non-user groups explained that, although they continue to read, they no longer need the library to do so because they download eBooks onto their Kindles or other such devices:

I like using my Kindle; I can get new books at midnight if I want to (Non-user group)

If I wanted to read I wouldn't go to the library; I'd download it on my phone or buy it (Non-user group)

I'm a Kindle reader; I don't use libraries. (Non-user group)

- 12.23 In light of the above, people recognised that borrowing books may no longer be as important in terms of the role of a library as it was in the past - though they still wanted to discuss the range and quality of the library stock, which they considered vital. Many spoke positively of the availability and variety of books, even in some of the smaller libraries:

I live in the suburb and I run a book group. Barnet has a long list of books where they have 30 copies; you can get books provided for the whole book group (Older persons' group)

North Finchley has excellent stock even though it's a small library (Older persons' group)

I'm impressed with the quality and stock of children book stock at my library (Parents' group)

When I do borrow books they have a good variety (Young persons' group)

I like the variety of books they provide (BME group)

In our libraries, we have a huge variety of stock sitting on our doorsteps. (Muslim group)

- 12.24 Participants in the older persons' group agreed that *it's impossible to have the same stock across each library* – but when books are unavailable, either because they are in other libraries or are out of stock, staff are apparently very willing to locate and supply them:

It's quite easy to get a book in stock in the library. If you ask them to get you a book they do (Older persons' group)

The stock in Hendon main library is very good. The smaller libraries aren't as good, but you can reserve books... (Muslim group)

- 12.25 A few people also suggested that children have more variety and choice in public libraries than can be found in school libraries:

School libraries cherry pick authors like JK Rowling and Roald Dahl but the libraries have an array of published authors. The children have more opportunity to openly read a little bit in non-school libraries (Parents' group)

You have the teenage section in Barnet libraries; we don't get that in the school library. (Young persons' group)

- 12.26 Less positively in terms of book range, some participants expressed disappointment with the lack of up-to-date reference books across all the libraries – and a few noted the lack of resources in specific interest areas:

There are too few references in Church End; there should be a Who's Who (Older persons' group)

When I went to my local library I couldn't find any local archive materials, so I had to travel miles away... The books were completely useless to be honest (Physical disabilities group)

The referencing in the libraries has always been bad. I used to be in IT and the reference books at the library were always dated (Physical disabilities group)

Sometimes you need to have very specific books for certain things like electronics. Some stock is just too specialist for libraries (Non-user group)

We couldn't find many books on the Gypsy and Traveller community in the library. (Gypsy and Traveller group)

- 12.27 Participants also had concerns about the availability of new stock: several were of the view that existing stock has been 'run down' and is in need of updating, and that multiple copies of popular books are required. In fact, a few people claimed to have stopped visiting libraries due to the outdated nature of their provision:

The stock in the libraries is very tired and old. The DVD section is also very dated (Non-user group)

After I finished my degree I didn't use the library that much. I got made redundant, so I went to the library to read books to brush up on my accounting knowledge to become more employable. The newest books were from 2007, which is no good. I feel let down by the library compared to the past (Parents' group)

It is true that the libraries are not updating their stock. They do have a 'new' shelf so they do get books but not many (Learning difficulties group - carer)

The revision guides in the libraries aren't up to date; they have the wrong examples and things like that (Young persons' group)

I think they should have more copies of the books (Young persons' group)

I used to use the books, but I don't anymore. They are not getting new stuff in. I think the library could do with having more interesting books... (Learning difficulties group)

- 12.28 Interestingly also, a few participants at the BME and Muslim groups now use libraries in neighbouring boroughs (Harrow and Haringey in particular) because they apparently have more choice and greater availability:

Sometimes I use the Harrow libraries; they have a better stock of books compared to Barnet libraries (BME group)

My daughter goes to university and she forgot her books when she came back for Christmas. She couldn't find any books in Barnet; however, when we went to Harrow the libraries had a large collection of the books she needed (BME group)

I used the civic centre library in Harrow and it was amazing. It always had the best books for me when I was doing my degree... (Muslim group)

The stock in Haringey libraries is better...they have more copies of books. The libraries in Haringey cater for all ethnicities and they have books in different languages. I wish Barnet had something like this. (Muslim group)

- 12.29 Accessing information and help with filling in forms or finding employment was also said to be an important library function and participants were typically positive about the knowledge and helpfulness of library staff in this respect. On this note though, a few people suggested that staff can be unhelpful, uninterested and generally apathetic - but it was acknowledged that this could be due to the fact that they are facing job losses and are overstretched and under-resourced. Further, some participants in the Muslim group alleged that some staff lack communication skills, which can appear discriminatory:

Haringey and other boroughs are so used to non-English speakers. The way they approach it is better. The libraries give these people a place to meet and have a voice. Barnet Libraries focus on limited areas of work (Muslim group)

The staff need to communicate better with other ethnicities. A smile and some acknowledgement would be enough; it's respect. I feel that they need some training on social skills. (Muslim group)

Benefits of libraries

- 12.30 When asked what they value most about the library service, the majority of participants across all groups referred to the positive role libraries play in children's development (both in terms of introducing them to literature and the activities they attend). Some typical comments were:

It's important for the next generation. Children need to be engaged in the use of libraries (Non-user group)

I think it's important to keep the libraries for children; it makes a huge difference to them (Older persons' group)

I used to be a headteacher; it's crucial to introduce children to literature (Older persons' group)

For my kids the library was a social thing: they'd go in and browse at the books and the DVDs. It was great. The library has always been a big part of their life (Parents' group)

It's good to introduce them to libraries early. It's good to introduce them to the books early (Parents' group)

I lived in Hackney and I found an old book in the library called "Teach Your Baby to Read". My baby first read and spoke when she was nine months old. This would not have happened if I didn't find it in the library. This shows the power of the library (Non-user group)

It's good for children to be around books, [library activities] help build social skills for children (Low income group)

Libraries are educational for kids, and it gives mum a break too (Mental health group)

Libraries are fun for the children. They can learn how to read books and how to talk to people (Muslim group)

Libraries have reading sessions with children. I think that is important for the next generation (Physical disabilities group)

The mother and baby groups are brilliant; there are women that read to the children (Gypsy and Traveller group)

Edgware do a lot of good things for children. There's a mother and toddler group, and a lot of people come there. (Learning difficulties group)

- 12.31 Participants in the Parents' and Muslim groups also felt that libraries can play a valuable role in instilling rules, respect and discipline in early childhood:

You go, you borrow and you have to give it back. You have to be quiet there and there are rules. It's good for the psyche and decorum of young children (Parents' group)

Quiet time to study in the library was very good for my children. You need to sit and study - you can't be chatting all the time; it teaches respect... It's a very good and controlled environment for people to revise. It teaches kids discipline (Parents' group)

It's also good for them to learn to follow rules and structure (Parents' group)

Libraries teach discipline to young children. (Muslim group)

- 12.32 Overall, the majority suggested that the presence of a library within a community is invaluable insofar as it enhances the lives of children and gives older people an opportunity to socialise and spend time in a warm, friendly environment:

There are some people who have the library as their only activity. The libraries are heated and comfortable (Muslim group)

Quite a few older people I know will go and sit in the library because it's warmer; it saves them from having to heat their own house. (Physical disabilities group)

Indeed, the issue of social isolation was raised in every group insofar as the library is thought to be a meeting point for a number of people who could potentially be *stuck at home*. For these reasons, participants across all groups made impassioned pleas to maintain - and even invest in - Barnet's library network.

Common Features of the Three Proposed Options

12.33 Prior to presenting the three proposed options for the future of library services in Barnet, participants were given the opportunity to discuss the principles that underpin them, including: maintaining the home and mobile library services; digital expansion and new technology; the 'open' library and unstaffed opening hours; the use of volunteers; and alternative delivery models.

Maintaining the home and mobile library services

12.34 A very small number of participants use or have used the mobile and/or home library services and were relieved to find out that LBB is proposing to maintain them:

I am glad they are maintaining the mobile library. I use the mobile library; it goes right outside my house and it goes right outside my daughter's school. (Physical disabilities group)

12.35 Non-users also strongly supported maintaining the two services, considering them essential for those who cannot otherwise visit a library and particularly for older residents and those with limited mobility. Some typical comments were:

I think it's very good that the mobile and home library are being maintained because people who are immobile can use the facilities (Learning difficulties group - carer)

It would be easier for people in a wheelchair who can't get to the library (Learning difficulties group)

It's quite difficult for a lot of people, so it's good that the home library scheme is being maintained. It's important to for these people to be mentally active (Physical disabilities group)

A lot of my friends' parents are very old, and they wouldn't be doing anything if it wasn't for the home library service (Physical disabilities group)

The mobile library is important for a lot of people that can't get out. These people rely on the service (Physical disabilities group)

I'm glad that they're maintaining the mobile libraries; it's a good option for a lot of people. (Muslim group)

Digital expansion and new technology

12.36 Participants generally supported the expansion of digital resources and felt this would complement what modern users require of a library service. Indeed, many feel that Barnet libraries should 'move with the times' in this respect:

I think digital is the way to go; it's so important (Non-user group)

I think that the libraries should use more technology in the future (Learning difficulties group)

I don't want to lose the libraries, but they need to change with the times. Children these days are clued up on technology with their iPads and laptops (Non-user group)

They could do with having some new technology; some of the computers in the libraries are very slow (Young persons' group)

Everything is going online and digital these days... We need to use this to our advantage with the libraries (Physical disabilities group)

Some people are housebound. It would be good if they had digital access to the library service. We don't need a static physical library everywhere (Physical disabilities group)

The world is digital. We have got to embrace it and we have to get on board [to] help the libraries. Why not take the libraries and use the space as a community space that embraces technology (Physical disabilities group).

- 12.37 Some participants made specific suggestions about what could be provided via libraries - and young people were particularly enthusiastic about improving the availability of tablets and eBooks to encourage more of their peers to visit libraries:

They could have a service like Netflix for books at the library (Non-user group)

The library should offer book downloads for rental. They should also rent Kindles. There's an argument to improve the technology of the services to make more books available to the elderly (Parents' group)

I remember one library in Barnet had an app you could download to rent eBooks and audio books. That was really good, but I'm not sure if they still do it. They should! (Young persons' group)

I think it would be good if they could have more Kindles and things like that in the libraries (Young persons' group)

I think eBooks are really good; you can take them out even if someone else has got it as well. Sometimes there are books that loads of people want; they are so much more accessible online. It's something that a lot of young people want...we all have iPads and phones (Young persons' group)

If you can't get to the library, being able to buy a book on the bus as an eBook is such a good idea (Young persons' group)

An online eBook thing would be good, because it returns it automatically; you don't have to worry about overdue books. (Young persons' group)

- 12.38 Furthermore, and perhaps surprisingly, the majority of participants in the older persons' group (who use the library to borrow books and will continue to do so in the future) agreed that *the extension of eBooks is a very good idea*.
- 12.39 Non-users fully supported digital expansion, suggesting that if libraries were to offer a digital service to enable them to rent eBooks or audio books they would be more inclined to use them. Even if the library service were to charge for this service, it was considered a cheaper alternative to buying eBooks.
- 12.40 When informed that libraries already offer eBooks and audio books, those who use tablets said that they would seek to find out more about this service and indeed may use it in future. They also suggested that LBB should invest in advertising the service to raise awareness.
- 12.41 On this note, participants in the physical disabilities group raised the issue of advertising and awareness more generally: they strongly advocated that LBB strive to ensure that residents know what their local libraries actually provide to increase usage:

The libraries need to advertise the free Wi-Fi more to market it to the relevant generation

The libraries need to promote its new services more. I have to go into a library to find out the services at the moment. I don't know what's in the libraries

We need to use media to bring the younger generation in the library. Let's use libraries as an advertorial space.

- 12.42 Some participants in the young persons' group also suggested ways in which the Council could raise awareness and improve perceptions of libraries amongst younger people:

I think libraries should tell schools that they have these new forms of book borrowing. They need to get the message out. If you say libraries in schools everyone sort of zones out. They need a new image of something. They could do it through social media

They should have posters around Barnet and in school advertising the new ways Barnet lets you borrow books. They could have them in shop windows and in school libraries. They should make the posters eye-catching too and colourful too – not the teal green they use for everything!

- 12.43 Despite the general positivity reported above, some caution was expressed about the expansion of technological services insofar as this would not suit all residents. While people did not discard the idea of such development, they felt that libraries should maintain its stock of books for those who are less able to use technology or those who simply prefer to read a 'physical' copy:

Some people prefer a traditional paper book in a library (Non-user group)

My wife can't use touch screens due to her disability; it's important that we keep some things paper-based (Older persons' group)

Not everybody can use a computer; I'm very much a book person. (Physical disabilities group)

- 12.44 A small number of participants were also critical of the growing proliferation of tablets and eBooks – both more generally and in libraries. Some typical comments were:

I don't like Kindles because they are so expensive; you aren't saving any money (Gypsy and Traveller group)

I'm against digital and Kindles in libraries; it takes away the soul of the library, being able to get books (Gypsy and Traveller group)

I don't think eBooks and things are a good idea. Our mums are constantly trying to get us off our iPads. If people are always on their iPad it stops them from communicating more. I'm on the internet most of my life; I'd prefer to go to the library (Young persons' group)

I don't think we should have too much digital stuff, because if you don't have many friends and things like that the library is a good place to socialise and meet people (Young persons' group)

My grandkids live in computers, so they don't have social skills and they don't know how to interact. They also don't know how to sift through information; they just cut and paste. We are going to have a generation that are very isolated. (Physical disabilities group)

- 12.45 Finally, a couple of participants at the older persons group were concerned that digital expansion and new technology could disadvantage those who rely on the advice and knowledge of library staff:

In the library you can go in and meet face-to-face and they can give you information. I like to go face-to-face rather than talking to machines

Digitalisation means we can afford to lose clerical staff, but I don't want to lose the knowledgeable staff.

'Open' library (and unstaffed opening hours)

- 12.46 Many participants across all groups felt they - and others - would benefit from increasing library opening hours to include more evenings and weekends:

It would be good for libraries to be open on Sundays because it would make parking easier (Older persons' group)

I would go to the library literally every day if Hendon Library was open until eight more often. I'd prefer it if libraries were open until ten (BME group)

Opening hours are a key issue for me. I finish work at five and I have to study. I'd really like to go to the library, but I just can't - they're not open. I wish one library closed later and one earlier so I could have options for opening times (BME group)

It would be a good idea if the libraries are open a bit later. We live in a community where people travel for work. (BME group)

- 12.47 Despite its potential to extend opening hours though, with the exception of the BME and young persons' groups, participants typically disapproved of the open library system, mainly due to concerns around personal safety and theft. Some typical reactions across the groups were:

I'm totally against unstaffed libraries; it's not safe (Older persons' group)

How do you keep order? How do you stop people from getting drunk and things like that? (BME group)

There would be no one there to make sure that teenagers are being quiet and behaving (Parents' group)

You might get some dodgy people going in the libraries if there was no staff there! I would be terrified. There are some sickos out there (Gypsy and Traveller group)

I would be scared about my daughter's safety if there was nobody in the library... (Learning difficulties group - carer)

The issue I'm most concerned with is safety. I wouldn't want to go to a library where there's no-one there at all. There are predators in this society (Physical disabilities group)

There might be trouble with alcohol and the homeless in this sort of library. Safeguarding is a big issue (Physical disabilities group)

Besides violence and theft, lots of homeless people might be attracted. (Mental health group)

- 12.48 In addition to commenting on their own personal safety, many participants also questioned the security of library stock within an open library and felt that, even with the use of CCTV, books and IT equipment would be prone to vandalism and theft:

What about security? People would steal books (Older person group)

My main objection to unstaffed libraries is vandalism (Older person group)

The person looking after the library on the CCTV will end up calling the police about vandals lighting books on fire and smoking (Non-user group)

What would stop you picking up a book and walking out with it? (Non-user group)

I think a lot of books would go missing in a library with no staff, so the Council would be paying more. (Young persons' group)

- 12.49 The potentially negative effect of unstaffed libraries on library users that require advice, assistance and technical support was noted by many participants as below:

Unstaffed libraries might be okay for me, but it might not be ok for people that can't do things for themselves (Learning difficulties group)

They should have at least one or two staff members. The staff need to be there to help people. There would be so many people using the phone number if there were no staff there and it would be difficult logistically. It seems very impractical (Learning difficulties interview)

Having staff there is important. What if you want to do your CV for the first time? There would be no-one to help (Gypsy and Traveller group)

I would not be happy to go into a building with no staff. If I forgot my password I wouldn't have anybody to help me (Learning difficulties group)

There needs to be at least one staff member present at the libraries in case there are any problems. There needs to be someone around to give advice and to instruct people. (BME group)

In fact, some non-users were of the view that librarians' skills are currently underutilised and that, rather than having unstaffed libraries, library users should be able to benefit from their wide-ranging knowledge:

I think we are missing a trick with librarians. They could provide services for historical references and things like that. They could have things about local history

Librarians have many talents; we need to tap into that

Librarians could provide careers advice.

- 12.50 Participants in the older persons' group were again most worried about staff availability and strongly supported the view that *the point of the library is that you can get help from someone*. They also made the following additional points:

My aunt recently died, so I went into the library to get a list of undertakers. They helped me. I couldn't do this without staff

I do a lot of research, so it's important to have the staff there to help me

A lot of older people go in there for company. They can talk to the librarians - it might be the only people they talk to all day. There might be some social isolation.

- 12.51 A few participants in other groups were also concerned about how unstaffed opening hours would affect older residents, particularly when using ICT services:

A lot of pensioners struggle with technology, so I don't think they would be able to use the computers without staff (non-user group)

Not everybody knows how to use the computers – elderly people especially need help from the staff. You see that a lot in the libraries (BME group).

- 12.52 The young persons' group was concerned that under 16s would need to be accompanied by an adult during unstaffed hours. This, they felt, would significantly restrict their future library access:

It's important for me to be able to go to the library by myself. If I wanted to go to an unstaffed library after school, I wouldn't be able to go because my parents would be at work. Staff should be there from 3pm until 8pm

Everyone under 16 would be badly affected by the card system

I think unstaffed is more awkward. If you are under 16 and want to go and get a book you would have to bring an adult. At the moment kids can go there to read and write without their dad or mum!

- 12.53 On the other hand, non-users felt strongly that if children under the age of 16 were allowed to visit an unstaffed library unaccompanied by a parent or adult, they would not feel comfortable visiting at such times:

If there are no staff, there's nobody to keep the order. There would be no-one there to supervise kids. I would feel less comfortable to go there to study. There needs to be somebody there (Non-user group)

- 12.54 One possible solution in both cases was made by a young person and a participant in the learning disabilities group:

They could have specific hours where volunteers can come in so that kids can go in by themselves (Young persons' group)

I would be happy if there were volunteers there instead of unstaffed. They could help me! (Learning disabilities group)

- 12.55 A very small number of participants supported the open library system as a means of increasing opening hours - and others suggested it could work in smaller, more rural areas (though perhaps not in the larger, busier libraries):

I like the idea of being able to go to library in the evening just to go to somewhere for peace and quiet (Gypsy and Traveller group)

I think it's perfectly logical for them to have staffed hours at certain times and unstaffed hours at other times. I don't see why anybody would object (Physical disabilities group)

I think unstaffed is a good idea, but I don't think it's viable for big libraries (BME group)

I can't imagine unstaffed libraries working anywhere that's not rural. (Parents' group)

Income generation

- 12.56 In terms of income generation, participants like the idea of co-locating a library with a coffee shop. One participant in the young persons' group cited Hendon as a good example of where this is already successful: "Hendon library has a coffee shop in there, it's amazing. All libraries should be like that". Other comments included:

Is there a way you can have a library within a business which is a café? They could have a really nice café and a library together. People go to nice cafés for an event (Parents' group)

I would like a decent space to sit down, read a book and have a coffee (Non-user group)

I would like to sit down in an environment where I can read my e-mails and get a coffee (Learning difficulties group)

I think if there was coffee shop style of library then it would bring more people between the old and young demographic (Muslim group)

I think they should generate some profit; have cafés like Hendon, make libraries more appealing, more like Starbucks, and make them more friendly. But you need to invest to start with. (Low income group)

- 12.57 Further, participants were reminded throughout the sessions that the Council must make significant savings and many (especially the older people) suggested that they introduce a charge on book borrowing and e-books. That said, those on low incomes and the elderly should, it was felt, be exempt, which in turn raised the issue of how this could be implemented:

Some people would be willing to pay 50p or £1 for e-Books; I'd be willing to do that to generate income for the libraries (Older persons' group)

I think the Council should start charging to borrow books. Children, students and deprived people shouldn't be charged. There are a lot of rich people in Barnet who could afford to pay for their books (Older persons' group)

I often pay for books in the charity shops then take them back; I'd be willing to pay a little bit for books at the library. They do it for CDs (Older persons' group)

I would rather using income generation to keep libraries open, like charging a nominal amount for renting books and eBooks. (Older persons' group)

Alternative delivery models

- 12.58 While most participants agreed that the staff are highly skilled and capable of running some aspects of the library service (such as stock), they were sceptical about how well they could manage and administer libraries:

They are librarians and aren't business people; it's a completely different role (Older persons' group)

Librarians would not be able to do administration with accountants and banks (Older persons' group)

Libraries are such a big enterprise that I'm not sure if the staff would be able to handle it. When it comes to the allocation of finance it gets difficult. The librarians have the knowledge of libraries and the local area, but management and accountancy is not in their remit. (Learning disabilities interview)

- 12.59 There was also some concern that a staff-owned mutual is not a sustainable alternative to a Council-run service:

I'm a probation officer and we have gone through semi-privatisation. One worry is about the contracts ending and what happens afterwards? You can't just work back (Older persons' group)

Maybe they would give the Council less money to the libraries if it was owned by staff. (Young persons' group)

- 12.60 There was, however, some support for this option, particularly in one of the non-user groups. Participants who supported this option did so on the basis that it has worked for other agencies (such as the Job Centre) and that staff could deliver a better service than LBB because *it is obvious that any*

local librarian is going to meet the needs of the local residents and staff would know a bit more than the Council.

- 12.61 Overall, the majority of people across all groups agreed that LBB should remain involved in running the library service – though it should be noted that some people felt unable to comment on this issue because they required additional information, particularly around funding and sustainability. They also questioned how this option could ‘save money’.
- 12.62 Following on from the discussion on mutuals, participants were asked for their views on other alternative delivery models such as outsourcing and working with organisations such as educational bodies.
- 12.63 The majority opposed outsourcing to a private operator, primarily as they did not feel delivering library services should be a profit-making enterprise. There was, however, some support for merging with an educational body insofar as there are potential efficiency benefits from collaborating with universities, colleges and schools (providing proper safeguarding measures are implemented):

They could have libraries in schools and merge them together; maybe a different entrance at the side of the school (BME group)

On the school compound you could have a portable sort of library. We could then use that library in the evening...only in the evening though, we don't want strangers coming in the school hours. It might take some pressure off the rest of the libraries (Learning difficulties group - carer)

Libraries teaming up with schools or colleges is a very good idea, because the schools would be able to do things in the library... (Learning difficulties group)

Merging with a school would help disabled children. When we go to pick them up we can use the library facilities. It would be great; school is a family place to meet (Learning difficulties group - carer)

Libraries could run in conjunction with the school syllabus - like when English students read Frankenstein and Of Mice and Men. I would like to be able to talk to other students about what they thought about the book. (Non-user group)

- 12.64 A few participants offered the following specific examples of possible mergers with educational bodies:

Hendon Library and Middlesex University

Hendon can merge with Middlesex University - it's a quick fix - we don't need all these options. You don't have to physically move the libraries. It's already there; it's all administrative. The buildings are literally next door to each other (BME group)

Could you link with Middlesex University and get them to replace the materials with their own stock? Or give it to the University to run? (Low income group)

East Finchley Library and Martin Primary School

They are right next door. It's the ideal place and it has all the facilities you need. (Physical disabilities group)

Three Proposed Options

Option One

^{12.65} When presented with Option One, participants typically desired clarification on the actual size represented by 540 square feet. Facilitators helped participants visualise the space, but also stressed that this would be the minimum size and that some libraries may exceed it.

^{12.66} Despite this reassurance, the possible reduction in library space, stock and activity was a significant worry for participants, who suggested that it would in turn lead to a decrease in the number of people visiting libraries and a non-sustainable service. Indeed, many participants questioned the feasibility of a library of such a size:

If it's going to be 540 square feet it's pointless. You wouldn't be able to fit a good selection of books (Older persons' group)

Is there any point in having a library that small? 540 feet is almost pointless (Non-user group)

How feasible is a small library like that? It's not feasible to have 10 titchy little libraries (Parents' group)

I don't think having libraries spread around the Borough matters if they are only going to be 540 square feet. (Non-user group)

^{12.67} Thinking about stock and equipment, many people could not comprehend what could be provided in a library of this size and assumed that the whole range of service provision would have to be downsized significantly:

I think having libraries that small is bad. You can only fit a certain amount of books and people in those libraries (Young Persons' group)

There would be no computers in the smaller libraries - it would be books only (Non-user group)

I would prefer to go into a library with a lot of books. My kids need to be able to see all the books so they can pick out the ones like with the pictures - you can't have that with a click and collect at a smaller library (BME group)

You wouldn't be able to have much variety in these libraries. You can't have fiction, non-fiction, comics, academic books, DVDs and CDs (BME group)

If the room is that small where are you going to put the books and computers? (Physical disabilities group)

They would be squeezing too many genres into a small space. You wouldn't be able to fit many computers or desks into a small space. (Parents' group)

- 12.68 It is clear then that participants value the 'space' offered in libraries (including study space) and were worried that this would be lost if they were reduce in size:

How would people fit in libraries that small? People would be like battery chickens! (Older persons' group)

I don't think they can make the smaller libraries any smaller than they already are; there wouldn't be any room for people. I don't think the staff would have enough room to help people in smaller libraries (Learning difficulties group)

It might be difficult to cater for people that want to sit down and read the newspaper in these smaller libraries. I'm sceptical about the space. (Learning difficulties group - carer)

How can I take my kid to the library to learn to read if there are loads of kids screaming in such a small room? (Gypsy and Traveller group)

There should be more rooms for kids and open space. How are kids going to play and dance in these smaller libraries? (Gypsy and Traveller group)

- 12.69 Other cited potential consequences of library size reductions were: an increase in social isolation as a result of older people staying at home rather than spending time at the library; and a detrimental impact on those with Learning Disabilities (who value open space):

A lot of older people don't have enough money for heating all day, so they might turn off the heating and come and stay at the library – they wouldn't be able to do this in smaller libraries. Where are these people going to go? It's not going to bring the community together; it's going to bring isolation (Learning difficulties group - carer)

I hold a group for people with learning difficulties. I just can't see them functioning in rooms this small...open space with books is important. (Muslim group)

- 12.70 In terms of location, when presented with a map showing the distribution of the four core libraries and ten smaller libraries, participants typically responded by suggesting that the former are not evenly distributed, affecting access for residents living in certain parts of the borough:

The core libraries should be more evenly distributed throughout the borough (Non-user group)

On the map, some of the libraries need to be spread out more (Non-user group)

I think they need to spread out the bigger libraries in this option so that certain people have better access to them (Young persons' group)

The top left hand corner of the map is totally empty! (BME group)

The libraries need to be spread out a bit more. (BME group)

- 12.71 In considering geographical distribution, a few participants made observations about specific libraries as below:

Burnt Oak and Colindale are too close to together (Older persons' group)

I think they should make North Finchley a main library, so that the core ones are more spread out (Gypsy and Traveller group)

What's the point in having a library in Hendon and Colindale? (Muslim group)

They are making the Colindale library to appeal to the people in the new modern flats... There are already libraries to cater for that area. (Parents' group)

- 12.72 Despite the above, there was a degree of support for this option insofar as it would still offer a library service, albeit in a slightly different (some felt more cost-effective) way:

The good thing about this is that money would be saved on staff and rent rates (Learning difficulties group - carer)

I don't mind the smaller libraries. You still have the option of borrowing books. It could be a come and go sort of thing. If you want to sit down you could go to Colindale; it's not far (Learning difficulties group - carer)

I think having four large libraries and 10 small ones is a good idea. The four large libraries would be supported by the smaller 10 ones dotted around the borough... (Learning difficulties group)

I like this option because it fits all communities. You still have the four larger libraries. The smaller libraries would be used as more digital libraries. There would still be staff in the smaller libraries sometimes to point people to the local events; that is not going away. The small libraries could be drop-in places for books too (Muslim group)

The smaller libraries could cater for the elderly and families - it could work. (Parents' group)

- 12.73 It was also said that the additional space freed up as a result of Option One could be rented out for community good - or for something related to the library service in the form of, say, a bookshop:

If the space is used for something like a community hall, then that would be good. I wouldn't like it if it was just commercial space though; the community would lose that space (Non-user group)

They could use the space for community use. You don't have to make money for commercial things. It's possible to make money from ICT courses and things like that (Non-user group)

The room that they sell off could become a bookshop; something that serves the community and is related to the library service. There would be a sense of community. Libraries have to be community-orientated. (Muslim group)

- 12.74 Some participants weighed this option against the possibility of library closures and, on balance, showed some support for it (while still generally opposing the reduction of library space):

I would rather have smaller libraries, but open. If I had to compromise, I would have this option (Older persons' group)

I think it's good that they aren't closing the libraries completely - at least there's something there (BME group)

I'm okay with smaller libraries. Some of the libraries are really big, and not all the space is always used... I would prefer libraries to be smaller than for them to close...I prefer this option to Option Two (BME group)

Option One seems to be the best; those core libraries make it good. It's better than closing (Gypsy and Traveller group)

I don't think it's a good idea to close too many libraries. Some small libraries are good if it's someone's local library (Young persons' group)

The good thing about this library is no closures. I don’t want any libraries to close to be honest (Muslim group)

I would rather keep the libraries open and smaller than closing them. (Older persons’ group)

Option Two

^{12.75} On balance, there was more support for Option Two than Option One on the basis that the total reduction in total library space is lower and the remaining libraries would be more suited to residents’ needs:

I prefer this option to Option One because the libraries would be more likely to have the stock - even if it takes longer to get there (BME group)

This option is the lesser of three evils (Non-user group)

I like this option more than Option One because it keeps the bigger libraries (Young persons’ group)

I like this option because it doesn’t have as much reduction in library space as Option One (Muslim group)

I like this option and agree with it (Learning difficulties group)

I like this option, because the libraries that are kept open stay the same size as they are now. (Young persons’ group)

^{12.76} It was also said that this option would result in the loss of only the less used, less viable libraries and the redevelopment of some existing libraries, meaning fewer but ‘better’ services and more potential for entrepreneurialism:

I think they should keep and improve the bigger libraries and close the smaller ones as people won’t use them as much as the big ones (Learning difficulties group)

I think they could close the smaller libraries down and make the remaining libraries bigger – that would make up for the libraries that are lost (Young persons’ group)

I would rather have less libraries, but of greater quality (Physical disabilities group)

I prefer this option to Option One, because the libraries would be a better environment. (Muslim group)

If the libraries are large and there is space for coffee shops and diversity, then I think this is a very good option. (Non-user group)

Indeed, a participant in the learning disabilities group made the case for centralising the library service even further with three larger, better quality libraries:

You could have three centralised libraries, which would bring the staff costs down. I think I would be happy if the smaller libraries were within three kilometres and I could get there by bus. I would be happy to make that sacrifice for the Council.

^{12.77} One issue of some debate was the proposal to close Burnt Oak Library and develop a new one at Colindale. Many questioned the rationale behind this, especially considering the amount of money that has been spent on Burnt Oak, its location (in a deprived area) and the fact that it is one of the borough’s busier libraries:

They spent over a million on Burnt Oak recently and now there's an option to close it - that's not good (Parents' group)

Burnt Oak Library is always busy; people use it to do their taxes and things like that (Non-user group)

Burnt Oak Library serves the area - it's quite a poor area. People can go there to find out about their benefits and things like that (BME group).

For these reasons, it was argued that under Option Two Burnt Oak should stay, and the proposal to build a new library in Colindale rejected.

- 12.78 Conversely, others said they would be happy to see the closure of Burnt Oak, Edgware and Mill Hill libraries if the proposed new development at Colindale library is of sufficiently high quality:

I'm okay with them closing down Burnt Oak if they build the brilliant new one at Colindale. This seems like quite a good option (Non-user group)

Between Edgware and Burnt Oak - I would rather have a bigger library there even if it takes me longer to get there (BME group)

Edgware, Burnt Oak and Mill Hill are too close. I like this option because they are taking the closest libraries off the map. People will be able to access other nearby libraries in their place easily. (Learning disabilities group - carer)

- 12.79 Though, overall, there was more support in the focus groups for Option Two than Option One, a significant number of participants did not support it on the grounds that they do not want to lose 'any more' libraries and that access to alternative sites may be difficult for some people:

They have closed so many libraries in Barnet. It's getting to the point where they can't close any more (Older persons' group)

Barnet are selling the family silver. They are selling valuable assets to make up for the budget shortfall. Libraries should be endorsed and promoted rather than being reduced in numbers (Parents' group)

Once the libraries are gone, they are gone for good. We shouldn't get rid of them... (Non-user group)

I don't like the idea of closing libraries. What if people want to go there to learn after school? (Young persons' group)

Some of those six libraries could be somebody's local library. Some people can't get to the libraries that are further away (Young persons' group)

I don't think libraries should be closed. For example, Burnt Oak library is very useful because lots of local people use it; same goes for the one at Graham Park. If any of those closed it would affect a lot of people. Some people may have to get a bus to get the library, and most people don't have bus passes. (BME group).

- 12.80 Participants also highlighted the impact of library closures on particular community groups and residents such as the elderly; the disabled; Gypsies and Travellers; and the less affluent:

We are all able to get to these libraries. My elderly neighbour loves Mill Hill for magazines and technology books. He's on a mobility scooter and he's 91. If Mill Hill closes he won't be able to go to

Hendon. He would have to take two buses to get to Hendon. If they close Mill Hill, he will never go to a library for the rest of his life (Parents' group)

Some elderly people are lonely and they want a chat. We would isolate them by closing the libraries (Parents' group)

Some elderly people...want to feel younger and do things on an ad hoc and impromptu basis. You would be taking their options away from them (Parents' group)

Libraries are such an important part of life for older people...it's a part of their social care... Where else will we go when we get old? (Parents' group)

I am against closing libraries because disabled people need to easily access them (Learning difficulties group)

If they close Golders Green and Childs Hill that would affect the Traveller children (Gypsy and Traveller group)

The libraries are set up for poor people. We shouldn't let them take the libraries away. I'm against this option. (Gypsy and Traveller group)

- 12.81 There was criticism of the stated aim under Option Two that '95% of people in Barnet are able to reach a library in less than 30 minutes using public transport' - with some arguing that 30 minutes is too long to travel to a facility that should be as local as possible and not accessible only via often lengthy and complicated journeys:

I don't like the idea of a library that is half an hour away, because it takes it away from the community (Older persons' group)

The half an hour public transport thing is not good. What if a mother and baby had to get a bus that half an hour there and back? Libraries should be within walking distance for all residents (Non-user group)

Having the half an hour travel time is going to cause complications for older residents (Non-user group)

I think if we lost these libraries we would get rid of a section of the community. Public transport can be quite difficult. Some people would get quite isolated. (Muslim group)

- 12.82 Despite some support for income generation through using the space that would be freed up as a result of this option, there was concern over the long-term plans for the libraries that would close. Participants desired clarification as to what would happen to these sites and how they would generate income.

- 12.83 A number of participants were happy for LBB to sell off the sites and to reinvest any revenue gained back into the service - though others (at the BME group in particular) expressed caution and argued that renting them out to ensure continued income generation would be more sustainable:

Number Two is a much better idea providing that they don't sell the land off. They should rent it out and make money for the library. They need to carry on that income generation (BME group)

I'm with this option if Barnet don't sell off the assets; the library service should rent them to make money for the libraries. (BME group)

- 12.84 Thinking about location, when presented with a map showing the proposed distribution of libraries under Option Two, the consensus was that it offers more geographical equity in terms of core libraries than Option One:

I think Option Two is a bit better than the first one, because the spread of the libraries is better (Parents' group)

There seem to be more options with this one; the spread of the libraries is greater (Non-user group)

There's a library for every area in this option. East Finchley residents could use North Finchley; South Friern residents could use East Barnet; and so on (Non-user group)

I think the libraries are evenly distributed for this option (Learning difficulties group - carer)

I like this option best because of the spacing of the libraries. (Learning difficulties group)

- 12.85 That said, some participants in the younger persons' group disagreed: *North Finchley and Friern Barnet are about five minutes away from each other; they need spreading out. Those smaller libraries are way too close...the medium ones more spread out would be better.*

Option Three

- 12.86 When presented with Option Three, the majority of participants were perfectly happy to support the use of volunteers and accepted that there are members of the community who would be willing to work in this capacity:

I think a lot of people would be interested in volunteering (Non-user group)

I would happily volunteer (Older person group)

We have more retired people these days. Lots of people would be keener to do volunteering at the library, which could work (BME group)

Many retired and elderly people have a lot of time and would be more than willing to volunteer. You'd be surprised how many people are out there. (Muslim group)

- 12.87 In addition, many felt the library service would benefit from attracting volunteers who can bring a wide variety of skills to improve it:

A good idea would be to provide extra help for kids that are struggling at school. I used to be a maths teacher and I'd be willing to volunteer to help those kids (Non-user group)

A lot of people retire at 55 (like those in education), so a lot of these people could use their skills to help the community and volunteer at the library. It's a great idea (Non-user group)

There are a lot of educated people could go into the libraries and do voluntary work. They can help to keep these libraries open. (Older persons' group)

- 12.88 It was also said that library-based volunteer opportunities could be of value to young people (both as an useful addition to their CVs and as a means of helping their peers) and unemployed people (in the form of training and development):

A lot of 16 years olds could get good experience for their CV by volunteering in the library. Encouraging volunteering is important (Non-user group)

I think it would be good to have young people volunteering at the library; it would mean that they could put it on their CV (Young persons' group)

I think it would be good to have volunteers who are quite young - fresh out of the college - to volunteer, so that they could relate to the younger people and be more familiar with the work they need help with (Young persons' group)

If my kid was unemployed I think volunteering at the library would be a great way of getting experience. (Muslim group)

So many people are unemployed, but so many of them are educated. They are wasting their life away and their talents could be used (Older persons' group)

People who are on jobseekers allowance could be offered a job and trained at the library; especially the ones who are educated and literate. (Physical disabilities group)

Indeed, a carer at the learning disabilities group noted that *the computer classes have lots of volunteers there, and they help a lot. Sometimes my daughter and I get stuck on the computers and the volunteers have been able to help us.* Further, a participant in the Muslim group was of the view that *volunteers are a good way to save money.*

- ^{12.89} Despite supporting the use of volunteers though, the majority of participants did not support the idea of 'community libraries' whereby there are no librarians involved in the management and facilitation of the service. The general sense was that LBB should 'look after the few librarians it has left' and that: the quality of the library service would be negatively affected; the community-run libraries would not be sustainable and would inevitably close in future; and that volunteers would be from a certain demographic and would thus not cater for the diversity of the area:

We should look after the few librarians that we have... (Older persons' group)

Some libraries use volunteers. You can tell straight away if you're talking to a volunteer. Sometimes they aren't trained properly (Older persons' group)

The moment you let amateurs in on it, the service will diminish. (Older persons' group)

I don't think they would be able to maintain the quality of the services with volunteers... (BME group)

I think you need to hold onto staff; volunteers aren't as skilled as the paid workers. (Non-user group)

There are other problems: how many volunteers would there be? How long would they be willing to help out? (Learning difficulties group - carer)

Volunteering has to be sustainable. Sometimes it waxes and wanes. I'm not sure if libraries could be sustained to the level that communities expect if they were run by volunteers (Non-user group)

The volunteers might not be reliable and might not turn up (Older persons' group)

I'm elderly and my age group has become the average volunteer, which I'm not sure is an entirely good thing (Non-user group)

- ^{12.90} Further, it was said that: *'I don't agree with the voluntary system. There are things you might not want volunteers from the local community to know. You might want to take Fifty Shades of Grey and not want them to know; or you might want to take a book about getting a job when you don't want them to*

know you've lost your job. You need a professional librarian to deal with that with professionalism, not a local volunteer'. (Parents' group)

- 12.91 Some focus group members were aware of the community-run library at Hampstead Garden Suburb and although most could not comment on its success, they were aware that the area has a 'tight-knit community' with willing volunteers who will work together to support their library. In contrast, some of the areas suggested for community libraries under Option Three were said to lack this kind of community spirit:

Garden Suburb is a very tight-knit community; I can see it working there. It's going to be much more difficult in other areas. It might not work in East Finchley and Edgware. (Muslim group)

- 12.92 Those who did have some knowledge and experience of the aforementioned community library did not consider it to be a positive alternative to the current system – and the general feeling was that the library service is a professional one that would suffer greatly from not being managed and run by professional librarians:

They discriminate against the Garden Suburb Library because it's not in the computer system now. It's not in the library network. I'm worried that these volunteer libraries are going to be cut off (Older persons' group)

Community libraries don't work. Southern Friern just didn't work. As a library it's pretty naff - there's no structure to it. (Parents' group)

The library service is a professional service and shouldn't be run by volunteers... (Parents' group)

It's a librarian's job to run a library; you need those skills. I don't think it can be run by volunteers. It's a trained profession (Learning difficulties group - carer)

I don't agree that volunteers could run a library completely without the help of professionals. (Physical disabilities group)

Therefore, most concluded that a more acceptable proposal would be to keep a small number of skilled librarians and use volunteers in a supporting capacity:

I'd like a happy medium: one full-time librarian that goes to three different sites and helps out volunteers. They could have more part-time librarians too who are supported by volunteers (Non-user group)

They couldn't run a library purely on volunteers; there would need to be paid staff in libraries too - a skeleton crew (Non-user group)

Volunteers could be used to stack the shelves and things like that. Librarians are better suited for other tasks (Physical disabilities group)

Why not have 50/50 volunteering instead of all or nothing? A lot of people would feel more part of it - more like the Citizen's Advice model. It's important to have volunteers working to a paid manager. (Mental health group)

- 12.93 The only group to voice a different view in support of Option Three was the Gypsy and Traveller group, whose participants explained that a community library would allow members of the Traveller community to get involved in running a local service. As one participant explained: "we could have community representatives for Gypsies and Travellers in these community-run libraries. The Travellers

would then have people to relate to. There would be a barrier between Traveller children and country people - that barrier isn't there between two Travellers".

- 12.94 In addition, all participants in one of the non-user groups agreed that if there was a choice between libraries closing or being kept open through the use of volunteers, they would choose the latter.
- 12.95 Finally with regard to Option Three, when presented with the proposed geographical distribution of libraries, some participants noted that those proposed to be community-run are concentrated in a small area - resulting in an apparently impossible requirement for a large number of volunteers from a relatively constrained pocket of the population.

Alternatives?

- 12.96 Most participants felt the Council should consider alternative ways of running its library service in future. Typically, people strongly supported the idea of 'community hubs': that is, libraries co-located with other community-based services, particularly leisure and social activities. Some typical comments were:

You could have a community hub with a leisure centre, a swimming pool, a library and a coffee shop. They could amalgamate all those services (Non-user group)

A cafe and a leisure centre next to a library would have a community vibe. It would just work (BME group)

Libraries are part of complexes in other cultures. One parent could take one child to the library and the other could take the other swimming. They could then all have lunch together. It would be more of an outing then (BME group)

I'd like a big community library where people can come in and learn; maybe they'd have yoga and tai chi classes too. I'd rather one big library than that is supported by the mobile library than a small library where people don't care (Physical disabilities group)

I'd like the libraries to become the centres of our community again. You've got these tax-evading companies that are becoming community hubs like Starbucks. We need to bring this back to the libraries. There could be a social factor of going to the library to have a coffee (Non-user group)

Other boroughs have libraries with restaurants and bars and places where you can do yoga and keep fit. It's modern, it's nice and it's got security. (Physical disabilities group)

- 12.97 Some specific ideas were proposed: relocating libraries into existing venues with high footfall such as Finchley Lido for example:

Why not have the libraries where the leisure centres are. Why can't we have all that in one place? I think this would work at Finchley Lido. They could have a big library there. There would be more footfall at a library combined with a leisure centre. It would have a community vibe. There would be an info desk. There is plenty of parking too (BME group)

It would be good if they could fit a library into the Finchley Lido area. Lots of families go there to take their children swimming and to go to parties. (Muslim group)

12.98 Finally, the prospect of raising council tax was discussed in some groups, with a small minority supporting an increase to support retaining (or indeed improving) the library service. Some typical comments were:

I would be happy to pay a bit more for my council tax if I knew it went to the libraries (Older persons' group)

I think council tax could be raised to make a bit of money (BME group)

I disagree with the Council bragging for not putting Council Tax up. I would rather have had some council tax increases (Parents' group)

I wouldn't mind an increase in council tax, but not too much. I'd rather them spend the money more productively (Parents' group)

Us, as residents in London boroughs, had to pay for the Olympics with our council tax, so why can't we pay to keep the libraries? (Parents' group)

I would rather them put the council tax up than do any of these options. We are living in a wealthy borough. I'm a poor pensioner and I'm willing to pay extra for library services. (Non-user group)

13. Deliberative Events with Members of the Public

Introduction

- 13.1 Over three consecutive evenings in early February 2015 a series of deliberative events were held in three locations across the borough. These were two-hour long open-invitation events for the general public and their purpose was to explain in more detail the content of the consultation document and introduce additional information in response to questions. This, it was intended, would facilitate more informed and detailed discussions between the Council and the public about the libraries options proposals.
- 13.2 Each event followed a similar format and was divided into two 60-minute sections. The first session took place in plenary and was designed to provide participants with information about: the savings the Council is seeking to achieve through changes to library services; the reasons it wants to make these savings; and the three proposed options. The session was led by a senior Council officer and concluded with them leading a question and answer session.
- 13.3 The second section was chaired by ORS and Shared Intelligence and took place in smaller groups. Having heard about the three options and the reasons behind them, participants were asked to discuss and propose alternative options for the library service which might also achieve similar levels of savings.
- 13.4 A total of 43 members of the public attended the deliberative events: there were 11 at the first, 16 at the second and a further 16 at the third.

Discussion themes

- 13.5 The emphasis of the discussion at each deliberative event differed slightly, but some consistent discussion themes emerged, as did similar ideas about potential alternatives to the three options proposed by the Council.
- 13.6 The discussion themes on alternatives can be grouped into three categories: cross-cutting issues; specific alternative proposals for generating income in order to offset the savings requirement; and more comprehensive alternative models for the library service which might achieve net savings in different ways to the three published options.

Cross-cutting issues

Trust

- 13.7 Trust between the Local Authority and the public was a theme raised at all three events. Participants felt that many in the borough do not trust that the Council is acting sincerely in this consultation (or indeed in consultations about other local matters). Various specific examples were given to illustrate this point.

- 13.8 Participants suggested that, if there were a greater degree of mutual trust, it might be easier to build a collaborative approach to confronting the budget pressures faced by the library service and create a workable and imaginative model for the future.
- 13.9 In this context, 'more imaginative' meant ideas such as: exploiting the role of libraries in terms of economic resilience; meeting the community's knowledge needs in new ways; and more intensive use of the library service to support educational attainment. In contrast though, it was felt that low levels of trust tend to limit debate and encourage residents to take a defensive stance and argue for the status quo – mainly because they fear any change will be used as an opportunity to diminish the service rather than increase its impact. In essence, views become polarised.
- 13.10 However, as can be seen below, all three groups did go on to offer a number of creative ideas as alternatives to the options published by the Council.

Council tax levels

- 13.11 Although council tax is mentioned in the options paper, participants at all three events felt that a council tax increase should have been presented as an option, which would in turn have changed the underlying arithmetic of the budget and need for savings. Participants at one event in particular felt this would have been a very useful way to frame the options and choices and would have generated more productive public discussion.

Specific alternatives

- 13.12 **Using school new-build and refurbishment projects** - this stemmed from a discussion on the overlap between the role of libraries and efforts to raise children's literacy, support study skills, and build a culture of lifelong learning, as well as the obvious expansion of school provision in the borough. The suggestion was that new-build schools and major school refurbishments offer opportunities to renew and rebuild libraries that are more suited to financial constraints and community needs. Indeed, while moving libraries into existing schools was acknowledged to be difficult due to physical access and layout challenges, these issues, it was felt, could be solved at the design stage in the case of new-builds or refurbishments. The general sense was that co-locating in this way would increase pupils' access to resources and improve provision for the general public.
- 13.13 **Rent-out space to complementary or related services** – participants heard in the first part of the deliberative events that a £3 million capital budget has been allocated to implement the libraries proposals. A number of people suggested that, rather than using this capital budget to reduce the size of library premises, it could be used to reconfigure libraries so they can host other complementary public services. These services would be required to pay rent, but it was felt that this would almost certainly be less than what they would be paying for exclusive use of premises elsewhere. Jobcentres were mentioned as prime candidates, especially because of their need for assisted computer access for jobseekers. This, it was said, could also help reduce overall staffing needs – for example the library could be operational with just one staff member but this would not be lone-working as Jobcentre staff (or whichever service was co-located) would also be on duty in the same space.

Comprehensive alternative models

- 13.14 **Create public services hubs** - the 'rent space to complementary services' suggestion led to a more developed version of the idea. That is, rather than bringing other services into libraries, instead to

create combined hubs incorporating library services (books, information, literacy support and internet access) with other face-to-face public services. This could include Jobcentre consultations, social care interviews, NHS/public health information and support, and possibly others.

13.15 **Meeting the savings target halfway** - a group at one event used the second part of the session to develop a single alternative option. Their starting point was to aim for £1.42 million in net savings as part of a new business model which would deliver an improved and modernised library service. While only delivering half the target savings of £2.85m, they believed that if Elected Members adopted this option, they (the Members) would benefit from greater public support and buy-in for the plan than is being shown for any of the Council’s current options. This group also felt that, were they to go further in developing this option, the current library team should be involved in testing the model and examining how to make more use of and get more value from existing buildings. Library staff would, it was said, have an unique insight into the current service that no-one else has or could adequately guess at.

13.16 The main features of the model to deliver £1.42m net annual savings were:

- A long-term strategic aim of maximising Section 106 deals to renew the library estate (with the goal of replicating, as opportunities arise, more Grahame Park and Church End type redevelopments);
- Offering Middlesex University added value services for their students (especially at Hendon) in return for the University paying for these enhanced benefits;
- Offering to host (for a commissioning fee) services that serve demographic groups which overlap with library user-ship – for example Age UK, youth services, older people’s services or a combination. The rationale was that these services are almost certainly under pressure to cut their overheads, including office costs;
- Launching a major programme of skills courses and classes with strong links to library themes (such as literacy, writing, digital skills, knowledge management and study skills). Some, it was suggested, would be organised by the library and some by groups that hire library space;
- Entering into sharing agreements with neighbouring councils for back office library functions such as HR, library-specific IT support, building maintenance and software licences;
- Begin hosting evening events at times libraries would normally be closed. The main purpose would be income generation, made possible because these could be overseen by junior staff assisted by volunteer ushers and greeters.
- Opening coffee shops where feasible as a cost-neutral way to: make room hire and classes more attractive; drive footfall; and create an opportunity to offer catering at events;
- Introducing Amazon/Doddle delivery lockers to drive footfall in cost-neutral way;
- Exploiting opportunities for advertising and sponsorship instead of proposed new income from new fines and charges for children.

13.17 **Creation of a staff-owned mutual** - another group used the second half of the event to build an option in which the library service became a staff-owned mutual. This model was similar to the one described in the ‘meet halfway’ discussion, suggesting that participants in both groups may have discussed these issues beforehand. The model was, broadly:

- To begin by convening a group involving current library staff, users and other interested parties;

- Converting the service into a new employee Mutual or Trust (the rationale being to strengthen leadership focus in the service, increase grant-seeking ability, and secure Non-domestic Business Rates savings on premises);
- Introducing some form of hypothecated tax revenue for libraries (a libraries precept similar to the new Westminster Parish model);
- Moving to a broader 'curriculum' of library services and activities, with strategic emphasis on revenue generation and fundraising balanced with reading, information access and literacy;
- Creating closer links with school leadership teams, children's centre managers and youth services with the aim of focusing efforts around literacy and learning and achieving economies of scale, especially through premises and staffing (Pimlico Library was cited as an example that had inspired this suggestion);
- Entering into shared back-office and administrative agreements with other boroughs, which could be easily achieved by joining an existing back-office sharing group of Councils;
- Using library space more intensively in two respects:
 - To contribute to the strategic goals of other parts of the Council by offering space and support for individuals starting new businesses (the Library Lab in Willesden Green was a cited example [<https://librarylablondon.wordpress.com/gallery/>] as was, internationally, Tel Aviv [<http://www.thelibrary.co.il/>]). Both apparently play an active role in small business start-up support and are remarkably similar
 - To generate room hire income from business meetings and workspace by the hour or by the day (similar to the Regus/MWB offer) - with similar service standards and prices to commercial offer, but with stronger links to skills and knowledge (not dissimilar to the Impact Hub model in Westminster and Kings Cross);
- Revenue-orientated events – including music of different genres, jazz, classical, folk, contemporary (similar to Get it Loud in Libraries [<http://www.getitloudinlibraries.com/>]);
- Coffee shops, good Wi-Fi and retail to drive footfall and add revenue.

14. Staff Focus Groups

Introduction

- 14.1 It was originally intended that ORS facilitate four focus groups with library staff, however the level of interest was such that only two groups took place. The 18 members of staff who attended these two groups were asked why they felt other staff had turned down the opportunity to do so; the main reason offered was a feeling that their views would not make a difference to the eventual outcome because decisions have already been made by the Council:

A lot of people feel that they wouldn't be listened to even if they gave reasonable suggestions. We recently had a staff survey filled with promises - now the general feeling is that people aren't interested in the staff

A lot of people think that this consultation doesn't matter and that they have already decided. According to rumours that are coming out that is the case.

- 14.2 Nonetheless, a productive and constructive discussion was had at both sessions, which are reported below.

Benefits of libraries

- 14.3 The benefits of libraries in combatting social isolation (especially amongst vulnerable members of society) were noted by staff – who also argued that their presence in the community is beneficial to other services insofar as the social interaction they offer may prevent, say, older people from accessing more ‘official’ help elsewhere:

For some people libraries are much more than books; it might be where the only place an elderly person speaks to someone all day

We have to support mothers who are stuck at home. Sometimes we get letters from mums saying we save them from post-natal depression. Those Rhyme Time sessions are so important

If the library service is decreased then there may be a burden on other services. Older people might not get the social interaction they want so they may turn elsewhere.

- 14.4 The fact that the current library network offers local access to the service for most people was also considered essential – and it was anticipated that many residents would cease using the facilities altogether if they can no longer visit them easily:

Some elderly people and single parents can't feasibly travel long distances carrying books. They won't bother doing it.

Common features of all three options

Alternative delivery models

- 14.5 Lengthy debates were had in both groups about the possible merits and drawbacks of a staff owned mutual for the library service. Some participants could certainly see advantages to such a model of delivery, namely that it would allow: library professionals to run their own service; more autonomy and freedom in terms of, say, stock and discretionary charging; charitable status and associated fundraising activities; and non-payment of rent on buildings:

It's not tried and tested yet, but in theory there are a lot of benefits to it

I like that there would be library professionals in control of library services

In theory this idea might be good, as the people who are running it would have a vested interest in it

I think it gives freedom; you can decide which services you charge for and which ones you can't

A benefit of a mutual is that we are a library service and they could pay us more for other facilities like ICT and English lessons...

We would be able to choose which stock and books we get in, which would be good

Becoming a staff mutual would allow us to become a charity so we could run our own fundraisers and things like that

Being a staff mutual would allow us to make money out of things that we wouldn't normally be able to make from

We wouldn't have to pay rent on the buildings.

- 14.6 Concerns, though, were around: sustainability; changing terms and conditions; and the potential for a target- and profit-driven service:

I'd be worried about sustainability and where we get the money from. What happens if we don't get enough funding? We'd have to close libraries

We would no longer be employed by the Council, which could mean we could lose our pension

A staff-owned mutual would mean that the service becomes about profit which isn't good

If we were a mutual it would make us have to consider income more, which would affect the service. Income targets get in the way of outreach services...we would be thinking more about our targets

The service would become more target-driven with a staff-owned mutual.

- 14.7 Further, people questioned whether staff would want to join a mutual currently given they allegedly no longer work for a service in which they have confidence:

Why would we want to invest our time in the library after being knocked down? We'd have to get our confidence back. It's not the principle I'm against; we'd be running a service that we wouldn't be comfortable in

I would be reluctant to get involved in something that isn't worth my time...I don't want to be wasting my time by running a shop front; I'm better than that

Taking over as a mutual is something you do in good weather; not when it's like this.

- 14.8 Finally with regard to mutuals, participants in both groups desired more information about how they would work in practice so they can make an informed decision as to whether it is a delivery model worthy of pursuit:

We don't know enough about staff mutuals. There are bound to be risks

We were only informed about a staff mutual last week. We don't know about mutuals in public services and how they work. We've been downloading things from the internet trying to find out how it all works and we just don't know. There's nothing specific about library services

I'd like to know a bit more about this and see what York and Suffolk have done; we should visit as a staff team.

- 14.9 As for other models, staff in both groups were firmly opposed to outsourcing to a commercial provider on the grounds of efficiency and that profit-making goes against the ethos of a library service:

Libraries are not a commercial proposition; they are about what's best for society and about contributing towards society

How can it be more efficient for a company to run the service and get a profit than running the service in-house without profit?

- 14.10 It should be noted that people's attitudes towards outsourcing seem to have been influenced by their perceptions of what has happened within other LBB departments – as well as their view of the effect such significant levels of outsourcing have had on Barnet as a Council:

The Council are constantly outsourcing and are changing terms and conditions...

We've gone from being a Council that prides itself in its services to being part of a Council that only cares about cost. I think that's mainly come out of the outsourcing.

Relocation and Redevelopment

- 14.11 Staff were not averse to the relocation and redevelopment of libraries: in fact, many were keen to see them moved to more appropriate buildings and locations nearer town centres (and their associated footfall):

The locations of the libraries were for another era. It worked in the 1930s and 1960s but not anymore. The libraries are too far away from the town centres. Perhaps they need to move

Anyone with any sense needs to look at a map and see where libraries are needed most; in the right location

If they are going to relocate and resize libraries they need to be in the right place; in the middle of things.

- 14.12 Some examples of libraries thought to be in need of relocation and redevelopment to higher density areas with better parking were Childs Hill, Church End, East Barnet, Edgware, Golders Green, Hendon, Mill Hill and North Finchley:

I'd love Edgware to move more centrally into Broadwalk; that's where people go and where all the free parking is

They need to move libraries further into the High Street; this needs to be done with Mill Hill

Brent Cross shopping centre is down the road from Hendon. It makes so much more sense to have Hendon library there; especially with the regeneration...

East Barnet, Church End, Childs Hill and North Finchley are really old; maintaining them is costing us. If we could sell them and reinvest in new buildings, that would make the savings.

Parking is a big issue in Barnet; especially for Hendon and Golders Green. They need to look at redevelopment.

Open library and unstaffed hours

- 14.13 In considering the open library system and unstaffed opening hours, staff in Group One were particularly concerned with the safety and security of library users in buildings that, it was claimed, are not suited to free, unsupervised access:

The buildings aren't appropriate for the public to be free-ranging in

You couldn't possibly just let the public in Chipping Barnet; it's a security risk and a health and safety risk. They would have to shutter off certain parts of the library

There are security issues here. If they are going to do an unstaffed library they need proper security. They aren't doing it properly; they are doing it cheaply with CCTV

At 9.30 at night I wouldn't be comfortable entering a building on my own. You never know who might be lurking behind the shelf. There's a safety issue

- 14.14 It was also suggested that homeless people may seek to take advantage of the system and view libraries as warm places to sleep – thus discouraging others from wishing to use them:

In Hendon we have quite a lot of homeless people. If these people get in then nobody else might want to

Homeless people will take advantage; they will not leave at 11...

- 14.15 Staff in Group Two had similar concerns but felt these could be mitigated against to a certain degree by the presence of a security guard:

They should have security guards at the libraries at the unmanned times

When this kind of technology is used in universities, it is done with security guards and such.

- 14.16 Furthermore, staff were of the view that they have a critical role to play in the delivery of the library service, particularly with regard to assisting vulnerable members of the community. They were very concerned that this important function would be lost during unstaffed hours – as would the ability to manage both emergency situations and inappropriate behaviour on the part of library users:

We often support vulnerable people in libraries. We help people looking for jobs. The Job Centre often sends people to the library, because you need to prove that you are looking and applying for jobs online. If we aren't here anymore where are those people going to go?

We know where to look for information in libraries; we do it every day and know how to do it

We have a lot of members of the public with mental health problems. If there's no one there it would be very difficult

Who would deal with first aid and medical emergencies if there was no staff there?

People would be watching pornography on the computers. People do it now, but we can catch them or other customers will tell us

I've seen two adults pummelling each other; who would deal with that in an unstaffed library?

There are everyday problems that need to be sorted out by staff; things like arguments and people we need to keep an eye on. If you've got a member of staff on the floor, there's a lot less chance of aggressive situations escalating.

Essentially, staff felt that: *technology should be a way of improving the service, not replacing it. We always need people and skilled people.*

- 14.17 The 'exclusive' nature of the open library system (that is, the fact certain people such as under 16s and those without a library card would be precluded from using an unstaffed library) was criticised both generally and because it 'goes against the spirit' of open access:

Some people would be excluded from the open library service: children under the age of 16 and people who don't have a library card

These open libraries go against public access a bit. We've always allowed the public into libraries whoever they are. The open libraries seem more restricted.

- 14.18 Finally in terms of open libraries, it was said that: *"we need to look at our customers: the people who would use the unstaffed libraries are the ones that use digital library services. The unemployed people, young people and families need to use the libraries during the day. There's no point in increasing the opening hours for those core groups. They aren't going to use the library at 7am".*

Income generation

- 14.19 Some staff in Group One disliked the term 'income generation' as they felt that: *"libraries are quite a socialist notion, and if people don't agree with that it's fine. However, people shouldn't be harping on about income generation";* and *"we can't charge for everything or we'd be the same as Waterstones or Amazon".*

- 14.20 On a more practical note though, staff were not averse to renting out surplus library space to businesses and others – though they were cautious about how much revenue this would generate in practice (and certainly suggested that it may take some time to bear fruit):

It's not going to make significant amounts of money

It might take a few years to earn money by hiring out space; it's like any kind of business.

For this reason it was suggested that larger companies should primarily be targeted for advertising as potential customers:

If somebody could approach big companies and reach out to them about our rooms then I think it would help increase income. We need it to be advertised. There are companies that would be interested in our space, but we need to increase our profile.

- 14.21 Installing facilities such as vending machines and Amazon lockers was favoured (though again there was some feeling that this would generate insufficient income) – though developing a 'Friends of' scheme was not on the grounds that: *"it's meant to be a free service".*

- 14.22 It was also suggested that: *“they could invest in us to train us more. We could then offer professional English and ICT lessons or lessons on how to do tax returns. We could be paid from the Job Centre and other services to provide these lessons”.*

Three Proposed Options

General comments

- 14.23 All staff participants were familiar with the consultation document and the three proposed options. Therefore, both groups began with a general discussion around the proposals and the way in which the consultation had been undertaken by the Council.

- 14.24 Staff firstly questioned the reasoning behind the options and commented that they did not appear to be particularly well-argued, particularly in comparison to those put forward in other areas:

The proposals in Southampton are much more logical than the ones here in Barnet; you can see the logic behind what they want to do. The three proposals seem arbitrary...different libraries close in the different options

The Hertfordshire proposals make more sense logically too – libraries have different ‘levels’ of size and travel difference in their document. It makes sense!

- 14.25 Participants also cited an apparent lack of evidence to underpin the proposals; for instance, they felt that the idea of businesses renting library space needed further exploration and suggested that, if there was indeed interest in doing so, this should have been communicated within the consultation document:

What evidence is there that businesses are willing to rent out space?

I don’t know why they want to convert the buildings to office space; there are too many in London

They need to give more research for this option. They need to say how much they are going to rent out the rest of the buildings every year and things like that.

- 14.26 There was some confusion as to the reasoning behind the choice of library closures in Options Two and Three, with one staff member commenting that: *“In Option Two Osidge closes and East Barnet stays open, but it’s the opposite way around for Option Three. Where’s the logic?”*

- 14.27 Staff in the first group were particularly disappointed with the three proposed options: they considered them to be ‘over-the-top’ and politically- and cost-driven as opposed to an attempt to deliver a sustainable, quality service:

What Barnet is doing is so ludicrously over the top. The three options are clearly going too far

The proposals don’t seem to have any depth or purpose; it’s just purely on cost

These proposals are driven by ideology, not evidence

There is nowhere in these proposals that shows how they would improve the library service

It’s hard to see any positivity in the situation we are currently in. The consultation is deeply flawed and politically-driven

This whole thing is very political; I think it’s a way of running the service to the ground

Barnet is a Tory Council; they want to be seen as leading the way in lean public service. It's almost like a theory they are trying out. They don't care about the service.

- 14.28 Participants in this group also felt particularly aggrieved that these proposals have come at a time when the library service has not fully recovered from previous reductions to its budget – and suggested that they might be the final 'nail in the coffin' for the provision of a quality service:

In the last five or ten years it's been about making cuts to the service that nobody notices – it's been an underhand way of doing things. I think we've continued to deliver a quality service despite that. I think we are now going to end up with a poor service that doesn't set out what it's supposed to do; it's statutory

We can't physically deliver anything positive because of the constraints we are under

We have lost a lot of really excellent staff since the first restructure in 2009

The three proposals really don't allow us to continue to deliver the quality of service that we have over the years

I think the consultation is totally flawed. The net result of any of the proposals would finish the Library Service in Barnet.

Option One

- 14.29 When considering Option One, staff were particularly concerned with the proposed reduction in library space. They questioned how a library could function within a room of 540 square feet, as well as the extent to which this would be a viable and sustainable option given that the size, stock and activity reductions would inevitably lead to a decrease in the number of people visiting the smaller facilities:

Ten small libraries is a waste of time...

Nothing will work with Option One as libraries will be too small

Not much could be offered in a 540 square foot library. It would probably only have two shelves, three computers, a photocopier and a table

Children's activities are our USPs. We won't be able to do Rhyme Time in these smaller libraries; we are always overbooked for them

How are we going to fit all the computers, the children's books and the adult's books in there?

All you can provide in that size is a small collection of books. There are no other services: no Rhyme Time; no PCs; no community groups.

- 14.30 Staff also noted that some of the libraries proposed to reduce in size (Edgware, North Finchley and Golders Green) are busy facilities, which they felt proves the illogicality of the proposed change:

Places like Edgware, North Finchley and Golders Green are all busy libraries – they will all become small rooms. Why would they do that?

Edgware is considered a main library...the proposal to close it is ludicrous!

- 14.31 Thinking about the core libraries, one participant suggested that the wrong ones were chosen - and others made the point that all four would require significant investment if Option One was to be taken forward (as well as criticising the fact that there is no mention of this in the consultation document).

- 14.32 Typically, staff shared the view that: *staff are educated, so if you reduce the libraries the education of future generations will suffer, which will have an impact on the national economy. This is a short-term solution that has big long-term implications!*
- 14.33 Finally, some participants agreed with the view that: *Option One is the political option in my opinion... They just want to say that they are keeping the libraries open.*

Option Two

- 14.34 Generally, staff in Group Two preferred this option and described it as the “*lesser evil*”. That said, their support was based on maintaining current staffing levels and additional investment in the remaining libraries:

I would rather see fewer libraries of better quality than many libraries of lower quality. You may be able to amalgamate some libraries. There need to be more outreach services for the areas where libraries are taken away. Fewer libraries with better facilities are better; I would rather six or seven libraries like that

They should amalgamate some libraries and keep the same amount of staff. Less libraries of better quality is better

It would be good if more was invested into the remaining libraries; there should be more staff and better technology. They should make super libraries.

- 14.35 Participants were willing to accept some library closures, although they did not agree with those earmarked for closure, suggesting that:

The richer area libraries are chosen to stay open, and the poorer ones are closing. They'll get less opposition with these closures

I want to know how they chose those libraries. It seems purely political to me. It doesn't make sense geographically. Those are all rich areas

I agree with the principle of having four improved libraries, but they need to choose different ones

The principle of Option Two is good but they need to rethink it. Some libraries need to be closed.

- 14.36 Based upon these discussions, staff in Group Two were asked for their views on which libraries should close. Firstly, they rejected the proposal that Hendon Library should be a core facility and suggested that it should either close, relocate or become part of Middlesex University:

Everything is dying out in Hendon; it needs to be relocated to somewhere smaller

We should sell Hendon Library to Middlesex University for a tonne of money; they are gagging to get their hands on it. Staff should be relocated elsewhere

Hendon has been dying on its feet for five years. Why are we keeping it as a core library?

- 14.37 All staff agreed that Mill Hill Library should close because it is *too close to the other libraries*. Similarly, they felt that Childs Hill and South Friern Libraries should also close on the grounds of low activity (though one person disagreed with the latter).

- 14.38 It was said that Golders Green Library should remain because it is a well-used library; however, participants felt the building should be improved or relocated. Retaining Burnt Oak was also a priority

due to the need for a library in its area – but also because it is a good example of how library provision should be delivered throughout the borough:

Burnt Oak should be a template: it's the minimum acceptable size and it's on the High Street. It shouldn't be closing; it's the best example we have.

- 14.39 While staff in Group Two declined to mention specific libraries, they too agreed that some of Barnet's libraries could be closed insofar as they are no longer fit for purpose. However, they also acknowledged the attachment felt for these facilities within communities and suggested that it is and will be a 'hard sell' to persuade residents that closures may be required:

I feel that some libraries need to be closed, because they are not fit for purpose. It's almost impossible because people get attached the buildings because they went there as children. Our needs have moved on and the customer's needs have moved on. You can't get anything from holding onto a site for nostalgia value

There is a large emotional attachment to these buildings that are no longer fit for purpose

People grow attached to buildings. It needs to be made more explicit that libraries are going to move to more appropriate locations.

Option Three

- 14.40 Staff in both groups were strongly opposed to Option Three: they felt that, while volunteers can help support the service, they do not have the necessary skills (or indeed the requisite reliability) to manage it:

Some volunteers are very good, but we only use them for a few roles at the moment. Trying to run a large number of volunteers and provide any form of comprehensive service is an enormous undertaking

Volunteering is okay in addition to normal staffing, but you can't rely on them to run the service. It's quite a lengthy process to employ a volunteer. Sometimes they will only turn up once or twice if they get another job

Volunteers are unreliable. We have a young girl at the moment who doesn't always turn up and won't ring us if she isn't... If I'm relying on her to do something it won't get done

Volunteers can't provide the quality of service that we supply. You can't rely on them. You will have to cancel sessions, which will get rid of quality for the customer. With us there's always someone to cover.

- 14.41 Importantly, staff feared that community libraries would not be part of the library network, and would thus not be able to deliver the same level of service. As one member of staff in Group Two explained: "those volunteer libraries wouldn't be libraries; they'd be second hand book borrowing. It's not a library service".

- 14.42 Staff also questioned the sustainability of a community-run library given that the initial level of enthusiasm from volunteers may wane – and worried about who would take responsibility in the event that things went wrong:

There might be a burst of enthusiasm when the community libraries first open, but eventually the enthusiasm is going to run down and they are going to struggle to find people...

- 14.43 Staff referred to the Borough's two community libraries: Hampstead Garden Suburb and Friern Barnet. They felt that: "*Garden Suburb is working is because it's an incredibly affluent neighbourhood, with rich elderly people that are willing to sit behind the counter and do their bit for the community*". On this basis, it was suggested that community libraries have more chance of success in affluent areas and that:

This model is just not going to work in Graham Park; forget it, it's not going to work.

- 14.44 Staff in Group One also used the example of the Friern Barnet Library to illustrate why community-run libraries are not typically successful: all agreed with the view that it "*has become a weird glorified jumble sale*". They also questioned why LBB offered the community a grant to run this service when the money could have been given to the 'professional' library service:

If they've got that money, why can't they give us that money? We've proven that we can run a proper, efficient and professional service of very high standard. Those people have been given money to run the service with no track record and no health and safety training...

- 14.45 The general consensus on Option Three was that: "*volunteers can't replicate our experience no matter what their background is. We're constantly being trained to keep up with things. Volunteers don't understand what a contemporary library is*".

Alternatives?

- 14.46 When asked about alternatives to LBB's proposals, the idea of a community hub and/or co-location with a commercial enterprise was supported by the majority of staff. Some typical comments included:

Co-locating is viable for generating income

It makes total sense to relocate with arts depots and leisure centres...

It would be good to have the library located with a leisure centre. The health message and information available in the library go well together

They could relocate in shop-type premises; perhaps having a door between a coffee shop and a library. That kind of co-location would work. Coffee shops and libraries go hand in hand. But they need to be in the right places

I don't have a problem with co-location as long as it works. It needs to be somewhere where the public can access it. Libraries need to be on high streets

You need to relocate into a company that's already been established. It would be mutually beneficial.

- 14.47 Staff were also strongly in favour of greater collaboration and resource-sharing with neighbouring boroughs to deliver efficiencies and establish appropriate ways of offering a cross-boundary library service to residents:

We should consult our neighbouring boroughs, which we never do...we are not talking to each other at all

We are all strapped for cash; maybe we should start thinking about sharing resources. Maybe if we do keep Burnt Oak open, Harrow could close their library and help fund Burnt Oak and send people there - or vice versa

We should look at sharing services with Haringey; we need to think about amalgamating

We need to talk to Haringey about geography as some of our libraries are quite close. We could possibly share services

Indeed, one participant went so far as to suggest: *“one library service for London. With the size of the cuts, that option is starting to make more sense”*.

- 14.48 One final suggestion was for LBB to: *“look at its real estate and sell off the land we own for full price to fund the redevelopment of the existing network of libraries”*.

Other Issues – Consultation Process

- 14.49 Staff raised concerns about the consultation document and associated questionnaire: they alleged that many people had not completed the latter, not because they were uninterested in the future of the library service, but because it is unnecessarily lengthy and complex:

Which teenager is going to read through the whole document? Fair enough answering five questions on each page, but who is going to ingest all this information to answer a questionnaire?

We’ve had people at the library that say they haven’t got time to do the questionnaire when they see how long it is

The only people that will complete the questionnaire are the people that have a vested interest in it.

- 14.50 Participants also raised concerns about the construction of the questionnaire which, in their view, is ‘loaded’, ‘disingenuous’ and ‘ambiguous’:

In terms of gathering data, I’ve seen that the questionnaire is a bit disingenuous, saying things like “do you want your library to be open for longer hours?”

The questionnaire is very loaded; they don’t give the whole picture

Some questions are ambiguous. There is one question that essentially asks “do you want a financially-viable service or do you want to protect the vulnerable?” What does it imply?

- 14.51 As one member of staff stated: *“if you really want to know what people think, you have to make it as easy and obvious as possible”* - and there was a strong sense that this had not been achieved.

15. Interviews with Home Library Service Users

Introduction

- 15.1 Ten depth telephone interviews, each lasting around 20-30 minutes, were undertaken with users of LBB's home library service. Participants were initially recruited by LBB staff, who then passed their details to ORS: 15 participants were contacted, with 10 interviews achieved with those available during the consultation period.
- 15.2 The interviews focused on: people's views on the home and mobile library services and any improvements they desire to them; usage of library buildings and the factors that encourage and discourage this; and the consultation proposals and options. The findings from the discussions are reported below.

Usage of (and views on) the home library service

- 15.3 Interviewees explained that they are no longer able to visit library buildings because they have mobility issues and are generally housebound. Some of the many typical comments were:

I used to use my local library until my legs played up

I'm housebound, so I don't use any of Barnet's library buildings.

- 15.4 All ten interviewees reflected both positively and passionately about the home library service; they typically used the terms *rely on* and *lifesaver* to describe the service. The quotations below are illustrative of what the service means to users:

If it wasn't for the home library I would be lost. We really rely on it when we can't get to the library ourselves

If they got rid of the home library we would be lost... The home library is a lifeline if you can't get out

The mobile library service is absolutely vital for me because I can't get out at all without an escort.

- 15.5 Some users considered the mobile service to be better than the library service because *they go that extra mile*. Indeed, the staff were said to be excellent and very helpful. Again, some of the many typical comments were:

It's an excellent service and the staff are absolutely fantastic

I couldn't wish for better men to deliver the books to me

The staff are very helpful about fulfilling my requests and they are very helpful; I like the staff.

- 15.6 The majority considered the variety and the accessibility of the home library stock to be excellent:

The home library service gets me what I ask for and they also manage to get me large print, which is very useful

The home library is a regular service and it never lets me down. They are always on the ball

They have a list now of the kind of books I like and they bring them along. The stock that they bring is absolutely okay for me

The mobile library service is very good. I give them a list of books I want and it is very helpful. They leave me ten books.

- 15.7 A few users explained that they inform the mobile service of the type of book genre in which they are interested and the service will then choose the books based on this initial information. This appears to work well:

Each time they come I give them a list of my suggestions and they bring me books that I want to read. It's excellent

They are very good with the books. I told them initially what books I liked and they try to accommodate me – they are very good.

- 15.8 Users also appreciate the regularity of the service. As one user explained: *not only do they come regularly on time, but they bring me 12 books every four weeks!*

- 15.9 A very small minority of users considered the range of books to be limited, with one explaining that: *the range of books in the home library is not always satisfactory. I told them I was interested in gardening and they gave me a picture book of gardening which took about three minutes to read through!*

- 15.10 Interviewees suggested that, by signing up to the home library service, they had lost their entitlement to visit library buildings. Some explained that, as they are unable to visit the library, this does not affect them. The users who continue to visit libraries explained that they usually get around this by using a family member's card:

I don't use the building library service, because when you use the home library service you have to give up your library ticket. They won't let me use the normal libraries. I can see the reasoning though: if you use the home library service, it's because you aren't fit to go to the library. I get around this by getting books from my daughter on her ticket.

- 15.11 Another user said that library staff have been helpful in finding a way around this issue and described how: *when I went to the library they let me take a book on physics anyway. She said I could return it when the home library visited me.*

- 15.12 Although the majority of users no longer visit libraries, when asked for what they valued most about the library service, the majority considered the library 'environment' to be extremely important:

Libraries aren't just good for renting out books...the study space for the youngsters is very important as well. The teenagers need a quiet place to study for their exams – the libraries give them that. They can't study at their homes, because there's no room

Libraries nowadays have facilities for children under school age to come with their mothers – I think it's very good. It means that the mums can come out to attractive surroundings and everyone is having a good time. It would be very sad if that was to be lost. I have a special interest in this

because I've got grandchildren and great grandchildren that can use it. I'm against any closures of libraries.

- 15.13 When asked about the principle of maintaining the home library service, users were typically positive and relieved by this element of the proposals. Indeed, this service was generally considered vitally important, with most explaining how it would negatively affected them if it was no longer offered. Some of the many typical comments were:

I think the home library service is fantastic. I am 88 and for me it's a lifeline. I read a lot and I am no longer mobile and I am very restricted. I love reading, and I really don't know what I would do without the books

Books are vital for me, because it is an escape from life. I have always loved reading. I am completely housebound, so it's my only form of entertainment.

- 15.14 Participants were asked whether they could suggest any improvements to the home library service. The majority could not suggest any and reaffirmed their positive assessments of the service:

There is no way they could improve the home library service. I think it's very good indeed

I personally can't find anything that needs improving for the home library service

In my eyes there is no way the mobile library service could be improved.

- 15.15 Only one participant suggested a possible change and explained: *the home library service could be improved by providing more books for the month - I only get 12 at the moment. They said that they couldn't get more because the box wasn't big enough.*

Views on the common features of the three options

- 15.16 Information relating to the principles behind the three options were presented to interviewees prior to discussing the options themselves.

Income Generation

Hiring out facilities

- 15.17 When asked about the principle of hiring out library facilities (space and parking spaces at Chipping Barnet) most interviewees were typically positive, describing the idea as sensible. A minority were sceptical and felt that people may not wish to hire out space on a regular basis which could potentially cause issues in terms of revenue sustainability.

Charging for overdue books

- 15.18 The majority of interviewees considered it perfectly reasonable to introduce higher charges for overdue books. Some typical comments were:

I think it's possible for them to charge more for late books as an idea to save money. They could increase it by a small amount

People keep the books that they rent out from the libraries and nothing ever happens. They need to enforce a charge when books are lost.

- 15.19 One interviewee also raised the issue of borrowing e-books and felt that it would not be unreasonable to charge for these – if it is a small amount.

Supporter scheme

- 15.20 The majority of interviewees would be happy to subscribe to a 'Supporter Scheme'. An amount cited by some of the users was £10 per annum. A minority disagreed and feel they would not be willing to make such a contribution given that they only use the service to borrow books.

'Open' Library

- 15.21 Interviewees typically disapproved of unstaffed opening hours for safety reasons. The majority felt that libraries and the stock would be prone to vandalism, theft and misuse by 'unruly' members of the community (particularly teenagers). Some of the many typical comments were:

I don't like the idea of an unstaffed library. It's an awful world we live in, and I wouldn't want any books to disappear unnecessarily. There would be no protection for the books

I think books would miraculously disappear in this option...books would get stolen. Even if you walked out with the book and the alarm went off you can still keep on walking

I am against unstaffed libraries. It would be abused I'm sure. There might be vandalism. Also, the place wouldn't be kept tidy – people would leave chairs and books around. It just wouldn't work

There are always odd people about who vandalise things – they have to be staff around of some sort just to keep an eye on things.

- 15.22 The presence of staff or at the very least a security guard is seen as vitally important to ensure the safety of users and the security of books, equipment and library buildings:

There might be a case of cutting down on the staff for issuing books, but every library should have a custodian or security guard at all times

I don't think CCTV is enough if there was an incident. There should be a physical presence there to deal with it on the spot.

- 15.23 In addition, interviewees complimented the role of the library staff and described how they provide a vital role in delivering a good quality library. A couple of interviewees also stressed the fact that many users of the library need help and assistance to use, say, computers and that an automated approach can sometimes act as a barrier for people:

I'm a bit of a Luddite when it comes to computers. I don't think you should replace library staff with technology. Libraries need a personal touch

I would prefer it to be a person rather than an automated approach... You need people to answer your queries. I don't want the staff to be taken away

A lot of people don't know how to get on the internet. They should have at least one staff member to help.

Alternative delivery models

- 15.24 Retaining the Council's role in delivering the library service was considered vital. Some typical comments were:

I think the Council should run the libraries. I think they are trying to get out of their responsibility, especially if they are trying to share with another Council. Barnet Council started off running the libraries, so they should continue

I would prefer the Council to run the local libraries because they are elected – it's fairer. Because the libraries are for public used they ought to be run by people the public have elected. Opening times, library locations and things like that need to be managed by the Council

The libraries are being run by the Council. If something works, why change it?

- 15.25 The majority were certainly against the idea of the library service being 'outsourced' and felt that this approach would not necessarily save money, particularly based upon what they know of other outsourced areas:

I don't want things run by a company, because they don't run things as efficiently. I don't see why it could be changed. You are never going to know good the companies are going to be. It hasn't always turned out to be a good idea in other organisations

The Council always says it is going to be cheaper if they outsource, but it never is – it always ends up being more expensive for them.

- 15.26 When asked what they thought of the idea of developing a staff-owned mutual, the majority supported the idea because they value librarians' skills:

I think it would a staff owned mutual would be a possible idea, because I trust the library staff – they are very nice and very helpful

I like the idea of the staff owning the libraries, because it keeps that personal touch, and the staff would have an interest in keeping people there.

- 15.27 However, although the majority felt librarians should have a greater role in decision-making, some interviewees did not feel that the Council should relinquish its management role:

What if the staff ran libraries and they didn't agree? I think the Council needs to be in charge

I think you would still need someone behind the staff to guide them. They need big brother to guide them.

Three options

Option One

- 15.28 Around half of the interviewees were critical of the potential reduction in size of ten libraries, which they felt would be too small to provide a functioning library service. They questioned how sustainable this would be given that the reduction in size, stock and activities would lead to a decrease in the amount of people visiting the library.

- 15.29 On the other hand, some considered it entirely reasonable to reduce the size of libraries, particularly because the space could be used to generate income. Some typical comments were:

It's not unreasonable for the libraries to be reduced in size. Part of them could be rented out to get income

I don't have any objection to the libraries being smaller, because people do have other alternatives these days. This is a good way to save money. They can still order in the books

- 15.30 Furthermore, some also said they would prefer this option because all libraries would remain open.

Option Two

- ^{15.31} Most interviewees did not support Option Two, primarily due to the loss of libraries and the effect this would have on those who are less able to travel a greater distance to the larger ones. Some typical comments were:

I think it would be a great pity to close the libraries. Closing libraries would cut down the number of mums who take their children into the libraries to look around. I don't think that they would take the time to go to a larger library further away.

I think it would be regrettable if libraries were to close down. It's very difficult to get a pram on a bus

I think it would be a shame to close the smaller libraries, because some people can't get to the large ones. My friend can't drive anymore so she couldn't walk any further than her local library. She wouldn't be able to get to Golders Green.

Option Three

- ^{15.32} Some interviewees felt there is a place for volunteers to support the library service and one person supported this option because fewer libraries would close. That said, the majority had concerns around the use of volunteers: some were not wholly convinced that they could find the 'right' volunteers with the necessary skills and knowledge; and others noted that it may be difficult to recruit people who would be willing to volunteer on a regular basis (and that, although they may be enthusiastic to begin with, this enthusiasm may wane).
- ^{15.33} Overall, interviewees were happy to endorse the use of volunteers, but only on the proviso that they are overseen by employed staff to train and manage them:

They could have volunteers as support and could have librarians to oversee it

If volunteers were going to run libraries there would always have to be a professional on the premises. You could have volunteers to help, but there must be a professional in charge.

16. London Borough of Barnet Meetings

Introduction

16.1 LBB also facilitated the following 14 meetings between December 2014 and February 2015.

Figure 87: LBB-run meetings

GROUP	TIME AND DATE	NUMBER OF ATTENDEES
Physical and Sensory Impairment Partnership Board	3/12/14	Five attendees – three user representatives (one with visual impairment, one with hearing loss and one with visual impairment and hearing difficulties), one carer representative and the co-chair
Learning Disabilities Partnership Board	9/12/14	25-30 attendees (mix of user representatives, carers and organisations)
Carers Strategy Partnership Board	10/12/14	Seven attendees – Mencap, Barnet Carers Centre, co-chair and carer representatives
Barnet Centre for Independent Living	18/12/14	12 attendees (some overlap with the Learning Disabilities Partnership Board - three or four people were at both)
Youth Board	8/1/15	Seven attendees (one UK Youth Parliament and six Youth Board members)
Seniors’ Assembly	19/01/15	c.20 attendees, including a campaigner for Save Barnet Libraries.
Learning Disabilities Network	20/01/15	10 attendees (all representatives of organisations working with people with learning disabilities)
Older Adults Partnership Board	22/01/15	15-20 attendees, including: several user representatives; representatives from Barnet Seniors Assembly, CCG, Age UK, Ageing Well and Healthwatch Barnet and Cllrs Rutter and Cornelius
Mental Health Partnership Board	04/02/15	15 practitioners plus the Council, Public Health, six service users and one Carer

UK Youth Parliament	9/2/15	Two attendees
Role Model Army	12/02/15	Four attendees

Figure 88: Follow-up Engagement Meetings

GROUP	TIME AND DATE	NUMBER OF ATTENDEES
Grahame Park Independent Living (over 55's)	16/2/15	25 attendees
Wingfield Children’s Centre drop-in*	17/2/15	Five attendees
The Hyde Children’s Centre drop-in*	19/2/15	Seven attendees

- ^{16.2} Detailed notes were taken to capture participants’ views, and these have been themed and summarised.

Main Findings

The Value of Libraries

- ^{16.3} Many comments were made in support of libraries generally, which were described as important community assets or ‘hubs’ for all residents that offer a wide range of services and are essential for fostering education and culture:

They are important community establishments that need to be preserved (Hyde Children’s Centre Drop-in)

Libraries are enormously important as community assets, for people of all ages but in particular for the young and the old (Older Adults’ Partnership Board)

The library is more than a place to read and borrow books, but a community hub. The library provides a place to interact, do activities and feel part of the community, which is especially important as other community centres have closed (Barnet Centre for Independent Living)

Libraries are important because of the range of different services they offer. Libraries are not just about borrowing books, but places to find information, social spaces (Carers Strategy Partnership Board)

Libraries play an important role in education and culture and in helping people ‘get where they are’. (Older Adults’ Partnership Board)

- ^{16.4} The important role of libraries in encouraging social mobility was emphasised at the Barnet Centre for Independent Living (BCIL) session, where it was said that they are of notable value to young people from disadvantaged backgrounds. For this reason it was said that their number should increase not decrease.
- ^{16.5} At the BCIL session it was again said that the role of libraries cannot be taken in isolation and that they must be considered in terms of the important contribution they make (in terms of learning opportunities and wellbeing) to other services such as education and health:

If the Government says it wants to support education, why does it not support libraries...librarians are teachers and helpers in the community so why is the Council not supporting them? (Barnet Centre for Independent Living)

They were also described in this session as being somewhat uniquely seen as neutral, trusted spaces for people. This, it was felt, should have been included in the impact assessment.

- 16.6 Libraries were seen as hubs for information and advice and for promoting community activity (though it was said at the Carers Strategy Partnership Board that they could do more to enhance community networks). Indeed, the Grahame Park Independent Living Group described them as 'gateways to other groups' insofar as it was through the library that some members found out about said group. Furthermore, the fact that they provide meeting space for, among others, older persons' groups, BCIL the Job Centre and Citizens' Advice Bureau was considered vital:

They provide meeting space for older adults groups (Older Adults' Partnership Board)

There's the wider public services offered through libraries...BCIL, Jobseekers, Citizens Advice (Older Adults' Partnership Board)

BCIL engage with their members and the community through libraries by using meeting rooms. (Barnet Centre for Independent Living)

- 16.7 One participant at the Learning Disabilities Partnership Board group was particularly critical of the fact that while organisations like Mencap are trying to use libraries to provide information and support, the library service is being cut. They essentially complained of what they saw as contradictory messages from the Council. They made specific reference to a previous Learning Disabilities Partnership Board whereby people had been asked for their views on how libraries could be better used to provide other services for the community – and expressed concern that this would no longer be possible under the current proposals.
- 16.8 In terms of particular groups, there was a sense that libraries offer independence to people with Physical and Sensory Impairment (PSI). One carer representative at the PSI Partnership Board meeting explained that their husband (who is registered blind) can travel to his local library easily by bus and that the library staff knew him and his particular needs. Indeed, the carer also described how her husband was able to take his children to a storytelling activity at a library himself, primarily because the staff knew him personally and were able to assist. The library was described as his 'lifeline'
- 16.9 The importance of libraries as a place of respite for carers was also emphasised at the Carers Strategy Partnership Board – as was their typically convenient location near to other amenities which enables carers to accomplish several tasks in a single journey:

The library being a safe place, with staff, where we can leave the person we care for for a short amount of time to do other things is important (Carers Strategy Partnership Board)

Having libraries near to other places (e.g. coffee shops and shops) allows us to do a number of things in a single journey. (Carers Strategy Partnership Board)

Common features of all three options

Open Library

- 16.10 Extending opening hours via the open library concept received some support at the BCIL, Role Model Army, Grahame Park Independent Living Group and the Hyde and Wingfield Children's Centre Drop-ins

– though there were also questions around how it would work in practice, especially in relation to safety and security:

Certain things would need to be thought about in more detail, for example it works in university libraries with an identifiable community but how would it work in a public library? I have concerns about security and crime risks. (Hyde Children’s Centre Drop-in)

^{16.11} Indeed, those who opposed the idea of an open library did so primarily on safety, (including health and safety), security and safeguarding grounds, as the following comments demonstrate – though the BCIL group suggested that people’s fears could be allayed to a degree with the use of volunteers during unstaffed opening hours. Some of the many typical comments were:

Extending hours could work but I’m worried about the lack of staff. What about security and protection? (Wingfield Children’s Centre Drop-in)

I’m concerned about the open library because of security, especially on the estate...libraries should never be unmanned (Wingfield Children’s Centre)

Scandinavia and Barnet are very different...there’s the potential for crime in unstaffed libraries and CCTV is inadequate protection (Barnet Seniors’ Assembly)

What would happen in the event of an emergency? In unstaffed hours people would not be protected or looked after by the library unit (Barnet Seniors’ Assembly)

I’d be concerned around security and safety in unstaffed Library buildings (Barnet Youth Board)

I want to know more about the safety precautions that would be in place in unstaffed hours (Mental Health Partnership Board)

I’m concerned about the safety of unstaffed libraries, in particular the lack of a dedicated first aider (Mental Health Partnership Board)

What would happen if you fell down in a library without staff there to help? (Learning Disabilities Partnership Board)

Having the open library system as an open door (as opposed to a turnstile) with the potential for tailgating is a concern. People with learning disabilities might be particularly vulnerable to targeted attempts to tailgate into the library (Learning Disabilities Network)

Would the responsibility for room set up (involving the potentially dangerous moving of shelves, tables, chairs etc.) lie with the groups who use the library space in unstaffed hours. What about liability re health and safety risks? (Learning Disabilities Partnership Board)

I question the amount of trust placed in the public for this scheme. (Barnet Youth Board)

^{16.12} Participants at several sessions also felt that people might be discouraged from using libraries during unstaffed hours due to the lack of available assistance from staff members:

Staff give atmosphere to the library and in unstaffed times there would not be anyone available to help with IT (BCIL)

Libraries are social places for social activity...it gets me out of the house. The idea of going to a library without staff is at odds with this (Physical and Sensory Impairment Partnership Board)

ome people would be put off by staff not being there; there could be possible difficulties using the self-service and computers (Wingfield Children’s Centre)

I would not want to visit a library without staff present...staff are welcoming and helpful and I oppose reductions in staffed hours. (Older Adults’ Partnership Board)

16.13 The PSI Board was concerned about children and young people being prevented from using libraries during unstaffed hours: one person noted that their daughter (aged 17) had been using the library unaccompanied since the age of 12 - and they considered it unfair that this would not be possible for others her age in future. Furthermore, both members of the Youth Parliament group saw the age restriction of 16 as too high. One suggested that young people of secondary school age should be able to use the open library unaccompanied and the other felt the lower limit should be set at Year 10 (GCSE age).

16.14 Having such facilities available for studying outside of the home was noted as being particularly important to young carers, offering them a safe place to “*get away from being a carer*”. The Carers Strategy Partnership Board suggested that young carers most need access to a library on weekends insofar as: “*they find respite at school but at the weekends libraries are valued as places they can go away from the home*”.

16.15 In terms of mitigating against the above issues, the PSI Partnership Board and a participant at the Wingfield Children’s Centre drop-in recommended that LBB take account of peak times for young people (roughly 4:00pm to 8:00pm on weekday evenings and all day on weekends) when considering staffed and unstaffed opening hours. Indeed, several young people at the Barnet Youth Board and Youth Parliament spoke of the need for longer opening hours for young people more generally – and while it was acknowledged that this could be achieved via the open library system, this would only be the case for over 16s under the current proposal:

I know young people who would want to work in libraries until around 9pm (Youth Parliament)

A library closing at 5pm is no good when you leave school at 4pm. Opening Libraries until, for example, 11pm at night would be a good idea but there would need to be staff. During school holidays libraries should be open as long as possible (Barnet Youth Board)

The swipe card system should keep libraries open until 11pm and staff should be in libraries until 8 or 9pm to enable young people to use libraries after school or college. (Barnet Youth Board)

16.16 That use of the open library would be difficult for people with learning disabilities or a physical and/or sensory impairment was noted at the PSI Partnership Board and the Learning Disabilities Network groups. With regard to the former, particular concerns were raised around doing the following without staff assistance: moving around within library buildings; negotiating stairs at particular libraries like Chipping Barnet; logging into computer systems; and (for wheelchair users) moving to a chair at a computer desk. Indeed, one carer representative at the PSI Partnership Board described the important relationships that people with a PSI develop with library staff in the context of their spouse’s experience:

My husband is registered blind and knows the staff personally. He recognises their voices and has built up trust and a rapport with them. (PSI Partnership Board)

16.17 Further, the Carers Strategy Partnership Board mentioned that the process of accessing the building (via chip and pin) needed to be accessible for people with disabilities - for example by providing a large screen with audio functions.

16.18 For a person with learning disabilities, concerns were around: remembering PIN numbers; and successfully checking out books without assistance from staff or a carer. However, it was also said that some people with learning disabilities, given the right training, would be able to use an unstaffed library - and that there would need to be very good rolling training programmes in place, from both the Council and learning disabilities support organisations, to make this happen.

16.19 Given the above issues, one member of the PSI Partnership Board was in favour of using volunteers during unstaffed times to mitigate the impact of not having library staff present. However, another participant was concerned that volunteers lacked the skills and experience of library staff and would not be able to provide the same level of support. There was consensus that, if volunteers were to be present during unstaffed hours, they would need PSI training.

16.20 Further, an appointment system was suggested for vulnerable people and people with PSI who wish to attend a library during staffed times:

People could request and book a time to visit the library when staff would be there (PSI Partnership Board)

16.21 The Learning Disabilities Network requested more information about the telephone support and advice line proposed for unstaffed hours. One person proposed that, instead of having to dial, the phone should ring automatically when picked up - and another suggestion was for a video screen demonstrating the process of FAQs. The suggestion of symbols for people with learning disabilities to navigate around the library was also welcomed.

16.22 One further issue raised by the Learning Disabilities Network was that the chip and pin library entry system should extend to carers and accompanying friends or family members of people with learning disabilities – perhaps via the ability to pre-register a 'guest' on a user's card:

Would the accompanying adult need to be a library member or could this be made more flexible in the case of people with specific needs? People who need extra assistance from a carer or accompanying adult could have a guest pre-registered on their card. (Learning Disabilities Network)

It was also said that: *"if carers did need to register for open plus this would need to be well communicated by the Council"*.

16.23 In terms of what opening hours would best suit the needs of those with learning disabilities, discussions at the Learning Disabilities Network centred around the 'traditional' nature of their services - that is, daytime opening. Staffed opening of libraries, it was felt, would need to reflect this by being available around lunchtime.

16.24 Looking at opening hours more generally, there was a sense in several groups that these should vary seasonally - for example with more staffed hours provided in, say, the school holidays and during examination periods:

Staffed opening hours would need to be longer in school holidays and exam periods (Barnet Youth Board)

It is important that unstaffed hours are varied between term time and school holidays. There need to be more staffed hours during half terms and exam periods...especially during the day with parents at work and unable to accompany children to libraries (Youth Parliament)

Opening hours need to be varied seasonally as well as across days and times. For example more staff capacity is needed around exam times when more young people are using libraries for studying. (PSI Partnership Board)

- ^{16.25} Finally, a participant at the Mental Health Partnership Board meeting questioned whether the additional costs involved in installing and maintaining the open library system (including surveillance and monitoring) would offset the savings made through reduced staff opening. They were sceptical that this would be the case and particularly desired more information about the cost of insurance premiums.

Income generation

- ^{16.26} The following means of income generation were recommended by participants across a range of meetings:

Room/space rental - for example to business start-ups

Rent rooms or free space in library buildings to social enterprise projects and business start-ups (Voice of the Child Co-ordinator)

Other options need to be considered, for example renting space for business start-ups (Older Adults' Partnership Board)

With initial investment to enhance these spaces, libraries could charge more for room hire and have the potential to hire them out for parties and bigger events (Youth Parliament)

Cafés in libraries

If libraries offered 'coffee and cake' they would be well used (Grahame Park Independent Living Group)

The freed up space in smaller libraries could be turned into a café (Hyde Children's Centre Drop-in)

Other options need to be considered such as cafés in libraries (Older Adults' Partnership Board)

Charging for new and existing activities and events such as book signings, live music events, courses, exhibitions and children's Rhyme Time

Charge for events such as seeing an author; but young people would only be willing to pay around £1 for this (Youth Parliament)

Charge for higher profile events in larger libraries: live music, gigs etc. (Voice of the Child Co-ordinator)

Offering courses at libraries like sign language course (Role Model Army)

Barnet libraries could hold exhibitions. There's a potential for income generation by charging exhibitors for use of space. Swiss Cottage Library does this (Grahame Park Independent Living Group)

Charge for young children's groups like Rhyme Time...parents and carers would be willing to pay a couple of pounds for these (Grahame Park Independent Living Group)

Commercial sponsorship

North Finchley Library could be sponsored by the Sainsbury’s nearby (Older Adults’ Partnership Board)

- 16.27 The potential for a ‘Friends of’ scheme was only discussed by the Role Model Army participants, who suggested that: *“for [it] to work there would need to be good ideas for the extra services offered to subscribers”*.
- 16.28 A member of the Carers Strategy Partnership Board noted the shortage of parking currently at certain libraries and thus questioned the feasibility of hiring out parking spaces.

Relocation and redevelopment

- 16.29 There was some disagreement about the need for relocating and/or redeveloping libraries at the Barnet Youth Board meeting. Though it was said that the whole look of libraries should be updated to make them appeal to young people, there was some sense that what happens within them is more important than the building itself. Modernising libraries was not thought to be needed as long as the buildings offer safe, comfortable spaces to study. (Role Model Army)

Alternative delivery models

- 16.30 There was recognition at the Barnet Youth Board meeting that schools and libraries could work closer together by means of, say, study groups running in the latter.
- 16.31 One person at the Mental Health Partnership Board suggested that there might be a possibility to partner with Edgware Community Hospital Library; or to open up Edgware Community Hospital Library to the public.
- 16.32 The UK Youth Parliament participants were of the view that it matters little who runs the library service providing they are ‘professional’, but they did desire clarification as to how the Council would divest itself of the service in practice:

As long as the people running [them] are professional, it would not matter who run libraries
How would this work in practice in terms of staff transfer, accountability of new provider.

The proposed options

Option One

- 16.33 Both young people at the Youth Parliament session preferred Option One as this would keep all libraries open - though they thought the exact size of the 10 smaller libraries needed to be determined by looking at usage (numbers and type of user) closely. Closing six libraries - as under Option Two - was seen as too radical. (Youth Parliament)
- 16.34 In many of the other sessions though, there was significant concern about the proposed reduction in size of 10 libraries to 540 square feet, which was considered too small to house a modern library and all its associated activities:

540 square feet is as an unrealistic size for libraries (Older Adults’ Partnership Board)
A large library is stimulating, whereas a smaller library would be limiting in the choice of books and in the number of people who were able to use it (Barnet Centre for Independent Living)

This would not meet young people’s study needs (Barnet Youth Board)

How would the activities that currently take place in libraries (for example reading, coffee mornings) be able to take place in small libraries; how many children and adults would fit in for example? (Barnet Seniors’ Assembly)

How can you have a library and offer community services in a room of 540 square feet (Role Model Army)

Reducing Hendon Library in size would not be popular among the many students who use the library. (Hyde Children’s Centre Drop-in)

Indeed, there was a sense that ‘*reducing the size of libraries would mean decreased usage and that that would be used to justify library closures in the future*’. (Barnet Seniors’ Assembly)

16.35 It was also suggested that: ‘*small libraries would put young people off using libraries and restrict usage to core library functions like book borrowing which attracts mostly older people*’. (Role Model Army)

16.36 Smaller libraries for people with limited mobility was a concern at the BCIL session: there were doubts about how wheelchair access (for example for disabled toilets and within the library building itself) would work in a smaller space.

Option Two

16.37 Option Two was favoured by the Barnet Youth Board, whose participants suggested that having lots of small libraries in close proximity (Option One) is ‘*not the best use of resources*’. The young people said they would prefer to have ‘fewer but better, more modern libraries that have been invested in and improved’:

It’s important to have larger spaces open for longer periods of time and making the more popular Libraries bigger and better would make more sense. (Barnet Youth Board)

This is especially important given that the purpose of Libraries for young people is apparently changing, with ample study space and good quality Wi-Fi facilities important.

16.38 Other young people (at the Role Model Army session) could also see the merits of Option Two, though there were concerns about closing six libraries. Indeed, one participant said that: ‘*keeping the eight largest and busiest libraries open might not be the best for all library users because sometimes convenience is better than size/business*’.

16.39 Though the Barnet Youth Board considered a 30-minute travel time to be reasonable (and in fact commented that journey convenience may be a better measure than time given that people would be more willing to undertake a direct longer journey than a shorter journey with multiple transport links), there was significant worry in some groups that it would be prohibitive and would prevent many residents from using an alternative library in future should their local one close:

30 minutes travel time, especially by bus, is too long to travel to a library (Older Adults’ Partnership Board)

Being within walking distance or a short bus journey away from a library is much easier. Public transport in Barnet is poor, which would make travelling to a library more difficult (Barnet Seniors’ Assembly)

I can walk to my library [East Barnet] at the moment, meaning I can leave my husband for 30 minutes. This would no longer be possible if the library moved or closed (Carers Strategy Partnership Board)

- 16.40 When asked for their views on library closures, the two Youth Parliament members said it should depend on usage. They argued that the number and type of people using the library is important; that is, if a library used heavily by young people is closed they could find alternatives (such as study rooms in youth centres), but if a facility is used mostly by older people, they might be less able to travel to a different place. (Youth Parliament)
- 16.41 The fact that Barnet has a large and growing population was a source of concern for participants at the BCIL meeting. They considered that *the borough's growing population and cuts to libraries are contradictory...* (BCIL)
- 16.42 One other issue of concern around Option Two was that closures have the potential to be very disruptive to people with learning disabilities (BCIL) - though one person at the Learning Disabilities Network group suggested that travelling to a 'new' library could be possible for someone with a learning disability following travel training.

Option Three

- 16.43 There was some support for Option Three at the Role Model Army session and the Hyde Children's Centre and the Wingfield Children's Centre drop-in sessions insofar as: it retains more libraries than Option Two and more larger libraries than Option Two; and it offers some libraries to communities, which was seen as a positive alternative delivery model.
- 16.44 Others, though, opposed this option on the grounds that volunteers are not an adequate substitute for trained library staff; and that it is difficult to recruit and manage an entirely volunteer-based workforce:

I don't want this to be a replacement for trained librarians, who have worked hard to become qualified. (Grahame Park Independent Living Group)

Volunteers are not a viable alternative to library staff...only staff know what to do or how to help with specific questions (Older Adults' Partnership Board)

It's very difficult to staff and maintain community libraries...Friern Barnet is an example of the difficulty in finding permanent volunteers. This would eventually lead to closure (Barnet Seniors' Assembly)

I volunteer at Friern Barnet library...it's difficult getting enough regular volunteers to run a community library. (Barnet Youth Board)

- 16.45 There was, however, no opposition to increasing the number of volunteers working within the Library Service, providing they are properly supervised by a complement (however small) of trained staff.

Alternatives?

- 16.46 The idea of a 'community hub' style library (that incorporates other facilities such as a café, soft play, a small cinema, a post office and various services):

Libraries should be community hubs (Older Adults' Partnership Board)

Look at Harrow Library...a community hub model with a post office, teashop, legal services (Grahame Park Independent Living Group)

Have post offices in libraries along the community hub model (Grahame Park Independent Living Group)

More of a community hub model like in Welwyn Garden City: soft play, independent cinema, library and café in one place. (Voice of the Child Co-ordinator)

Other issues

Specific libraries – Burnt Oak

16.47 Someone at the Older Adults’ Partnership Board questioned why Burnt Oak library is threatened with reduction or possible closure when it has only recently been invested in to the tune of £1 million.

16.48 It was mentioned at the Barnet Seniors’ Assembly that the London Borough of Harrow is currently consulting on its future library service - and participants expressed concern that one of Harrow’s mitigating factors against library closures is that its residents will be able to use Burnt Oak Library.

Specific libraries – Grahame Park/Colindale

16.49 Participants at the Grahame Park Independent Living Group commented that the new Colindale Library should be near a community to ensure it is not isolated.

Specific libraries – Osidge

16.50 Osidge Library was mentioned in the context of parking facilities at the Grahame Park Independent Living Group: one participant complained about parking facilities at Barnet’s libraries and claimed that this “puts people off” using certain facilities. Osidge Library was thought to have the “best parking” and there was thus concern that it might close.

16.51 The same person expanded on these concerns by saying that Osidge Library is well placed in the local community (near a junior school, health clinic, car park and bus stop). In particular it was seen to be well used by local junior school pupils. Further, a participant at the BCIL group suggested that it is well used by the elderly, who might suffer from its closure.

Consultation process

16.52 The consultation process was criticised by the Learning Disabilities Partnership Board, the Older Adults’ Partnership Board and the Grahame Park Independent Living Group – primarily on the grounds that: the three proposed options are ‘flawed’; and that the outcome has been pre-determined:

All three options are fundamentally flawed (Learning Disabilities Partnership Board)

The Council should hold back on a decision on the libraries options; they are too hasty and not fully thought through (Older Adults’ Partnership Board)

Barnet often ‘consults’ on pre-decided proposals...A, B, or C but not an alternative (Learning Disabilities Partnership Board)

Barnet’s consultations have no impact on decision-making (Learning Disabilities Partnership Board)

I have no faith in the Council and feel the decision has already been taken: libraries will close. (Grahame Park Independent Living Group)

- 16.53 The Learning Disabilities Partnership Board was concerned that once the consultation had closed there would be no more engagement with the public and people with learning disabilities in particular. The Board - and the Learning Disabilities Network - supported the idea of continuing to involve learning disabilities organisations and people with learning disabilities in the more detailed development of proposals.

The future

- 16.54 Many participants across several groups felt that LBB (and indeed the library service itself) should better publicise the services provided at libraries in order to raise their public profile and encourage usage:

There is low awareness of the number and location of Barnet libraries and the services they offer. Libraries need to do more to advertise their services...this would lead to a significant increase in usage (Barnet Youth Board)

Libraries should do more to publicise their services in places which target young people, in particular schools (Barnet Youth Board)

The library service needs to better advertise its services (Grahame Park Independent Living Group)

I attend a lovely reading group in Grahame Park Library...better publicity of these groups to recruit more members is needed (Grahame Park Independent Living Group)

There’s an inactivity of the library service to promote what they’re doing (Wingfield Children’s Centre Drop-in)

The library service should be doing more to advertise its services; many people are unaware of the activities for young children on offer (Hyde Children’s Centre Drop-in)

The library service needs to advertise its services better. Libraries should be clearer about what they do and do not do... (Barnet Centre for Independent Living)

- 16.55 The need to improve young people’s perceptions of libraries was noted by the Role Model Army, the Barnet Youth Board and at the Wingfield Children’s Centre Drop-in:

Books are old fashioned and libraries are no longer relevant, particularly to younger people. They might be good for the old, but younger people don’t think they need them. (Wingfield Children’s Centre Drop-in)

Indeed, there was a general sense among the four Role Model Army participants that young people do not use libraries to the same degree as other sectors of the population and that this is partly due to their image and a lack of publicity. In terms of what might encourage young people to use libraries more they suggested: more community activities, especially those targeted at young people; and better promotion of what libraries offer. (Role Model Army)

- 16.56 One young person at the Barnet Youth Board said there is currently very little space within libraries to study – and also that there are not enough power points for laptops. In fact, throughout the discussion with the Youth Board it was apparent that the relationship between young people, libraries and quality and quantity of study space is important, and that this space could be improved in the following ways:

Improved IT services (echoed by the BCIL and Learning Disabilities Partnership Board groups)

Improved Wi-Fi via better connection and unlimited data (there was a suggestion for a monthly subscription to unlimited free Wi-Fi – possibly £5 a month, with concession rates)

More sockets to plug in laptops as young people are more likely to use their own laptops in libraries than the library computers

The provision of a quiet study room separate to the rest of the library

The availability of refreshments in a co-located café as young people prefer to work in comfortable environments for study

More comfortable tables and chairs.

^{16.57} Improving the accessibility of future libraries for disabled people was considered imperative by the Learning Disabilities Partnership Board, particularly in relation to: having computers, desks and other facilities at a level that suits all people including wheelchair users; having all facilities such as toilets on one accessible level; and enlarging libraries to accommodate electric wheelchairs.

17. Drop-in Sessions

Main findings from 14 library drop-in sessions and three days on the mobile library route)

Overview

17.1 18 drop-in sessions (one in each library and four along the mobile library route) were arranged to allow local residents to have their say on LBB’s future options for the Libraries Service. These were held at varying times of day (including on weekends) to maximise the number of people able to participate. The schedule and number of attendees (399 in total) was as follows.

Figure 89: Drop-in Sessions

SESSION	TIME AND DATE	NUMBER OF ATTENDEES
Mill Hill Library	Tuesday 18 th November 2014 (2pm – 5pm)	38
Burnt Oak Library	Thursday 20 th November 2014 (5pm – 8pm)	12
Mobile Library Route	Friday 21 st November 2014 (all day)	9
Chipping Barnet Library	Saturday 22 nd November 2014 (2pm – 5pm)	16
Hendon Library	Monday 24 th November 2014 (2pm – 5pm)	6
East Finchley Library	Wednesday 26 th November 2014 (5pm – 8pm)	110
Mobile Library Route	Thursday 27 th November 2014 (all day)	10
East Barnet Library	Friday 28 th November 2014 (10am – 1pm)	42
Edgware Library	Sunday 30 th November 2014 (2pm – 5pm)	36
Grahame Park Library	Tuesday 2 nd December 2014 (5pm – 8pm)	1
Mobile Library Route	Wednesday 3 rd December 2014 (all day)	11
Golders Green Library	Thursday 4 th December 2014 (10am – 1pm)	20
South Friern Library	Saturday 6 th December 2014 (10am – 1pm)	16
Church End Library	Monday 8 th December 2014 (5pm – 8pm)	12
Mobile Library Route	Tuesday 9 th December 2014 (all day)	7
Childs Hill Library	Wednesday 10 th December 2014 (10am – 1pm)	20
Osidge Library	Friday 12 th December 2014 (2pm – 5pm)	15
North Finchley Library	Saturday 13 th December 2014 (10am – 1pm)	18

17.2 The library-based drop-in discussions were held in 20-minute slots throughout the session. This ensured that they were manageable in terms of size (meaning, importantly, that everyone was able to ‘have their say’) and that no-one was waiting too long for a discussion to begin. On the mobile libraries, more

ad-hoc conversations were held with those using the service on that particular day. Facilitators had a broad agenda based around the three proposed options and their associated key elements – and also encouraged attendees to raise any appropriate and feasible alternative options they wished.

Main Findings

Common features of the three proposed options

'Open' library (and reducing staffed hours)

- 17.3 The prospect of reducing staffed hours was not welcomed: drop-in attendees were strongly of the view that most people desire information, personal contact and some level of assistance when visiting libraries, especially if they are older or vulnerable:

It is important to have staff on the front-line. We want to be able to phone up and speak to someone directly and not have to go through a switchboard (Chipping Barnet)

There's the negative impact of all the options on older users. Many don't have computers or smartphones so come here to go online. People are always waiting for a PC even though it takes so long; it's the staff who we need, they patiently help me get online. I have never seen anyone help older people with computers so patiently anywhere else. I feel I can ask any question and not be made to feel foolish (Golders Green)

Without staff how will people get that help to get online, find books, manage with temperamental PCs? (Golders Green)

It's the lack of access to help and assistance which is the problem with the model (South Friern)

If they reduce the staff in libraries you wouldn't be able to access their technology knowledge (Church End)

I'm seeing this process as the 'de-professionalisation' of libraries (Church End)

I feel comfortable in the traditional library...having staff around who can answer queries (Mobile)

It is extremely important to have staff so that you can have tuition in how to use the computers. Staff are also important to give you information on the different books (Mobile)

I don't think self-service is a good idea; it's taking away the personal factor. People won't talk to each other (Mobile)

You need the staff. They're integral to the library. You can't take them away! (Mobile)

- 17.4 People were concerned about several aspects of the open library system, particularly that: children and young people would be unable to use it without adult accompaniment; the safety of users (especially vulnerable users) could be compromised; there would be increased potential for anti-social behaviour and theft; CCTV monitoring would be insufficiently robust; there would be no first aid assistance available; the technology will not be sufficiently reliable to last all day; and rooms would not be kept tidy. Some of the very many typical comments are:

Open access will only be available to a restricted group of the community, for example younger members of the community won't be able to make use of it (Chipping Barnet)

It is a public amenity; it's not appropriate to have no staff members in the library. The library should be a place of safety. Children can be safe; and they can come and use it for educational purposes (Chipping Barnet)

Will children be able to use it? Will there be a lower age limit? It could restrict access for children under 16 using the library for study (East Barnet)

Parents won't want their children using it when unstaffed so it means children won't be able to use it (Golders Green)

Will children be able to use the library during open library hours? If they don't have safe places to go they will often go to unsafe places... (South Friern)

I wouldn't feel safe coming here and there would be drug users just here to hang out (Burnt Oak)

I'm worried about first aid or emergency response if unstaffed (Hendon)

Has the use of CCTV monitoring been adequately assessed? Is there evidence for and against this? (Chipping Barnet)

There will be problems with vandalism and theft of stock and these problems will in turn be used as a future excuse to close libraries (East Barnet)

People will steal books and equipment (Edgware)

The big issue will be security and theft if the library is unattended (Golders Green)

How can you have an unstaffed library? Surely vandalism would be a problem (Mobile)

There's going to be a security problem. It's going to be just like people sneaking through the gate in the tube by going in straight after another person. Libraries could be a conduit for anti-social behaviour... (Church End)

What about keeping the space tidy and clean during the day? Cleaning, re-shelving, sorting out software glitches during the day, printer jams? (Golders Green)

I'm more worried about the reliability of IT and other equipment than security...RFID readers, self-check etc. etc. all needs resetting at some point in the day (Golders Green)

The IT currently is very unreliable so how can this ICT-reliant system work effectively? (Hendon)

- 17.5 Developing a system around peak hours was considered inappropriate insofar as different types of library users use the service at different times: it was thus suggested that many users will be disadvantaged by only having staff available at what are considered to be traditionally 'peak' times:

How do you define peak hours? This will be different across the community for mothers, schoolchildren and those who work (Chipping Barnet)

It is necessary to consider the whole community as they all need different opening times; it is not sufficient just to look at individuals. (Chipping Barnet)

- 17.6 Chipping Barnet attendees questioned the origin of the open access model and whether there is sufficient evidence available to demonstrate its success:

Is there any evidence of this working for libraries across the other local authorities in the UK? (Chipping Barnet)

The model seems like cloud cuckoo land. Other organisations, notably banks, have tried unstaffed access and most have pulled it. (South Friern)

- 17.7 Further, one person questioned how well a model developed to work in a Scandinavian context would translate to the UK:

There is no evidence this Scandinavian model works they are following it blindly (Edgware)

The Danish comparison is a bad example because levels of respect for community property is sadly lower here. (South Friern)

- 17.8 More positively, a minority of participants saw open access as a constructive way to maintain services - providing residents are made fully aware of when staff will be available for assistance:

At least it means we keep more library space and buildings. (Mill Hill)

- 17.9 Moreover, it was said that opening hours should be amended to capture those who wish to use the library either early in the morning or late at night – and there was some recognition that unstaffed hours may allow this:

Longer hours...opening at 9am misses hundreds of people who might use it before nine. (East Finchley)

Income generation

- 17.10 There was a strong sense that the libraries service could be significantly more enterprising and visionary in terms of income generation. Some of the many suggested ways for raising revenue were:

Renting out space for activities where possible (possibly at a reduced rate to attract more local groups and clubs and using local residents as keyholders to open and lock up after hours)

We really should have shelves and bookcases on wheels as the basic way to enable these spaces to earn money by renting out. If shelving was fully moveable there would be so many options for hiring out (Edgware)

If you want to be truly commercial then what you would do is use libraries for more things that bring more money into the service on an ongoing basis like hiring out the upstairs space for groups, classes etc. and having film shows and lectures in the evenings. All of this should be accompanied by early and late opening assisted by volunteers (Osidge)

If you reduced the room hire rate you would tap into a huge market of smaller clubs and groups who need spaces like this and overall income would be higher (East Barnet)

People are willing to help. For example, the cost of room hire in normal hours is ok, but outside those hours it is very high because of cost of staff to open and lock-up. Local residents would be happy to take on the role of keyholders, which would reduce hire-cost, still make money, and enable more groups to use the space. It would tap into a whole market of smaller groups who can afford the hire fees but not the extra staff fees to open up (South Friern)

Incorporating coffee shops into libraries (such as the 'well used' one at Hendon Library) or entering into partnerships with local bookstores

People can have coffee and sit around and chat, rather than go to Starbucks (Chipping Barnet)

Rent out space for things which enhance libraries like cafes and bookstores (Mill Hill)

We could have a café here like at Hendon (Edgware)

A café? I suggested it previously for this library but was told it was not possible yet it would earn money and attract more visitors (East Barnet)

This library would be good location for a coffee shop which would bring income. (South Friern)

Entering into partnerships with local academic institutions

The Institute (a local adult education college) has had to move to save money itself. This library could be used to help serve those people and generate income; it could host the adult education college or provide something in its place. Why didn't the Council invite them to rent space here? (East Finchley)

Holy Trinity took a 'bulge year' and had to turn their library into a classroom so why not offer them a service? (East Finchley)

In Hendon, are we charging Middlesex Uni for the service their students benefit from (especially study space, hours tailored to students' needs) or are we basically subsidising the Uni? (South Friern)

Middlesex University should contribute to the cost of Hendon Library because so many students use it (Mill Hill)

Charging for computer classes (though remaining free for those who cannot afford to pay)

Showing older people how to use the technology this would be something you could charge for (Chipping Barnet)

Even if there were small charges people would still come. You could raise revenue in many ways...for example computer lessons (Golders Green)

Charging for activities such as Stay and Play, music groups and book clubs - and especially for over-subscribed activities

Over-subscribed services are obvious opportunities to introduce charging (East Finchley)

I'd pay and would buy lunch (Mill Hill)

I'd pay £2-3 for Rhyme Time (Hendon)

Would people be averse to paying for things like book clubs? Not all pensioners are on the poverty line (Mill Hill)

Introducing more chargeable services such as soft play, foreign language classes, literacy classes, theatre groups, job clubs, talks, book clubs and a conversation café:

We had charging for stay and play before; why not bring that back? (Edgware)

The inability to speak English disenfranchises people from the community...classes to learn English as a second language could be offered (Chipping Barnet)

Foreign language conversation groups could be offered (Chipping Barnet)

They should do more things like having authors coming into libraries to do talks. It would be even better to have notable local people coming in to speak (Church End)

We come to talks here; we would like to see more of these. And people would pay to attend... (Osidge)

Could we generate interest in this building for things like book clubs where we pay a subscription? I'm a member of something like that already (East Barnet)

Developing an online shopping pick-up service

They should definitely have on-line shopping pick-up points (Amazon, Doodle). It adds to the service and brings income (South Friern)

Charging for e-books, DVDs and music rental

Hiring out space for birthday parties or even weddings

Use more library space as function room space which can be hired out to bring in income (Burnt Oak)

Holding more book fairs or sales.

^{17.11} In addition to the above, hosting other organisations within libraries (and, where possible, charging them for the privilege) was strongly advocated in terms of income generation and ensuring greater sustainability. Some specific suggestions made as follows – and it should be noted that the first (80 Daws Lane) was raised at several sessions:

Why not host the proposed 80 Daws Lane Hub in the library? This would be more efficient and would bring in income (Mill Hill)

I like the idea of other things related to the Council coming in here...people would feel in touch with their Council and they would feel like they are getting a response from the people that they finance (Chipping Barnet)

Get other complementary services into the library, contributing to the cost...for example families and children's services (Mill Hill)

Job centre staff could be located here; the jobseekers could make use of the computers and internet in the library (Chipping Barnet)

The library is the ideal place for Citizens Advice Bureau (Chipping Barnet)

What investigations are being made on the space of the library to other services? I'm talking about the Citizens Advice Bureau and the Police (Church End)

What about having a sub-post office here too? That could bring footfall and income too (South Friern)

This could be an access point for Police teams (Chipping Barnet)

There could be a health centre in the library as a source of health advice (Chipping Barnet)

Rent out rooms to meet the funding gap, especially to independent health therapists (East Barnet)

Market the space to complementary health practitioners like chiropodists, chiropractors etc. (Mill Hill)

Can't we rent rooms to the WEA or University of the Third Age so they can run activities which are a service to the community? Or other services especially for younger children? (East Barnet)

The University of the Third Age...they have a strong client base but are desperate for space for computer courses for older folk (Osidge)

Why not have hot desk space for small firms and start-ups or hire out study spaces like upstairs at Hendon (Edgware)

You should do something which generates serious income. One obvious thing would be a nursery; the borough needs nurseries. Each child brings in £50 per day around here. I have seen first-hand how some nurseries struggle to find premises. We use a building which we sub-let part of to a nursery; the income pays the bills. Go talk to people like Nightingale Day Nurseries. Give them some security; like a five-year lease, and ask them to invest (Osidge)

There are nurseries with a good business but no secure home. There are libraries which have the space but not enough income – so surely... This is what being commercially astute would look like. (Osidge)

- 17.12 There was support for an optional ‘Friends of’ scheme that incorporates not only a financial subscription (possibly means-tested) but also a requirement to assist with fundraising activities and provide practical hands-on help:

I reckon up to 2,000 people in Mill Hill might join a Friends scheme. I would pay £50 a year so 2000 x £50 (Mill Hill)

I would start by approaching library members; would they contribute money monthly? Give people the choice of paying for it, especially those who can afford it... (Mill Hill)

Why not have annual fees to raise money to keep the staff? Payments could be scaled by the ability to pay...we should invite the community to join (Hendon)

I am originally from Antwerp where they introduced a membership scheme; 5 Euros to start with then 10 Euros. They also have a two Euro charge for children’s activities. It works; it is a sensible option (Golders Green)

We could pay a monthly or annual sum like £12 per annum (£1 per month) and there are lots of other creative versions you could have for optional giving (Edgware)

I would pay, plus if you had an annual subscription or donation you could also collect Gift Aid to boost income (East Barnet)

In some countries there are certain community assets for which people pay a Tithe in recognition of the value the community places on it; in Finland they pay a Tithe towards the local Church. Why not have something similar for libraries? (Osidge)

- 17.13 Another suggestion was that ‘Friends’ could be designated key-holders to increase opportunities for evening hire income.

Relocation and redevelopment

- 17.14 People were not averse to redeveloping libraries, either on existing sites or elsewhere. For example, at Mill Hill and Chipping Barnet it was suggested that careful consideration should be given to mixed developments incorporating residential housing or retail developments and libraries:

Is there potential for redevelopment as housing and library mixed development like Clapham library? (Mill Hill)

Library services could be funded by building a block of flats and keeping the library on the ground floor (Chipping Barnet)

This consultation should be about co-creating the options, just like they did with Brent Cross Shopping Centre. (East Finchley)

Retention of the mobile library

17.15 Overall, few of the mobile library users consulted were aware of the proposed changes or the consultation - nor did many comment on the three options discussed below (where preferences were expressed, they were fairly evenly spread; perhaps with a slight preference for Option Two because fewer, larger libraries would be able to offer more services).

17.16 However, as might be expected, the mobile library was considered essential by users - especially those who have difficulties accessing libraries elsewhere due to transport or mobility issues. People were thus glad to hear that the service is not under threat:

Even if main libraries are close to transport hubs, my problem is getting to the bus route in the first place. The mobile library helps me stay where I live; I like the area and people (Mobile)

I’m basically happy if can continue to use the Mobile Library. It’s a lifeline...I borrow three or four books a week (Mobile)

It’s important to keep the Mobile Library. There is now only one stop per week whereas it used to stop a number of times. The fact that you can park near the Mobile Library is important (Mobile)

As long as we keep the mobile library I’m happy. (Mobile)

17.17 There was, though, some suggestion that LBB could ‘make more of it’ and better promote it as a service:

Make more of the Mobile Library with more frequent and more routes (Mobile)

Indeed, it was said that if any of Barnet’s libraries are to close, the mobile library will become increasingly important - and that if this is the case improvements to certain aspects such as internet access and the range of books on offer are essential:

The mobile library is important. We may end up needing more mobile libraries. The problem with mobile is the limited range of children’s books. Also, we used to have Internet but it stopped working and wasn’t replaced, which meant staff couldn’t find information for users. (Mobile)

Alternative delivery models

17.18 Though there was some acceptance that LBB should consider alternative delivery models as a means to mitigate against library service reductions, outsourcing was opposed by many on the grounds of poor experience elsewhere:

I come to Barnet though I live on the Harrow side of the boundary because their services have gone downhill due to lack of funding, all since they were outsourced (Edgware)

I would only support outsourcing if it were to an organisation which re-invested all profits and surpluses into the service...no private distribution of profit from the service. I am also worried about the impact on the quality of jobs. For example, Your Choice Barnet, an ALMO, has cut their own wages and reduced T&Cs. (Osidge)

- 17.19 There was, however, some support for alternative delivery via a Trust or some form of community partnership - and links with schools and other educational providers were supported at Childs Hill, Church End and Osidge, providing proper safeguarding procedures can be implemented:

Why not have an East Middlesex Library Trust? It would pursue all these ideas for improving the service (East Barnet)

I think there is potential in something which links the management of council-run libraries to the local community. For instance, in one branch some users offered to lock-up after an evening meeting they wanted to hire the library for but were told they were not allowed. So that meant no meeting and also no room hire income. What if each library had a partnership with some local users; they could take on roles like this to open up new opportunities? A 'local committee' which might also help break down bureaucracy and think more creatively and entrepreneurially. This local committee could lead on maximising the use of the assets and build revenue-earning partnerships with supplementary schools, clubs, classes etc. (Osidge)

More could be done to use links with other services to promote use of the library. The library has a good link with the primary school next door which could be built upon. But safeguarding could be an issue in linking with schools (Childs Hill)

If lots of children are using libraries as study spaces then why not create new partnerships with schools not just colleges and Unis? (Osidge)

- 17.20 At Golders Green though, there was concern that the loss of library buildings and space as proposed by LBB will result in a service that is unattractive to any alternative service provider:

If you lose the buildings then what is there left in the service for a new Trust or outsourced organisation like GLL? Without buildings there is nothing left... (Golders Green)

At least Wandsworth keep the value in the service so there is something an external provider can get to grips with and do something with. (Golders Green)

Three proposed options

Option One

- 17.21 People were typically of the view that 540 square feet is too small to house a modern library and all its associated activities - particularly those involving children. Some of the very many typical comments were:

I'm not too sure about the smaller libraries as they will have less books, meaning less choice for us (Mobile)

They're going to have to decide what books these small libraries would stock. Are they going to have one that stocks history, one that stocking music and so on? (Church End)

I think those mini libraries are absolutely tragic. How can you go somewhere to relax and chill when it's that small? (Mobile)

I cannot see what you could actually do in 540 square feet so it's a non-starter (Osidge)

This library is used in social ways but 540 square feet will end the ability to use the space socially (Edgware)

I disagree that 540 square feet could feasibly fit the range of services described. For Mill Hill this would mean losing space for group and community activities...Rhyme Time, coffee mornings, language lessons... (Mill Hill)

It will really reduce the activities which can be held here: conversations cafes; other meetups; opportunities for people to make friends (Golders Green)

How will we have learning programmes for older people in smaller libraries? (Mobile)

I am from Afghanistan and speak Pashtun and Farsi. I come here with my daughter aged 4 for the conversation café to improve my English. It really helps me and my daughter (Osidge)

I have been to Rhyme Time at St John's Wood Library which is very small and it was a disaster; the space was unusable and too small for children (Hendon)

Reducing space does not take account of the practicalities of the children's activities (East Finchley)

How is it possible to run a Rhyme Time in a 540 square foot space? No-one else would fit in when it's on (Edgware)

What's going to happen to the parent and baby sessions if the libraries are decreased in size? (Church End)

Making libraries smaller would mean losing space for study. Also smaller libraries would find it difficult to have a children's section (Mobile)

Would be very worried if it led to a reduction in the children's library or children's activities here. (Golders Green)

Indeed, at Mill Hill it was said that: *'I would rather see staffing levels reduced if it meant more square footage'.*

- 17.22 There was a strong sense that reducing library size is a precursor to closing them entirely as people will consider them unfit for purpose and will simply stop using them:

If we fight to keep it open at 540 feet then it will be so unsuitable that people will struggle to use it and then they will say no-one uses it, therefore we don't need it at all (East Barnet)

If libraries are reduced to the smallest proposed size it would lead to a decrease in library use through the loss of the activities that people value. This would then lead to the library having to be closed (Childs Hill)

I don't like the first option. You're effectively closing down 10 of the libraries! Reduced size means closure to me (Mobile)

It's absurd; it will mean fewer people visit and that will be used as rationale for further reductions (Golders Green)

Shrinking the library to the size of a living room - how can they do it? It is a precursor to closing! I bet they have already got developers ready to step in and buy the land! (North Finchley)

If you reduce the size of North Finchley Library it won't be a library service! It will give the Council the excuse to close it. Actually the more honest approach would be to close it. (North Finchley)

- 17.23 It was said that this option may result in fewer savings than anticipated (or indeed savings that are realised some years down the line) due to the costs of reconfiguring the remainder of the library space to render it suitable for commercial or any other rental use:

The cost of remodelling 10 libraries would weigh against savings; when is the point in time the costs are repaid by the savings? (Mill Hill)

The rationale seems wrong. To reconfigure the spaces of 10 libraries will cost money not save money (Burnt Oak)

The cost of reducing the size of this library is surely very large? How much? (Golders Green)

The modification itself will cost lots of money (Golders Green)

This is a non-starter in an open plan library. If the library is going to rent out to businesses, they would need to start building walls. (Chipping Barnet)

- 17.24 Also, some participants foresaw insufficient demand for the remaining space (resulting in less income generation than anticipated) - though others noted that some library space is already rented out and could indeed be better utilised by community groups and others:

There is no proof that anyone wants to rent it out (Chipping Barnet)

There are lots of empty shop fronts along the streets in Barnet (Chipping Barnet)

I am sceptical of the potential to let out the remaining 90% of this space...how, to who? (Golders Green)

If pursued vigorously enough, they could take trade off Wesley Hall (Chipping Barnet)

With all this wonderful space it must be possible for the library service to make money (Mill Hill)

There is more scope to use the space for recreational activities and children’s groups. I think it’s under-used... (Chipping Barnet)

Downstairs here there are all those spaces and they are all closed right now (from 5-8pm): you could hire them out; they could be drop-in office spaces (Hendon)

There’s lots of scope for more room rental of the existing space (Mill Hill)

People could pay to rent here in the library instead of Barnet House or North London Business Park; the four core libraries have the space. (Chipping Barnet)

- 17.25 A larger minimum size of 1,500 square feet was suggested at East Barnet: *“it would at least be big enough for what we think you need for it to be a library”*.

- 17.26 People questioned what would happen to the surplus books, reference collection and locally-specific archive and other collections under Option One.

- 17.27 At Edgware and Golders Green it was said that the proposed change to library size would *“hit observant Jews particularly hard because the library is where these families can access technology which they don’t have at home. Less space means less IT and unstaffed opening is likely to mean IT won’t be available. Sunday is a particularly important day when Jewish families use the library together”*. (Edgware)

- 17.28 There was a minority view that downsizing is preferable to outright closure insofar as ‘when it’s gone it’s gone’ and it allows for future re-expansion if required:

At least if you keep them open there is something there to expand on in the future; but when they close that’s it (Mill Hill)

Would be better than closure if you could expand it again in the future. (South Friern)

- 17.29 Further, at Chipping Barnet and among mobile library users there was a sense that 'no closures' is certainly the most preferable starting point and that Option One is the least offensive for everyone - providing, of course, that sufficient income generation is possible. The overall sense (though some residents again felt that even this is 'unbearable') was that the principle of closing libraries is wrong and that it is thus sensible to reduce their size and rent out surplus space:

Option One keeps the existing network but there is a need to generate income (Chipping Barnet)

I prefer Option One as it somewhat retains most of the service (Mobile)

If I had to make a choice I would prefer to keep them all and reduce the size of some (Mobile)

If I have to make a choice, I feel it is better to have a spread of libraries to ensure accessibility (Mobile)

However there were also concerns that once the Council reduce the size of certain libraries, they are unlikely to increase them in size again.

Option Two

- 17.30 At Chipping Barnet, Church End and Hendon, this was seen as less preferable than Option One insofar as it is 'uncivilised to close libraries' and could lead to the disenfranchisement of a large number of people across the borough - primarily those people who need libraries most:

This is the simple option, to close six libraries and carry on as normal. However this is very large borough, by doing so they are disenfranchising people (Chipping Barnet)

These options are cutting out the lower social demographics. Option Two is bad for the people that really need the libraries most. I know that a lot of people in Burnt Oak wouldn't be willing to travel to Hendon (Church End)

This would be a severe disadvantage to those people in the six areas where the libraries close and it will hurt the very people we should be helping most (Hendon)

- 17.31 Further, there was criticism of the stated aim under Option Two - and indeed Option Three - that '95% of people in Barnet are able to reach a library in less than 30 minutes using public transport' - with some arguing that 30 minutes would only just be achievable in a car in some cases. Indeed, several people commented on the difficult journeys they would encounter if required to use alternative libraries:

30 minutes away is very inconsistent with the stated goal of a 'service that engages with communities' (Mill Hill)

Parents won't go to Hendon because it is 30 minutes there and another 30 mins back...a one hour round trip (Mill Hill)

'Accessible within 30 minutes'...this doesn't include the time waiting for the bus, getting to the bus stop and getting home. It is important to have access for all, for children that is time they could be studying (Chipping Barnet)

30 minutes is very misleading as transport times in London are so variable. One day you might spend 30 minutes just waiting for buses (Hendon)

The 30 minutes by transport is misleading as it might be 30 minutes on the timetable but it can take much longer than that to get to North Finchley... (South Friern)

30 minutes either way on public transport is an hour return journey. Also, with more than one child, I really think some people aren't going to be able to afford it (Church End)

95% of people will be able to access the library within half an hour. Really? How have they worked that out? It is a paper exercise. There is no allowance for pensioners (North Finchley)

If Child's Hill library closes, many local residents would find it impractical or impossible to travel to other libraries (Hendon and Golders Green being the nearest). The 30 minute travel time is a misrepresentation (Child's Hill)

The calculations for this were based on a journey from the centre of one postcode to another, not on the travel time door to door between libraries and did not account for having to wait for buses or change buses (Child's Hill)

I would have to go to Chipping, but it would be too far. We'd lose the possibility of using the library (East Barnet)

There is nothing else in East Barnet except this place. It's quite isolated and you cannot get more than two pushchairs on the bus which means getting to Chipping by bus is difficult or even impossible. (East Barnet)

- 17.32 Further to the above, the potential negative impact of library closures on accessibility for people with physical disabilities was noted at Chipping Barnet and Edgware:

The closures will leave gaps in the library service in Barnet. How do people such as wheelchair users or people with mobility issues get to their nearest library? With regards to the Equality Act, services should be accessible for all (Chipping Barnet)

How will people with disabilities get from Burnt Oak and Mill Hill to another library? (Edgware)

- 17.33 The area's current and forecast population growth was not thought to have been sufficiently considered by LBB in developing an option that would result in the closure of six libraries:

The population is rising, and will continue to increase but they are cutting services...the potential of libraries hasn't been realised (Golders Green)

How does the decision to close libraries sit with responding to the needs of a growing population? Barnet used to pride itself on its libraries (Mobile)

What about the local population growth...there will be 10,000 new homes in Colindale. I can't understand the logic of closing libraries when we are meant to be increasing facilities and amenities for a growing population. £2.85 million over four years is peanuts in the context of the speed at which the borough's population is growing. (Mobile)

- 17.34 The criteria for identifying which libraries remain and which close was considered somewhat opaque: there was a strong feeling that the selection has not been made on any fixed criteria (and it was alleged that the decision may have been a political one):

No reasons are given for why each of the libraries highlighted for closure have been chosen. But they are mostly in opposition Wards. This gives the impression that the models are influenced by political factors rather than the stated criteria. (Osidge)

- 17.35 Ultimately, this option was essentially seen by many as a 'messy' set of trade-offs: they discarded it for the reasons outlined above. There was, however, some support for it at Mill Hill, Church End, East Barnet and among mobile library users: these participants supported larger 'hub' style facilities, which they felt would allow greater potential for entrepreneurship:

The only possibly acceptable option is Two; the others are ridiculous (East Barnet)

If we've got to save money then I would go for Option Two (Mobile)

I tend towards fewer larger libraries, but only if they are in the right place (Mobile)

We'd be better off with four useful libraries. Maybe a master library in Barnet would be good? I'd like to get on a bus and go to a hub, knowing it's going to be good (Church End)

If had to pick one I'd pick Option Two as it has more staffed opening hours. It's more traditional (Church End)

In those which remain space allows more entrepreneurial activity...for example room hire, cafés etc. This is impossible in Option One. (Mill Hill)

- 17.36 In terms of comments made on particular libraries, participants disputed the assertion that **Burnt Oak Library** suffers from poor transport links and from being incorrectly located:

I don't understand the logic of Burnt Oak being classed as not having good transport or not being where it's needed. It has great transport links, is well used and is in an area of social need (Burnt Oak)

It's not true that it has poor access or bad transport links. It's right next to Tube. (Burnt Oak)

- 17.37 **Childs Hill Library** was thought to serve a relatively deprived neighbourhood for whom library access is particularly important, and was described as the 'last remaining community amenity':

There are some quite deprived communities within Child's Hill and Cricklewood. Library access for these communities is particularly important (Childs Hill)

There is a lack of other community facilities in the area: the community centre burned down some years ago and has not been replaced. Local church halls can meet some of the need but they aren't neutral spaces for all local residents. The local Post Office has closed, and local pubs. The library is the last remaining community amenity. (Childs Hill)

It was also questioned: 'is it known that Childs Hill library (or the land it's on) was covenanted for the benefit of the people of Childs Hill?' (Childs Hill)

- 17.38 The benefits of **East Barnet Library** were noted: namely that it is in close proximity to many local schools and other local amenities; has good transport links; and offers many beneficial activities such as computer classes to the local community:

East Barnet is near schools, allotments, supermarkets, elderly people, the park and it's on the way to the tube. East Barnet can't close. They also run computer classes (Hendon)

- 17.39 **East Finchley Library** was considered essential in terms of access for local residents; participants here described how they would have to undertake difficult journeys to access other libraries:

I would have to take the 263 bus all the way to Chipping Barnet (East Finchley)

I could not take my six children on the bus to Hendon (East Finchley)

Because of disability I use this library very frequently...it would be hard to get anywhere else (East Finchley)

When there was a power outage people had to use Hendon but many people did not know how to get there. (East Finchley)

- 17.40 It was also said that local schools (including Oak Lodge, a specialist school for children and young people with learning difficulties) and schoolchildren are reliant on East Finchley Library - and that the community is closely watching for what is planned for the building itself given that it is listed for library use only:

Local schools, in particular Oak Lodge, are very reliant on this library (East Finchley)

Martin Primary School use it in class and with parents (East Finchley)

I go to Archer Academy which has a very small library and no revision books, so I come here and without this library I would have no options (East Finchley)

This is a listed building; the community are watching closely what happens to it. (East Finchley)

However, if it is to be maintained, users felt that it should be enhanced to enable better use of its facilities:

This library is not fully utilised; it needs to be maximised so don't keep it as it is now...install a lift, use the upstairs more. (East Finchley)

- 17.41 **Osidge Library** was considered accessible for children, families and elderly people both on foot and by public transport - and was described as the only community 'hub' in the locality:

It's near to elderly people, schools, the park etc. Families can go to the library. It's near to the doctor's surgery and it's on a bus route (Chipping Barnet)

I'm strongly opposed to closing this library; there is nowhere else nearby at all (Osidge)

This is the only community hub in the area and it is owned by the Council so costs them nothing compared to new spaces which they would have to pay to build or rent. (Osidge)

- 17.42 **South Friern Library** was described as an 'integral' community resource, one of the few in the local area. It was also argued that footfall at the library is increasing, not falling as the consultation documents suggest:

If the library is closed there will be no public library at all in this Ward (South Friern)

This is a great library; an integral part of the community. I just want it to stay as it is (South Friern)

The rooms here are busy and heavily used for Cllr Surgeries, for clubs and activities, for residents' associations...it is a really good location (South Friern)

There are no other community services in this area besides this library. That's why footfall is rising. The report makes it appear that footfall has fallen at South Friern which is not correct (South Friern)

Option Three

- 17.43 There were significant doubts in many drop-in sessions over whether the number of volunteers or groups willing to operate multiple community-run libraries would be sufficient given the lack of community activism in some (especially poorer) areas:

The level of volunteering is not realistic based on my own experience (Mill Hill)

Running something with volunteers is hard to manage; we run the Residents' Association and getting volunteers is really hard work (Burnt Oak)

Recruitment, training and management of volunteers is difficult. Friern Barnet struggles to attract sufficient volunteers (Childs Hill)

I would worry about relying on volunteers. Hampstead Garden Suburb has a very strong community. Relying on volunteers might not work in other communities where that capacity doesn't already exist (Mobile)

Consideration has to be given to the practicalities of working with volunteers and ensuring they get training to deliver a good service. It has to be recognised that: the time of volunteers can't be scheduled in the same way as people being paid; older volunteers may have a shorter energy span and need to take time off to visit the doctor; and that people volunteering as a way of getting experience may go on to get a job... (Mobile)

I'm very sceptical that volunteers can be recruited and retained for a sufficient length of time (Hendon)

Burnt Oak is one of the poorer areas; community activism tends to be lower in poorer areas. (Burnt Oak)

^{17.44} Other concerns raised in relation to community-run libraries were that: research from other areas shows that they tend to suffer service decline after a few years; existing volunteer-run services function more as community centres than libraries; a lack of volunteer management and supervision may result in a poorer service; an over-reliance on volunteers will result in the loss of 'real' jobs; and that they may be excluded from the inter-library loan network:

Research from Oxfordshire libraries shows volunteer-run libraries decline after a few years (East Finchley)

The volunteer run libraries are community hubs but not libraries (Burnt Oak)

Who will train them and manage them? And what kinds of people will they be? Will they all be old? (Edgware)

Who is going to direct and manage the volunteers and what will the calibre of the volunteers be? (Burnt Oak)

Volunteers make sense in a charity shop but in the library it would feel like you were taking someone's job (Chipping Barnet)

An over-reliance on volunteers takes away from real jobs (Burnt Oak)

I am very concerned about the job losses this would lead to also (Edgware)

Having the 'community-led' volunteer libraries would also mean a loss of jobs. The people currently working in the libraries have trained specifically to be librarians. Volunteers would do a worse job (Mobile)

Using volunteers to run libraries is pushing trained people out, leading to a loss of skilled, trained staff in favour of amateurs (Mobile)

You can't replace current staff with volunteers. You can't take something that you need a degree in and let volunteers do it. There's a lot more to being a librarian than shelving (Church End)

Would community run libraries be able to get books through inter-library loans from other libraries? Can they join those catalogue systems? (Osidge)

If they are staffed by volunteers they will be out of the network; you would lose the network. (North Finchley)

^{17.45} Chipping Barnet drop-in attendees were particularly opposed to this option, describing it as 'even worse than the worst'. In addition to reiterating the concerns outlined above, they were worried about the practicalities and feasibility of using volunteers to run a library - and especially about the loss of professional staff, the presence of whom was considered vital and irreplaceable in terms of knowledge, management and the unique skill set they possess. Some of the many typical comments from this session were:

You cannot run a library on volunteers (Chipping Barnet)

People have to have the staff members; volunteers may not know the answers to questions from the public. People (working here) need to be knowledgeable and good with people (Chipping Barnet)

The staff members have the depth of knowledge required; this may not be the case with non-specialists (Chipping Barnet)

Who will check the bills and stock if it is run by volunteers? It wouldn't work if it was run by volunteers; we need a professional librarian (Chipping Barnet)

How can voluntary staff run the library? There are issues with Health and Safety, First Aid and Security (Chipping Barnet)

What about the quality of stock? Who would the volunteers be? Would they be given training? Will they be devoted? (Chipping Barnet)

Librarians could teach research skills to school children. Whilst this won't generate any income it shows the value of the service and helps to integrate schools and libraries (Chipping Barnet)

Chartered librarians are important; they can discuss the stock. (Chipping Barnet)

^{17.46} Indeed, that the Council should retain at least some responsibility for library provision was keenly felt at Chipping Barnet, where participants were also concerned that community-run libraries will simply be a pre-cursor to closure:

Yes, offer some services to the community, but that doesn't mean walk away from it. The Council still need to provide the infrastructure (Chipping Barnet)

Offering libraries to the community is just another way of saying they are going to close them. (Chipping Barnet)

^{17.47} It should be noted that the reservations reported above were not in relation to the use of volunteers per se, but only to entirely community-run libraries. Indeed, there was a definite sense that using volunteers could be useful in bolstering current service provision - and several attendees suggested that they would be keen to volunteer, but only in a professional, staff-led environment:

They should make more use of volunteers for the appropriate things but we need staff with the appropriate skills (Chipping Barnet)

You need paid staff but volunteers can add value to services. You don’t need very many professionals at all; you could run something with just a couple of paid staff, plus volunteers (South Friern)

I would prefer to have volunteers working with a librarian rather than just volunteers as I like the access to knowledge and expertise the librarians offer (Mobile)

I would be happy to come here and volunteer in a council-run library, supporting paid staff - but not in a volunteer run library. (East Finchley)

Essentially, the general sense was that: ‘a balance of 50/50 works but not 100% volunteers’ (Burnt Oak).

Suggested alternatives

^{17.48} Although there was some recognition that LBB has real budgetary challenges and that the library service must change, very many attendees were keen to stress that they did not support any of the three options, which they variously described as, among other terms: ‘inappropriate’; ‘restricted’; ‘dire’; ‘painful’; ‘unimaginative’; ‘outrageous’; and ‘lacking in ambition’. Some typical comments were:

The likelihood of staying the same is zero; the library service needs to change and the Council have to reduce their budgets (Childs Hill)

There are few choices left to be honest. The Council has cut things that people don’t care about. Now they either cut good services that people like or increase council tax (Church End)

All of the three options are inappropriate...people should not be coerced into picking bad options (Chipping Barnet)

The three options are a lamentably restricted range of options and they need to go back to the drawing board (Chipping Barnet)

The options are all about doing less; there is a real lack of ambition and lack of understanding of what libraries are (East Finchley)

The proposals are very unimaginative. We need more imagination, more ideas to raise revenue...we need to ask people what their vision is for libraries (East Finchley)

I want an option which shows vision and rethinks what a library should be in the 21st Century and rethinks how to raise revenue (East Finchley)

They need to come forward with better proposals. This is just about the money it seems, not the service (East Barnet)

I don’t believe any of these options meet the requirements of the 1964 Act (East Barnet)

All the proposals are outrageous; libraries change lives (Golders Green)

I’ve been going to libraries all my life. It’s outrageous to close them... (Mobile)

The options seem very badly thought through; it is hard to comprehend the thinking behind it, seems very cut and paste (Osidge)

All the options are pretty dire. There should be no cuts (Church End)

Looking at these options, it's like saying 'which one of your limbs would you like to cut off?' (Church End)

- 17.49 It was also suggested that the options are too 'sweeping' in both their scope and their generality - and that LBB should adopt a more tailored approach to change that addresses both the strengths and weaknesses of each library site:

Fundamentally the problem with these options is they are trying to cut too much from the service; over 50% (South Friern)

The library service works as a system not as separate individual branches. The book stock is one collection and if you halve the floorspace and halve the book stock then there will be less for everyone, even in the branches which stay the same size (Golders Green)

They should come up with better options; they haven't actually gone into the libraries and seen 'what is the best option for each of them?' They need to go back to the drawing board (North Finchley)

We need to ask 'how can we serve people's needs?' We need to identify needs in each area and decide how to respond. Small libraries might work for people who read for distraction, but larger libraries work better where a more in-depth service is sought. (Mobile)

- 17.50 At Burnt Oak, reducing the number of days on which libraries are open was suggested:

Why not go to five or four days per week opening to fund the difference? (Mill Hill)

- 17.51 Attendees at Mill Hill suggested that each library in the borough could develop a specialism, for example 'a branch like Mill Hill with a very young population could specialise in children's activities'.

- 17.52 East Finchley attendees questioned whether the work of other boroughs around library services had been taken into consideration by LBB when formulating its options (the Idea Stores in other areas of London were one noted development in this area). In fact, closer collaboration with other boroughs was considered desirable in eliminating duplication and making efficiencies without widespread 'cuts' to services:

Did they reference examples of what other boroughs are doing? For example Idea Stores etc. (East Finchley)

Did the Council find out how other councils like Enfield were approaching the same problem? (Osidge)

We need to think about the gap differently. We all spend money on things we barely use. Sharing and collaborative economy is growing in London; if this becomes more widespread then we don't need to cut services. (Colindale/Grahame Park)

- 17.53 Finally, very many attendees across several sessions said they would be prepared to pay more Council Tax if it meant fewer reductions to the library service in future:

Raise council tax by the full 2% allowable (Mill Hill)

Offer the choice to local people: "if you want good library services then you need to pay for it" (Mill Hill)

Keep libraries the same but fund the gap from council tax (Burnt Oak)

Revisit the council tax freeze (East Finchley)

Increasing the council tax to 1.9% would have generated £38 million; instead the council tax was cut by 1% (Chipping Barnet)

We know they have less money but there are other choices they could make for saving £2.85m. For example council tax has been frozen, it could be raised (Hendon)

If money really is the issue then we must do something about council tax (Golders Green)

The shortfall should be met by putting up council tax to cover it (South Friern)

If they say 1% on council tax raises £1m, then we could solve this with a 2.8% rise (East Barnet)

I'd happily pay for a service with no cuts or pay more council tax (Mobile)

However, it was also said that: *“during a recession incomes are already squeezed; people don't want an increase in tax. People will opt for the least increase in council tax. The majority of people instinctively don't want a tax increase”.* (Chipping Barnet)

Other issues raised – benefits of the library service

^{17.54} Several people along the mobile library route spoke about libraries' heritage and the need to preserve them and their traditions:

I'm proud of the heritage of libraries; they are places to go to educate yourself. There are some key people who have cited the role of libraries in their early education (Mobile)

Libraries should be a priority for the Council...they are important for youth. I grew up with them and now, as a parent, I want to introduce my children to them (Mobile)

I like the tradition of the library. I've been a library user since my childhood and am now introducing my own children to them. (Mobile)

^{17.55} The potential for social isolation (and its associated financial costs and negative health impacts) as a result of library closures or size reductions was noted at most drop-in sessions: in particular, many comments were made about their benefits as a meeting place for older and other vulnerable people and in offering migrant residents opportunities to learn English and integrate into the local community. Here are some of the very many typical comments:

Closing libraries will create knock-on effects and lead to increased costs...for example dealing with the cost of isolation (Mill Hill)

Libraries make a big difference to preventing isolation yet they are not recognised for this (East Barnet)

The hidden benefits of libraries are not reflected in the rationale of the library strategy...community connectedness, preventing loneliness etc. Also social mobility, social interactions. One councillor even said 'that's not what libraries do' yet Age UK told us the Council had agreed with them that this was what libraries were for (East Barnet)

Barnet have done loads of good, intelligent work on social isolation, but they should have made the link between libraries and the services to tackle isolation (South Friern)

The library is such a community thing. I want the libraries to stay as they are (Mobile)

There used to be a coffee morning here on a Monday morning, it was an opportunity for vulnerable people to meet and make friends. There is also a book group. Everything is being cut, this leads to depression and even the money is being cut on that (Chipping Barnet)

Older people having a bad day will just stay in if they can't go to the library and this leads to social isolation (Chipping Barnet)

Coffee mornings for over 65s are similar...helping people who would otherwise be isolated (Burnt Oak)

I'm out of work and it can be hard to get out, but it's comforting to go and find things out here, especially on days when you have got nothing on; it gets you out of the house. And if there wasn't this just five minutes away I probably wouldn't go (Golders Green)

The library is more than a place to borrow books: it is a 'community hub' where many people are able to socialise and to gain access to facilities that they may not have at home... (Childs Hill)

They are not looking at it holistically; there are lots of old people. They get isolated then they have to use social services and home care (North Finchley)

When I moved here 20 years ago I met people at Rhyme Time who I am still good friends with. It helped me build my connections in the area (East Barnet)

The options paper and survey miss out the social impacts of the library service especially: reducing isolation; support for families; and the integration of non-English speaking families (Osidge)

There is a changing demographic makeup and population growth within the community, suggesting that this would lead people to be more dependent on the library than ever. In a multicultural community the library serves as a good way for communities to integrate (Childs Hill)

When I moved here two years ago this library was a lifeline as a mum with a young child, in terms of establishing a network and meeting people in the area. Another mother who comes here is Japanese and she comes here so her toddler can learn English. (South Friern)

^{17.56} The wider role of libraries (in promoting literacy and e-literacy skills, offering spaces for learning and activities, providing facilities for residents that cannot access them elsewhere and encouraging social mobility) was also thought to have been forgotten within the options paper rationale – and people strongly urged LBB to consider its responsibilities to the public in terms of fostering literacy and preserving cultural identity:

The options paper presumes libraries are simply 'vending machines for books' (Hendon)

The options paper does not recognise the role of libraries as a meeting space and the role staff play in helping children do homework. It's not just about books (East Finchley)

The rationale underplays the role of libraries in education and in enabling social mobility, which the Government say are their priorities (Golders Green)

Libraries are changing; they are not just about books, are about internet for those who don't have at home, and for children's activities (Mill Hill)

It's scary if usage is just based on the number of books being taken out. They need to look at table usage just before exams and dissertations are due in; the library is packed (Chipping Barnet)

I'm worried about the impact on jobseekers. I have been helping people who have had sanctions imposed by Job Centre Plus and have been told to download certain forms and the library is the only place they can do that for free (Hendon)

I've used this library for 30 years and it has enabled me to become a writer. It would not be possible without this place (Edgware)

They need to look after the well-being of the community. We need to be able to read, literacy and culture are important... (Chipping Barnet)

Libraries should be seen as part of the education service because that's what they are really about (East Barnet)

Many parents cannot afford books so libraries are the key to education; but they are not recognised as such (East Barnet)

Children aren't going to learn about books unless they're part of the library. In my opinion, we are denying the purpose of libraries (Church End)

What are kids that can't do homework at home going to do? Also, what is going to happen to the reference library? The reference library is great for students (Church End)

If we want people to strive it doesn't make sense to take away the only community hub (Childs Hill)

The Government are prioritising literacy in schools and libraries are all about supporting literacy but the options don't reflect this direct link so it's not joined up here (Osidge)

The link to education is just not apparent in the options paper. It should look more at: early years; literacy for school-age children; inter-relationships between library cuts and Children's Centre cuts to early years activities (Osidge)

As a parent, one sees both the mobile and physical libraries as providing an important source of experience in developing children's appreciation of knowledge and reading. (Mobile)

It was also said that: *"none of these options refer to the core principles of libraries which are; to be a source of reference information for the community, to propagate the written word". (Hendon)*

^{17.57} Essentially, it was said that the role of libraries cannot be taken in isolation and that they must be considered in the context of the benefits they bring to other services – and that the loss of much of what is considered a very valuable service (especially for the most disadvantaged members of the community) cannot be justified by the 'pittance' any changes will save:

The Council's instincts are to think about the 80% of the population who can look after themselves, but the role of local public services is really to support the 20% who cannot look after themselves (South Friern)

If Barnet Council decimates its library service and severs access to books, it will, in the end, also decimate the spirit of its people. And not just any people, but its weakest members (Golders Green)

Libraries cannot be discussed in isolation; they need to be discussed in the context of everything else... (Chipping Barnet)

For some mothers things like Rhyme Time are preventing postnatal depression, which in turn is reducing costs for the NHS (Burnt Oak)

Library services are not competing with other Children's and Families services, they are enhancing those (East Finchley)

They need to think differently; this library will save money for the Council, children come here and mix from different schools and that saves money because it prevents negative behaviour (East Finchley)

The savings you make are less than the losses which will accrue over time (lower skills, lower literacy, fewer opportunities) (Edgware)

£2.85m is such a pittance in the overall scheme of things (Osidge)

£1.69 per visit is such a small amount to try to save...especially when the impact and economic value has been estimated at £25 per visit (MLA figures). (South Friern)

Other issues raised – Church End and Colindale

^{17.58} Several people questioned why LBB is spending money on new libraries at Church End and Colindale if we are trying to find savings:

The cost of refurbishment and remodelling will be significant; use those resources instead to keep services open. (Mill Hill)

Why re-build? We should simply refurbish this one. But if it is redeveloped very concerned that this might close before the new one is up and running – or worry it may not be delivered as promised (Colindale/Grahame Park)

If there is a budget crunch then use the money from re-building on running the service instead (Edgware)

Why rebuild Grahame Park? Why use the money for redevelopment (instead of existing library) and why in Colindale not on Graham Park – also where will it be, is there a site yet? (Golders Green)

Why not prioritise funding for keeping libraries open and make the savings from the refurbishment/rebuild budgets of Church End and Colindale? (South Friern)

Other issues raised – future improvements

^{17.59} Whatever future route is taken, there was a sense that libraries must be modernised to attract users. For example, the ICT network was considered inadequate and in need of improvement (and people questioned whether the cost of doing this has been taken into account by LBB):

Libraries could do more; they need to catch-up and do things to attract different users... They are one of the few public spaces that people can go to for free so they should have nice loos, perhaps soft play areas. Think about what people want, when. For example, Hendon has café but is it open at times when people want it, like at the weekend? (Mobile)

Will the IT network be improved as part of these proposals and how has the cost of upgrading IT been taken into account? (Burnt Oak)

The computer network is creaking. Bandwidth is insufficient, PCs are crammed with bloatware, it is costing and wasting staff time responding to all the problems (Burnt Oak)

ICT here is ridiculous. It often doesn't work and your free 30 minutes goes quickly when the PC you are using is slow or takes ages to log-in (Edgware)

The ICT is so important for study and yet it is such poor quality. For some libraries this is more important than how good the books are (Golders Green)

The computers are always out of order; for jobseekers this means they cannot search for jobs. (Hendon)

- ^{17.60} It was also said that, should libraries indeed reduce in size, LBB should expand its inter-library reservation and loans scheme (which must, it was felt, be free of charge) - and possibly join the London Libraries Reciprocal Scheme to allow readers to borrow books from other Boroughs:

Assuming each branch and the service overall will have smaller collections, will reservations and inter-library loans be free? (Edgware)

Having smaller libraries seems to rest on the ability to move stock around quickly, but would this be a free service or charged? (Mobile)

If we went down these routes would Barnet join the London libraries reciprocal scheme so that we could access books from other boroughs? (Edgware)

- ^{17.61} Also in terms of improvements, Child's Hill library currently lacks a public toilet, meaning that certain organisations (for example Eclipse Barnet, an organisation aiming to prevent mental health issues) have been unable to hire space within the library for their own events. One participant suggested that this was one of many ways in which changes to the library service could have a wider impact on the wellbeing of the community.

Other issues raised – consultation and options development process

- ^{17.62} There was a great deal of mistrust in the both the consultation process and the regard decision-makers will pay to its outcomes - in many cases based on what people considered to be broken promises previously:

They want one result and they will not publish the consultation results (East Finchley)

If there is no interest in the results of this process then what is the point? (East Barnet)

There is a real suspicion the Council will use the survey to push people into accepting one of their options rather than alternatives (East Barnet)

Barnet don't listen to consultation. They have already made their minds up. This is nonsense (Edgware)

Will the results for this even be looked at by the Council? (Church End)

I think that the Council will use the stats to say what they want them to say (Church End)

We don't trust politicians to keep their word [about what will happen to libraries]. It seems similar to the Edgware Hospital decisions. People disagreed strongly and were told there would be a hospital but it is a very inadequate Community Hospital. (Burnt Oak)

There is distrust of this kind of process because of other things which have happened, for example the issues surrounding Pinkham Way (South Friern)

The way the Council does its business...things often just don't happen. Some of this can be seen in the history of the library service itself. (South Friern)

- 17.63 There was a strong sense that the 'options exercise' is a missed opportunity to create a way forward with the community, show the potential benefits of change and ask for assistance in achieving it:

It does not feel like these three options have been developed in consultation with residents. Why did this process not start with the £2.85 million savings target and before getting to the options say to the public 'what should we do and what do you value?' Wolverhampton did this and it meant the focus was on defining what people meant by the concept of a library and on how the public could help. Barnet seem to have started at the end of that process with fully determined propositions and are now asking for help to run them (South Friern)

I'm not arguing with the reality of needing to make savings, but I do object to the process of not putting the bigger question (how can we make these savings?) to the public. (South Friern)

Indeed, there was a definite sense that there would be value moving forward in greater collaboration between the Council and its communities in determining an acceptable future model for the Library Service:

There is a real issue but it is that we need libraries to position themselves differently. Culture has to change; we need to get people together and address these issues together and find out what is possible, not just keep the status quo (South Friern)

Both the council and the community are missing a trick. We should be looking at all the ways to attract money; library staff should be engaging with the community on this (South Friern)

People across the borough have ideas and we should engage with these to find better options and solutions. (East Barnet)

- 17.64 In terms of practicalities, timetabling some of the drop-in session during the week and during the day was thought to disadvantage certain members of the community. Some residents also alleged that the meetings about the libraries scheduled for closure were at particularly 'awkward' times:

Who chose these timings? Daytime is really bad for anyone who works. I had to use up annual leave to be here. (Golders Green)

- 17.65 It was also considered essential that ALL sections of society were included in the consultation (especially non-users, staff, under 18s and minority communities). These groups were, of course, included in the process, suggesting a lack of knowledge of the consultation as a whole.

- 17.66 The consultation document and questionnaire were heavily criticised by drop-in attendees. The questionnaire in particular was thought to be leading, over-complicated and off-putting (deliberately so to engineer the 'desired' result according to some):

The survey is designed to deter people from completing it...it's too complicated (East Finchley)

I did fill in the questionnaire online; it took one hour as it is a very cumbersome thing. It felt almost like they want to wear you down. It didn't feel the survey authors were really interested in my answers. I felt railroaded. The space to write about alternatives only came at the end of all that, if you hadn't collapsed on the floor by then! (Osidge)

The survey is too long; it puts people off (Golders Green)

These documents are absolute nonsense in terms of people being able to understand and response to the options (South Friern)

The options paper and questionnaire could be a lot simpler - and what if you don't like any of the options? (South Friern)

This questionnaire is badly flawed - not independently produced, produced by those who want to take a particular decision (South Friern)

I don't agree with the legitimacy and the length of the consultation. I consider this to be illegal and deliberately misleading. There are questions in the questionnaire that are trying to lead you... (North Finchley)

- 17.67 Attendees strongly desired more detail about the three options; they were frustrated with the unclear criteria underpinning them and with not being able to see what they considered to be essential data to allow an informed judgement. They particularly desired further knowledge of: costs (both for the library service overall and per library branch); library usage and income generation overall, by branch and by user type; the mix of services that would be provided within the proposed smaller libraries; the financial implications of the three proposed options; how the options were chosen:

It's difficult to engage with the proposals without more detail (Childs Hill)

There isn't enough information to be able to make an informed decision (Chipping Barnet)

There should be way more detail in this consultation document. It's too airy fairy for me (Church End)

I would like to see more on the costs overall and on costs per branch (East Barnet)

We need to see data per branch - costs, revenue earned, wages, staffing - before we can give an informed view (Edgware)

Has the Council looked at each element of the service and done any cost/benefit analysis - for instance of book-lending, or public PCs or children's activities? (East Barnet)

Do the proposals take account of usage, i.e. the number of visits in terms of which libraries are affected? (Golders Green)

What is the profile of users currently? Their demographics, levels of need? (Edgware)

It is very hard to respond to the options without knowing what the mix of services will be in the 540 foot option. For example, PCs are very well used, but how many would you fit into 540 feet? Would it be enough for local needs? (East Barnet)

I would like to see the data on the value of each library site (East Barnet)

I'd need to know what the savings are going to be from each option (Church End)

Without seeing more on the numbers I cannot understand how these options are financially equivalent (South Friern)

I would like to see these options explained in terms of the total income and spending of the Council as a whole... (Osidge)

Just not enough information on how these options meet the £2.85m gap (South Friern)

I want to know more about why the choices are what they are: what were the criteria? How were they applied? How was each factor weighted? (Osidge)

What is the current income breakdown? How does it compare to other parts of the country where libraries bring in significant income? (Burnt Oak)

^{17.68} Finally, it was said that further consultation will be necessary if the chosen option is indeed, as specified in the consultation document, a mixture of Options One, Two and Three:

If the option which gets taken forward is a mixture of One, Two and Three then by definition it will be one we haven’t been consulted on. (Hendon)

18. Written Submissions

Introduction

- 18.1 During the formal consultation process, numerous written submissions were received from Barnet residents (including many children and young people), community groups, schools and political stakeholders.
- 18.2 ORS has logged and filed all the submissions it received, and after separating duplicate submissions and administrative queries not directly related to the consultation, 68 valid and unique submissions were identified. This is in addition to 114 received from local schoolchildren – seemingly as part of an organised school-based activity (these have been reported later in this chapter). The table below shows the breakdown of contributors by type.

Figure 9091: Summary of Written Submissions Received

Individual resident submissions (49)	
Adults (44 submissions)	
Children (5 submissions)	
Political stakeholders (8)	
Theresa Villiers (MP)	Lord Monroe Palmer of Child’s Hill (2)
Councillor Sury Kathri (2)	Lady Suzette Palmer (3)
Community groups (8)	
Barnet Choral Society	Mill Hill Preservation Society
CLAN Residents’ Association	Mill Hill Residents Association
East Finchley Library Users Group	The Research Practice
Mill Hill Neighbourhood Forum (2)	
Schools (3)	
Goodwyn School	Oak Lodge School
Martin Primary School	

- 18.3 ORS has read all the written submissions and reported them in this chapter, with some detailed summaries also provided; none have been disregarded even if they are not expressed in a “formal” way. It is a painstaking but necessary process to identify the main themes and issues raised by respondents.
- 18.4 All submissions have also been reviewed by the Council; meaning that any submissions that require more detailed consideration have been evaluated by suitable members of LBB staff.
- 18.5 Submissions were initially classified on the basis of the type of individual or organisation submitting the response. They were then read in their entirety and the key themes and issues raised were collated, classified and reported using a standardised code frame. This will ensure that LBB is able to consider important issues identified.

- 18.6 Most submissions have been reviewed in a thematic, summary (tabular) format in order to identify the range of views and issues as well as common themes. The tables are organised around the following main issues:
- » The benefits of local libraries
 - » The expected impact of LBB’s proposed changes to the library service
 - » The Council’s three proposed options (including common features of all three)
 - » The consultation process
 - » Other issues.
- 18.7 In addition, some contributions have been highlighted as significant - most notably as they make specific alternative suggestions for consideration - and have been summarised in detail to make the sometimes lengthy documents accessible to the public generally and to highlight their main arguments and any alternative proposals.
- 18.8 Finally, it is important to note that the following section is a report of the views expressed by submission contributors. In some cases, these views will not be supported by the available evidence – and while ORS has not sought to highlight or correct those that make incorrect statements or assumptions, this should be borne in mind when considering the submissions.

Main Themes Raised in Written Submissions

The benefits of local libraries

- 18.9 Many comments were made in support of local libraries, which were described as valued resources that offer residents focal points in their communities. They were also considered to be: socially accessible to - and well-used by - all members of the community (and particularly more disadvantaged residents); and essential in preventing social isolation, aiding integration and fostering education and learning.
- 18.10 As reported below, these comments were made in relation to libraries more generally as well as to specific libraries across Barnet.

Figure 92: Summary of comments about the benefits of local libraries

Theme	Sub theme and details
General comments relevant to multiple library locations	<u>General supportive comments</u>
	Don’t mess with the library service to suit the Council – mess with it to suit the users or don’t mess with it at all – it’s pretty damn good as it is! (Resident)
	The public library is a unifying force in our fragmented world. It broadens our knowledge of all aspects of life and thought; and by acquainting us with English culture, enables us to appreciate the decent, generous society that allows all our groups our individual freedoms and rights... (Resident)
	Libraries are not to be tampered with, but represent an essential service and focal point in the community and must be preserved intact. (Resident)
	<u>Socially accessible to (and well-used) by the whole community</u>
[Libraries] make a helpful contribution to [social mobility, for example by providing a quiet	

Theme	Sub theme and details
	<p>place for children and young people to study, even if their home life is disrupted. (Theresa Villiers MP)</p> <p>All kinds of people find the local library irreplaceable. The local library provides a quiet place of study for secondary school students coming from crowded, noisy homes. The library provides students with resources of all kinds, including electronic, but especially including the invaluable guidance of librarians. The library provides an entry point for new immigrants, in which they can start to find their way into their new culture... The library provides books and computers, and technical know-how, for people otherwise too poor, and often elderly, to have access to either. The library provides primary school children with books to suit their interests and ability, encouraging them to learn independently and to broaden their knowledge of the world... (Resident)</p> <p>A full public library service is essential for a civilised society in which all residents have an equal opportunity to access the cultural and educational resources of a public library and it is shameful that Barnet's present administration is proposing to deprive residents of the existing facilities. Parts of the community would also be deprived of important community facilities if any of the options is allowed to proceed. (Resident)</p> <p>Libraries are an integral part of the community and are especially appreciated by young mothers with children and older, isolated adults. (Resident)</p> <p>Libraries are a part of civilisation. They give access to books, computers, children’s and adult activities and affect the whole community in a way few other Council Services do. (Lady Palmer of Childs Hill)</p> <p>They are places to study, to read, to apply for jobs, to have social interaction and even, for some, a place to stay warm in the winter. They are centres for self-improvement. They are part of a thriving community. (Resident)</p> <p>It is not just access to the books and services which is appreciated by the public. People also greatly value the library buildings as community spaces which can support a wider network of local activities and meetings. (Theresa Villiers MP)</p> <p>My understanding from the feedback my constituents have given me is that libraries are a popular resource for a very wide range of people from across our diverse borough, including our minority ethnic communities. Many older people place great importance not just on library services, but on the opportunity for social interaction a visit to the library can offer. (Theresa Villiers MP)</p> <p><u>Benefits to ‘disadvantaged’ sectors of the community</u></p> <p>Libraries are particularly valuable to the more deprived parts of the Borough especially for children’s education and access to computers as well as reading... (Lady Palmer of Childs Hill)</p> <p><u>Education and learning</u></p> <p>[Libraries] provide invaluable educational and learning opportunities for people of all ages. (Theresa Villiers MP)</p> <p>Many of us senior citizens are extremely concerned as to the proposed library cuts, not only for ourselves but for young children and students who will suffer from a deleted</p>

Theme	Sub theme and details
	<p>service. (Resident)</p> <p>On a practical level, libraries provide an invaluable source of information, knowledge and culture for people of all ages. Books cannot be replaced by the electronic media, useful as these are... (Resident)</p> <p><u>Offer important range of books</u></p> <p>Libraries give all visitors the opportunity to browse, looking at books they would not normally read, and finding unexpected areas of interest in them. Books can be perused at length in the library, without cost, and without an unfriendly glance from a justifiably resentful bookseller. The absence of commercial imperatives enables libraries to stock a deeper and more serious kind of book than a bookshop; to include reference books, books on politics, science and philosophy, books on art, poetry and music that major non-specialist bookshops no longer have. And libraries form a network in which books can be acquired on loan from other libraries, as asked for by members of the public. (Resident)</p>
<p>Specific to East Finchley Library</p>	<p><u>Prevents social isolation (and aids integration)</u></p> <p>The library has been my salvation. Having arrived in East Finchley some ten years ago, it was my first point of call to find out what’s on and where – an essential information provider. I met new friends here and have continued to enjoy the library and all that it provides. (Resident)</p> <p>I recently attended a Health and Wellbeing Board meeting, where they were discussing how to keep the elderly well, warm and free from dementia. Well, an easy answer. Keep their local library open. Somewhere for them to go, meet their friends, read books, newspapers, look at maps all in a warm and comfortable place... (Resident)</p> <p><u>Benefits for Children and Young People</u></p> <p>My children have also gained so much attending the library, it’s priceless! From the very popular Baby Rhyme time sessions; Story Explorers provided a fun storytelling and craft sessions; the summertime holiday reading challenge, a great incentive to encourage children to keep reading; learning to knit and crochet which they enjoyed immensely; to Kumon sessions to help them with their maths. But above all, to watch them become confident, avid readers and develop a great enthusiasm and enjoyment of books. It is a wonderful thing when they find a book they can’t stop reading! (Resident)</p> <p>As a former Barnet supply teacher I know how much the local schools: Holy Trinity and Martin, value the library. The children I taught loved their visits to the library. (Resident)</p> <p>It is used by local schools and must be of great advantage in young people’s education. (Resident)</p> <p>Our children and our parents are key users of the library and highly value the services that they provide... All of the three proposals being consulted upon would be detrimental to our children and parents. The library and the range of services it does provide, and potentially could provide, which go well beyond just book lending, underpin and enrich the education of our children. The thirst of our children to learn is enhanced by their experience, knowledge and love of East Finchley library. (Martin Primary School)</p>

Theme	Sub theme and details
	<p>I can sit down in a cosy corner and peacefully read my book without the noises I have at home. I can learn new facts and meet friends from different schools. (Young Resident)</p> <p>I really love reading different books and in the library I found out my favourite authors... In the summer holidays I did a reading challenge called Storylab. I really enjoyed it. I read 15 books! (Young Resident)</p> <p><u>Benefits for 'disadvantaged' children and young people</u></p> <p>Our students access the library weekly and the opportunities it provides for them are endless. Weekly visits allow the students to develop not only their literacy levels but also provide them with chances to practice accessing the community. Many of our young people need to reinforce social skills in different environments, for years we have used the East Finchley Library to do this. (Oak Lodge School)</p> <p>The library has supported opportunities for our older students to undertake work experience, where they have learnt important employability skills that have helped them to succeed when entering the work force. (Oak Lodge School)</p> <p>For many of our families supporting their child to access the community can be difficult, by the school and the local library working together to create these opportunities young people who may not have had the chance are now able to access their local community. (Oak Lodge School)</p> <p>We hope that when you are considering the future of East Finchley Library you reflect upon the learning that would be lost to local disadvantaged young people and their families. (Oak Lodge School)</p> <p>It is next to Martins Primary School which take classes there regularly, and Oak Lodge Special School which does the same. Pupils with disabilities need a library nearby, not a bus ride away (Resident)</p> <p>The library is vital to children who come from homes in which there are no books or where English is not the first language. The computer room is a vital asset for study and for information for teenagers and others who do not have access to a computer at home. (Resident)</p> <p><u>Accessibility</u></p> <p>The location of the library at the heart of East Finchley, straddling social and private housing means it is accessible to all in our community. (Martin Primary School)</p> <p>One of the reasons we attend our local library so often is because it is possible to take them into the library easily without involving a long journey. (Resident)</p> <p>I love my library because when I finish school I don't have to travel by car. I can walk! (Young Resident)</p>
<p>Specific to Childs Hill Library</p>	<p><u>Socially accessible to (and well used by) all sectors of the community</u></p> <p>It provides rooms for hire where local groups can meet; it is an access point for the mobile library service; and it stocks newspapers, periodicals and large print books as well as audio books. (Clan Residents' Association)</p> <p>My own local library of Childs Hill serves a community as well as a literary need for a ward</p>

Theme	Sub theme and details
	<p>just about as far from NLBP as it can get. (Lady Palmer of Childs Hill)</p> <p>We urge Barnet Council to maintain Childs Hill Library so that it continues to provide its current level of community service. (Resident)</p> <p><u>Community 'hub'</u></p> <p>The past few years have seen the stripping away of all the other community assets in our area (reference made to the local Post Office, the community centre on the Granville Road Estate and the Castle Pub)... Our Library is the last remaining community asset in Childs Hill. As such local residents feel it is vital to retain it as a focus for local community activity, the provision of information to the Childs Hill community and, of course, to provide the vital educational and recreational functions of a library. (Clan Residents' Association)</p> <p><u>Prevents social isolation (and aids integration)</u></p> <p>It acts as an information centre and route to learning English for the many immigrants who now live in the area. (CLAN Residents' Association)</p> <p><u>Benefits for families, children and young people</u></p> <p>It provides a meeting place for several local mother and toddler groups; and the children of all three local primary schools can use its facilities to access books, computers and so on outside school hours. (Clan Residents' Association)</p> <p><u>Benefits for 'disadvantaged' families, children and young people</u></p> <p>Its computers provide internet access to local families who have none at home. They are frequently used, especially by residents of the Granville Road Estate and Longberries. (CLAN Residents' Association)</p> <p><u>Growing population</u></p> <p>Our part of the Borough is densely populated and becoming ever more so. Use of the Library is therefore likely to rise substantially in the future and to cut its service now would be a grave loss to the area, both immediately and ever more so over the coming years. (CLAN Residents' Association)</p> <p>Should the building scheme for Granville Road go ahead there will, of course be an even greater need for a community library and it seems very likely since the local primaries are over-subscribed that there will be a new school as well. (Lady Palmer of Childs Hill)</p>
Specific to Mill Hill Library	<p><u>Socially accessible to (and well used by) all sectors of the community</u></p> <p>Libraries...can also be a special place for families to visit and read many exciting and interesting books and stories, enabling them to bond with their children. Older people and those who are less fortunate or possibly homeless also find it a welcoming and safe place to visit. (Goodwyn School)</p> <p>Already stated on behalf of Mill Hill Library are the mothers with their pre nursery and young children, students and computer users, coffee mornings for older members, and the talks that are given from time to time. (Resident)</p> <p>I see all the activities advertised in the library and it is so essential to the community to have these activities available for all the various groups they serve... I realise the council</p>

Theme	Sub theme and details
	<p>have funding issues, but to tear out this essential community resource from the heart of our area is not the answer. I am sure several groups, especially the elderly and disabled and young mothers coping with small children will become increasingly isolated without having this freely available resource so conveniently sited... (Resident)</p> <p>Libraries are fantastic places which numerous people visit on a daily basis to research information and borrow an enormous variety of books... (Goodwyn School)</p> <p>I understand that there is a proposal to close the Library in Mill Hill. My grandchildren use this library at least once a week and I would like to petition Barnet Council to keep this library open. (Resident)</p> <p>The library is well used by all age groups and abilities for numerous uses. The computers are well used... The photocopying service is well used and I personally love the information I can obtain from the numerous notice boards about all sorts of activities. (Resident)</p> <p>I was very disappointed to hear that the library in Mill Hill may be closing. Personally my family uses the library very regularly, and it has been particularly important for my primary school age children to be able to browse and chose books, both fiction and non-fiction. We also read in the library. (Resident)</p> <p><u>Benefits for 'disadvantaged' members of the community</u></p> <p>Surely you would agree that those who do not have access to the internet at home should be able to access it at their local library? (Goodwyn School)</p>
Specific to Osidge Library	<p><u>Socially accessible to (and well used by) all sectors of the community</u></p> <p>I use my local library in Osidge Lane a fair bit and I would be devastated if anything were to happen to it. Whenever I go, it always seems busy with students using the upstairs reference area for study, pensioners reading the papers and children occupied in their section. This is also the contact point for the police and local councillors, plus book clubs and special events. It is a vibrant little library... (Resident)</p> <p>Please do what you can to keep our libraries - they are one of the very rare meeting points for all ages and backgrounds. (Resident)</p>
Specific to South Friern Library	<p><u>Socially accessible to (and well used by) all sectors of the community</u></p> <p>I live adjacent and use the library frequently, and am aware of how many other people use it too. As an ex Early Years teacher it brightens my heart to see families with young children and toddlers using this resource for the entertainment and education of young children. (Resident)</p> <p><u>Benefits for children and young people</u></p> <p>The secondary school children [use] the library every summer to revise and do their homework in a quiet environment. (Resident)</p> <p>It is a positive place for teenagers to go, there have been problems around this area with anti-social behaviour partly due to a lack of free constructive things for that age group, so please help to prevent the one good thing for teenagers being taken away. (Resident)</p>

Theme	Sub theme and details
	<p><u>Benefits for older people</u></p> <p>There are significant numbers of older people who use the library as an outing to go somewhere warm, which is not costly, and as a social hub. (Resident)</p> <p><u>Benefits for ‘disadvantaged’ members of the community</u></p> <p>This resource is available to the people of this community regardless of their wealth... I see plenty of people using the computers, again allowing people with challenged backgrounds access to IT in a way that is likely to improve their life chances. (Resident)</p> <p><u>Community ‘hub’</u></p> <p>This is a local community centre in the best sense. It performs diverse and irreplaceable functions. The proposed use of the Arts depot will not fulfil these roles, being both inconvenient and an expense to get to. (Resident)</p>
Specific to North Finchley Library	<p><u>Benefits for children and young people</u></p> <p>I have been here since I was very small and I don't want it to close or I will be heartbroken. This library helps me learn to read, relax and it is quiet! So please don't shut it down! (Young Resident)</p> <p>Libraries are so important for children. They help us learn and discover new things. For example, just the other day I had a test that I needed to revise for, and where did I get my books for revision, well the library of course. (Young Resident)</p> <p><u>Benefits for ‘disadvantaged’ children and young people</u></p> <p>As well as the library being important to children, it is also important for the whole borough. If someone doesn't have enough money to afford the right books and films a library is the perfect place to go! (Young Resident)</p>
Specific to Edgware Library	<p><u>Education and learning</u></p> <p>I have been an Edgware resident all my life, and Edgware Library in particular has been an instrumental force in my education, resulting in me going to Durham University to study English Literature. I am now a soon-to-be published author... (Resident)</p>

The expected impact of LBB’s proposed changes to the library service

^{18.11} Several respondents expressed concern about the potential loss of some local libraries and their associated staff (as well as the size reductions proposed, particularly under Option One). Their main worries were that: whole communities will lose valued local resources; the distance and poor accessibility to alternative libraries, especially by public transport, may be prohibitive for many residents; social isolation and its associated problems will increase; experienced and well-regarded staff will lose their jobs; and that libraries are needed to cater for the area’s growing population.

Figure 9394: Summary of comments concerning the expected negative impact of closing-down local libraries

Theme	Sub theme and details
General comments relevant to multiple library locations	<p><u>General comments</u></p> <p>Please, please leave us our one decent community amenity, the library service. I would be lost without it. I am a senior citizen and belong to a book club. We do not want any diminishing of the library service in the Borough of Barnet. (Resident)</p> <p>The preservation of libraries is something I feel passionately about... (Resident)</p> <p>The public library is one of the last remaining civilising influences in an increasingly fragmented, uncivilised and dangerous world... Where libraries are enlightening, humanising places of study and contemplation, other public arenas have become increasingly shrill, shallow, cruel and ignorant. We should not complain of violence, crime, and hatred if we destroy the centres of our civic life. (Resident)</p> <p><u>Size reduction and reduction in staffed hours</u></p> <p>I am appalled to hear of the council’s plans to severely reduce both the size and the opening hours of our invaluable libraries. To be useful, a public library has to be well stocked with a wide variety of books and other resources. Therefore, to severely reduce the size of a public library, and to restrict its opening times, is to render it almost useless. (Resident)</p> <p><u>Distance to alternative libraries</u></p> <p>Distance matters a great deal to mums - or dads - with young children in tow. (Resident)</p>
Specific to East Finchley Library	<p><u>Loss to the community as a whole</u></p> <p>Are we, as a local community, to lose all of this? There will be so many children and adults who will miss out on the opportunity to benefit from what a library can provide. (Resident)</p> <p>You must not consider selling or closing our existing public library which serves a large population of all ages and includes several schools and used to provide a haven for study in the upstairs area of East Finchley Library for students or other residents who needed some space and quiet for study or personal tasks. (Resident)</p> <p>It will be a tragedy if the local community loses such a valuable service. This will change the shape of learning and education for now and generations to come. (Resident)</p> <p>Surely a scenario where a public building such as the library remains a focal point to the local residents is a value that mustn’t be squandered. (Resident)</p> <p>The East Finchley Library, besides being a Grade 2 Listed Building, and, we consider, the finest building in Finchley, is the ONLY community amenity that ALL the people in East Finchley have access to. It is particularly valued by the local children from pre-school age and by the older people in our community. (Resident)</p> <p>East Finchley Library is the unique hub of the community with its notice boards, meetings and councillor’s surgeries, none of which can be replaced elsewhere. (Resident)</p> <p>Once destroyed the library is irreplaceable, there is no comparable space or institution in the neighbourhood... We cannot guess what the future needs of our communities will be. Forty years ago no-one could have anticipated the need for the heavily used computer room in the library. (Resident)</p>

Theme	Sub theme and details
	<p>For the sake of future families...and retired pensioners who use the library on a regular basis, I appeal to you...to reject any proposals to close East Finchley Library. (Resident)</p> <p><u>Loss to children and young people</u></p> <p>Should our library be forced to close then my children will be among the many who will miss out on accessing any library facility. (Resident)</p> <p>There will be an increasing demand for the library from students attending The Archer Academy. My children attend Martin Primary School which is increasing in size with an additional 200+ children. Oak Lodge students attend on a regular basis. Children attending Holy Trinity, Fortismere and many other schools in the area will be affected too. (Resident)</p> <p><u>Loss of experienced and well-regarded staff</u></p> <p>During our visits we have been looked after by professional librarians, whom my children recognise and look forward to seeing. (Resident)</p> <p><u>Poor accessibility to other libraries</u></p> <p>Everyone does not have a car to transport themselves and the buses are not very frequent... (Resident)</p>
<p>Specific to Child’s Hill Library</p>	<p><u>Loss to the community as a whole</u></p> <p>The 3 options given will not make things better for the local residents especially the disabled people with poor mobility...elderly and young families with children who attend the nearby All Saints Primary School. (Resident)</p> <p>I have lived in Child’s Hill for about 35 years, and one of its problems is that it has no proper heart where people can meet to discuss admin matters or problems. Most people will head to the library for discussions with MPs etc. (Resident)</p> <p>I fervently believe that the community in Childs Hill would be much weaker if the local library were to close or be drastically reduced in size. The library is not only ‘books’ although that is very important. It is also a hub for local people who are miles away from NLBP or Hendon Town Hall with poor cross borough transport. (Lord Palmer of Childs Hill)</p> <p><u>Loss to children and young people</u></p> <p>The idea of removing a facility that encourages children from the local church primary school next door to actually read a book...will contribute to poor literacy levels even more. (Resident)</p> <p>How can they even consider closing Childs Hill Library? It encourages school-children to use it to read (I so often see youngsters there after school!). Also, a marvellous meeting place for young mums and their little ones – organised games, songs...a rue Social Centre. (Resident)</p> <p><u>Loss to elderly people</u></p> <p>Pensioners will make a special visit on Saturday mornings to look at the expensive weekend papers, which also gives us an opportunity to socialise. I would greatly miss the library. (Resident)</p>

Theme	Sub theme and details
	<p><u>Loss of experienced and well-regarded staff</u></p> <p>When I'm in Childs Hill library I hear people being given all sorts of information or just being listened to by the staff. It makes them – and me – feel we are people. Does that matter? (Resident)</p> <p><u>Poor accessibility to other libraries</u></p> <p>It will be a struggle for us to get to Hendon or Golders Green Library... (Resident)</p> <p>It says that everyone should be able to access a library in 30 minutes by public transport – well, they wouldn't, and certainly not Hendon. I gave up using it because it was such a trek and such a long wait for the buses. (Resident)</p> <p>Libraries should be situated within reasonable walking distance, say 20 minutes...and if the suggestions for Childs Hill are anything to go by the idea that it would only be 30 minutes by bus from another library is very suspect... (Lady Palmer of Childs Hill)</p> <p>I am not at all sure that Childs Hill residents would be within 30 minutes by public transport of a library, bearing in mind there is no direct bus route from Cricklewood Lane to Golders Green (Cricklewood being the poorest part of the ward and most likely to need it). (Lady Palmer of Childs Hill)</p> <p>With regard to Option 2 the idea of getting small children to a library for the popular infant and children events if it meant a 30 minute public transport journey is horrific (and not so good for us older residents used to walking to our library either). Obviously it will mainly be the people at the lower end of the social scale who have to make journeys by public transport and who may not be able to access all the modern technology who will be the worst hit. (Lady Palmer of Childs Hill)</p>
Specific to Mill Hill Library	<p><u>Loss to the community as a whole</u></p> <p>To close the library would be a tragedy not only for us but also for the local residents of Mill Hill. (Goodwyn School)</p> <p>We firmly believe that it would be the wrong decision to close the library because so many people of all ages rely so heavily upon it... (Goodwyn School)</p> <p><u>Will increase social isolation and associated problems</u></p> <p>I feel if this local wonderful facility is removed there will be increased isolation and mental health issues for a significant proportion of our community, which in the long run cost more. Having ready access to information on what is readily available locally is vital to so many and becomes a lifeline. (Resident)</p> <p><u>Loss of education and learning resource</u></p> <p>Everybody knows that education is essential and that books are at the heart of learning, so why would you deprive people of this? (Goodwyn School)</p> <p><u>Loss of experienced and well-regarded staff</u></p> <p>I thought I must write in support of our library at Mill Hill. I was shocked to read in the local paper it is under threat. The service that is provided by the library and its dedicated, kind, efficient and hard working staff is second to none. (Resident)</p>

Theme	Sub theme and details
	<p>I have been following a course and the staff have been second to none helping me obtain books for the course from all over the country. (Resident)</p> <p>People who work at the library will lose their jobs which will be catastrophic both for them and their families... (Goodwyn school)</p> <p><u>Poor accessibility to other libraries</u></p> <p>Your idea that a library should be available to residents within a 30 minute ride on public transport is questioned as frankly for many, because of very poor orbital routes across the Borough (East to West & West to East), it would be easier and more timely to travel into Central London. (Mill Hill Neighbourhood Forum)</p> <p><u>Growing population</u></p> <p>The loss or reduction of Mill Hill Library and its services would be detrimental to our lives, the expected increase of population and the children accompanying this. (Resident)</p>

The Council’s three proposed options (including common features of all three)

- 18.12 Several respondents rejected all three of LBB’s proposed options, describing them as ‘unacceptable’, ‘unsatisfactory’, ‘restrictive’ and ‘unimaginative’. The general sense was that they display a lack of vision and that broader, more creative thinking is required for the Council to achieve its required savings target while safeguarding the library service as much as possible.
- 18.13 Closures were considered wholly unacceptable, as was the size reduction proposed under Options One and Three. The latter, it was felt, would result in: a very restricted number of books and computers; a lack of space for studying or simply relaxing; and a reduction in the number of activities held at library sites. Furthermore, in terms of reconfiguring space for other uses, one specific issue raised was that East Finchley Library is a listed building and participants were thus unsure how reconfiguration would be achievable in this context.
- 18.14 A couple of comments were made on Option 3: the use of volunteers was considered positive, but only alongside trained staff. Indeed, community-run libraries were certainly thought to ‘have their place’, but not on the scale proposed by LBB.
- 18.15 Though there was support for income generation and the co-location of libraries with other services, views on the open library model were more mixed. A couple of respondents felt it could be workable, though they sought reassurance on issues such as security and how people would obtain information if required - whereas others were concerned about: the (primarily older) people who require assistance from staff when using the library; the safety of users and library contents; and the fact young people would be excluded from using the service during unstaffed hours without a parent present.

Figure 95: The Council’s three proposed options (including common features of all three)

Theme	Sub theme and details
All options unacceptable	<p><u>All options unacceptable - general</u></p> <p>I have read the consultation paper and am unable to agree with any of the options suggested... (Lady Palmer of Childs Hill)</p>

Theme	Sub theme and details
	<p>We consider that the 3 options that the Council is consulting on are unacceptable. (Resident)</p> <p>I have read the various options under consideration but find all of them unsatisfactory. (Resident)</p> <p>I reject all three options put forward for consideration and consider that Barnet Council should at the very least maintain all existing library services as at present and at best improve them. (Resident)</p> <p><u>All options unacceptable – too restrictive and unimaginative</u></p> <p>The options on offer are too restricted; broader, more creative thinking is needed... The library services are an important part of cultural and educational life, and have the potential to develop in new ways; the direction of thinking should be about how to make better, smarter use of existing resources; including professional librarians. (Resident)</p> <p>The need to educate and integrate people as well as drive economic growth is paramount. Instead of decimating its existing service and making libraries inaccessible to large numbers of the local population, Barnet could choose to provide outstanding space. Its libraries can offer space for study, home working and community activities funded by a mixture of smart council activity and appropriate commercial activity - pop up shops, cafes, rooms for hire. Barnet has a number of grand library buildings that could be refurbished as great community centres and accelerators. Yet, the current proposals are lacking in imagination, focus on shrinking floor space (and presumably profitable sale of grand old buildings), render the service inaccessible (to suggest the elderly and primary school children travel 30 mins to a central service when they currently have libraries within walking distance), and offer no vision. (Resident)</p>
Use of volunteers	<p><u>Use of volunteers – positive if alongside trained staff</u></p> <p>I have no objections to using volunteers to add value (not to replace trained staff, preferably the SAME staff who get to know the community). (Lady Palmer of Childs Hill)</p> <p>Every library should have a qualified librarian on the premises throughout its opening hours; all other staff if needs be could be volunteers and/or unqualified/in training. (Resident)</p> <p><u>Use of volunteers – volunteer-run libraries (and thus Option 3) not acceptable</u></p> <p>Option Three [is not] acceptable. Community run libraries can provide an excellent service and a real local hub (as illustrated by the success of Friern Barnet Community Library). But while this model can certainly play a useful role in the future, I do not think it is practical to expand it on the scale envisaged by Option Three. (Theresa Villiers MP)</p>
Size reduction	<p><u>Size reduction – unacceptable</u></p> <p>To substantially reduce the library in size will mean it will have a very limited number of books proving impossible to access what you want or to be inspired by, let alone be able to provide anything else. (Resident)</p> <p>I don’t want my library to close or become a tiny room where there are hardly any books. (Young Resident)</p>

Theme	Sub theme and details
	<p>We consider that the 3 options that the Council is consulting on are unacceptable – the massive reduction of the library space to the size of the present computer room, approx. 540 sqft is ridiculous! The space will have to be very tightly timetabled and many of the activities currently available to the local schoolchildren will be curtailed. (Resident)</p> <p>I have examined the plans to replace the existing libraries with fewer and smaller ones, and would like your help to understand how these mini-libraries will actually operate. The model appears to be the Hampstead Garden Suburb library, which I am told is 540 square feet. I have looked at it, and see that: there are only two computers; there is no desk space for readers; there are very few books (obviously!); there is no catalogue consultation space apart from the two computers; there are no newspapers apart from a local free-sheet. Although it obviously serves some purpose, it is unable to fulfil most of the normal functions of a public library. School children are normally the heaviest library users, as they often need a safe, quiet place to work, and the research facilities are a useful bonus. This library is not and cannot be used by them. There is no possibility of browsing and finding an interesting and surprising book after a first visit, as the library is too small. To reduce other libraries to this size would mean getting rid of many thousands of books... This library’s user numbers are very small because the library itself has little to offer and could not accommodate people who wanted to sit for an hour or more, as so many library users do. (Resident)</p> <p>Have Officers lost their senses suggesting a Library of some 540 sq feet. This is an area of 25 ft x 20 ft; size of one’s living room. Absolute ridiculous. What can one do in such a small space – it is nonsensical, farcical and a big joke even to suggest this. (Cllr Sury Kathri)</p> <p><u>Size reduction – must be kept to a minimum</u></p> <p>The consultation document envisages a reduction in floor space for library services in each building. It would be essential to provide clarification on how that will impact on each of the libraries in my constituency. Some modest reduction in floor space might be acceptable, particularly if it were accompanied with refurbishment and better disabled access. But any reduction needs to be kept to a minimum. (Theresa Villiers MP)</p>
Income generation	<p><u>Income generation - positive</u></p> <p>Use of computers could be 50p or £1 for the first hour, not free... By all means hire out spare rooms. (Resident)</p> <p>Better use of library facilities for external groups, with a view to generating an income stream is a sensible way to contribute to the financial sustainability of our local libraries... (Theresa Villiers MP)</p> <p>Before a probably irreversible change occurs to scale down the library services, I would like to ask that another route is taken whereby libraries such as East Finchley are given opportunities to rethink what they can offer to users so that a degree of funds can be generated. Selling coffees, renting rooms, lecture series, offering classes...anything that could help the building to raise some funds. (Resident)</p> <p>The three proposals do not explore options that seek to develop and attract more people as well as potential funding and revenue streams which could help bridge the funding</p>

Theme	Sub theme and details
	gap... (Martin Primary School)
Open library	<p><u>Open Library – could be acceptable</u></p> <p>Access to books after hours would be welcome especially if there were more books and certainly more reference books or a dedicated research computer with a list of available sites to aid schoolteachers and others in their research. (Lady Palmer of Child Hill)</p> <p>I accept that changes to the way libraries are staffed is necessary if savings are to be made without closing any libraries. I also accept that the self-service model outlined in the consultation (which used in some other parts of Europe) should be properly considered. Before I could support such a change though, I would need more detailed information and assurance on how this model would work in practice. In particular, what steps will be taken regarding security and what options will library customers be given when seeking information outside of staffed hours? (Theresa Villiers MP)</p> <p><u>Open library – unacceptable (too impersonal)</u></p> <p>We [do not] want a computerized system only without the opportunity to speak to an actual person. The impersonal approach only alienates citizens, particularly the elderly, without the chance at least to say “Hello” now and again... (Resident)</p> <p>It is a mistaken concept to suggest that existing services can be replaced with an on-line version with good effect. Many people have neither the money nor the skill to operate a computer (or similar device). Others require the very library that is under threat in order to obtain on-line access... [older people find] it a genuine struggle... To replace the existing service with an on-line model is a quick way out for the Council yet will exclude a goodly proportion of the community. (Resident)</p> <p><u>Open library – unacceptable (safety of people and library contents)</u></p> <p>None of us will feel safe in unstaffed premises, the old [and] young women and children will all be at risk. (Resident)</p> <p>There is a good reason why children are not allowed into schools unsupervised. Not only will there be theft and vandalism in unsupervised libraries, including loss of computer equipment, but there is also a risk of bullying of children by children, and worse, a risk of grooming and sexual predation by paedophiles. [Even if children are excluded] there is still a risk of theft, vandalism and assault. You cannot concentrate on studying if you are worrying about who else might enter the building when there is no-one around to hear you scream. (Resident)</p> <p><u>Open library – excludes young people</u></p> <p>If swipe cards are restricted to adults, children's learning will be restricted. (Resident)</p>
Library relocation	<p><u>Library relocation - more information required</u></p> <p>The consultation states that some libraries might be relocated. The Council needs to provide information about which libraries might be moved and where they would go. I would be gravely concerned at the prospect of a library closing its doors without a very firm guarantee of its re-opening immediately on another site which was equally convenient for my constituents. (Theresa Villiers MP)</p>

Theme	Sub theme and details
Specific to East Finchley Library	<p><u>Closure (and thus Option 2) unacceptable</u></p> <p>There was a well attended public meeting this week about East Finchley Library. Please keep your grubby paws off it. (Resident)</p> <p>I appeal to you...to oppose any measures to close East Finchley Library and retain it with qualified, experienced staff. (Resident)</p> <p>I do hope you will think very long and hard before you vote to deprive our community of such a well loved and heavily utilized building. (Resident)</p> <p>It would be a retrograde step to close our Library or alter the professional functioning of the staff. There are a lot of families and the elderly in our area now who will feel this loss personally as we are a local community who value our independence and rights as citizens to use our Local Library Service when we decide to use it. (Resident)</p> <p>East Finchley...may be on the borders a long way from Chipping Barnet or Hendon and other outer reaches but we need our local library to remain in its existing building with a great deal of refurbishment... It needs to be open in normal daylight hours, including lunchtimes, plus one or two evening sessions per week and fully staffed by professional librarians. (Resident)</p> <p>The 2nd option - the proposal to close our Library - has been on the Council's agenda before and it is completely unacceptable to the residents of East Finchley. (Resident)</p> <p><u>Size reduction and reconfiguration (listed building)</u></p> <p>Are you aware that the building is Grade II listed...and that the listing includes [the] main staircase, the curved partition between the inner hall and the lending library, the original wood counters and bookshelves in the main hall and the children's room? Not really clear on how re-configuration is achievable in this context... (Resident)</p> <p>It is a listed building. Even the interior is listed. The staircase is listed, the shelves are listed and the counters are listed. We are watching carefully. (Resident)</p>
Specific to Childs Hill Library	<p><u>Closure (and thus Options 2 and 3) unacceptable</u></p> <p>I think...people should come first, not money. Save this well known and well loved library with friendly and helpful staff. (Resident)</p> <p><u>Must consider co-location</u></p> <p>There is certainly scope for its space to be used for more Council services and outreach particularly as the Council Community Hall was in the block that burnt down and has not been replaced. (Lady Palmer of Childs Hill)</p>
Specific to Mill Hill Library	<p><u>Closure and size reduction unacceptable</u></p> <p>Local Mill Hill people are very upset at the idea that they might lose their library and fail to see how the functions that a library is required to fulfil could possibly be achieved in a space that is less than 1/10th of the size of the current facility. (Mill Hill Neighbourhood Forum)</p>
Specific to Church End	<p><u>Size reduction – unacceptable</u></p> <p>My mother is 94 years old and we attend [Church End and South Friern Libraries] on a</p>

Theme	Sub theme and details
and South Friern Libraries	weekly basis to play Scrabble. If the libraries are relocated to smaller premises it will no doubt compromise the amount of space available for such activities, not to mention the areas put aside for computer use and the reading of daily papers and magazines. (Resident)
Specific to Osidge and South Friern Libraries	<p><u>Closures (and thus Option 2) unacceptable</u></p> <p>I accept that it would be hard to make the savings needed by the Council without some reduction in funding for libraries...the Council would be justified in seeking to make some savings from the libraries budget. However, the Council needs to find a way to make those savings whilst continuing to provide excellent quality library services to my constituents. I do not believe that it is necessary or justifiable to close any of the libraries in my constituency. There are other more efficient ways to reduce costs by reforming the way libraries are run. (Theresa Villiers MP)</p> <p>I...reject Option Two since it would mean the closure of two libraries in my constituency (Osidge and South Friern)... There are elements of Option One which I can support, in particular the fact that it keeps all libraries open in my constituency and would lead to longer opening hours. But there are important questions which would need to be resolved before Option One could be acceptable. (Theresa Villiers MP)</p>
Specific to Hendon Library	<p><u>General comments</u></p> <p>I am most concerned, as a regular user of Hendon Library, about the proposed downsizing of the library and its services. (Resident)</p> <p><u>Money spent on recent upgrades should not be ‘wasted’</u></p> <p>Any downgrading of Hendon, the central Library, makes nonsense of the money spent on its updating and renewal with English Heritage. (Lady Palmer of Childs Hill)</p>

Comments on the consultation process

- 18.16 The following table summarises comments and questions relating to the consultation process, either in general or concerning specific elements (for example the questionnaire and consultation document).
- 18.17 Most comments were made in relation to the consultation questionnaire, which was described as ‘leading’, ‘loaded’, ‘confusing’ and ‘complex’. Further, it was considered limiting insofar as residents were unable to make additional or alternative suggestions.
- 18.18 Other complaints were that drop-in sessions were held at inappropriate times and that the consultation outcomes are pre-determined.

Figure 96: Summary of comments on the consultation process

Theme	Sub theme and details
‘Loaded’ or biased questionnaire	<p><u>Questionnaire is ‘loaded’/biased</u></p> <p>[We] are not going to fall into your obvious trap by filling in the loaded questions on the “consultation”...along the lines of</p> <p>Q How would you like to die?</p> <p>a. By strangling</p> <p>b. By poisoning or</p> <p>c. By stabbing</p> <p>If you do not want to die by any of the above means, then please give an alternative way of how you would like to die. (Resident)</p> <p>I know you are encouraging use of the sham “engage barnet” method but I do not want to express my views through it as the responses are all loaded into trying to get us to accept the least worst option (Resident)</p> <p>The questions, if asked in an interview (or a courtroom) would be regarded as ‘leading’. (Resident)</p>
Non-user friendly questionnaire	<p><u>Questionnaire not user-friendly</u></p> <p>[It is a] less than user friendly Consultation questionnaire which doesn’t easily or necessarily address local concerns. (Lord Palmer of Childs Hill)</p> <p>I have thought very hard about the Survey Questionnaire and I conclude a lot of time and monies have been expended on a very ill-thought out exercise. I like many residents have been put off by the sheer confusing and complexity of the forms and the time one has to expend on it... I do not feel my time would be put to good use in completing the survey... (Cllr Sury Kathri)</p>
Limited consultation	<p><u>Consultation is limited</u></p> <p>Some [questions] are impossibly limited – e.g. the question on ‘which library do you use?’ allows only one answer. I use three libraries and by choosing one I might be helping to sign the death warrants of the other two. (Resident)</p> <p>There has not been enough opportunity for residents to make additional suggestions. (Resident)</p>
Inappropriate meeting times	<p><u>Meetings held at inappropriate times</u></p> <p>If this drop-in session at Mill Hill Library is for local residents to discuss the future of their local library and the plans for Barnet's Library Service, then it is most unsatisfactory to give less than 24 hours notice of the meeting and to hold it in the afternoon of a normal working day. If this is an example of the Council's attempts at local democracy and approachability, then it is quite absurd. How many of the so called interested parties do you expect to turn up at such short notice and how many, who have an interest in the Mill Hill Library, will be able to attend... (Resident)</p>

Theme	Sub theme and details
Consultation outcomes pre-determined	<p><u>Consultation outcomes pre-determined</u></p> <p>It seems you have already decided to close the purpose built library in East Finchley...we regret the decision to close in spite of the immense NGO effort more than 100 years ago. (Resident)</p> <p>Such surveys I have no faith in and are just box-ticking exercise as the decision has been made, no matter what dressing one tries to put on (Cllr Sury Kathri)</p> <p>There are no ‘Options’, the only manner in which the libraries can be managed is to continue to provide at least the existing service. Therefore it would be misappropriation of scarce public funds to carry out a consultation, the result of which is a foregone conclusion. (Resident)</p>

Other Issues Raised

^{18.19} The following table summarises other noted comments, which were around: the need for LBB to learn lessons from successful library services elsewhere (Tower Hamlets for example) and/or work with communities to identify innovative solutions; the preparedness of several respondents to pay more council tax to retain library services; and the comparatively small saving the proposed changes will yield, especially when compared to their apparently potentially damaging consequences.

Figure 97: Other issues raised

Theme	Sub theme and details
Learn from positive examples elsewhere	<p><u>Must learn from successful library services elsewhere</u></p> <p>We understand that England is short of cash. But it is also true that some libraries in the land have succeeded in creating a vibrant and thriving community hot spot. Tower Hamlets for example. (Resident)</p>
Saving too small to justify changes	<p><u>Saving insignificant in the context of potential consequences</u></p> <p>According to the Edgware & Mill Hill Times, the council hopes to save £2.85 million over six years. If this is correct then the saving will be £1.43 per person, per year. Surely no one could believe that the average person would rather have £1.43 each year than a library service? I would be interested to hear the argument against providing libraries since I cannot imagine why anyone would want to shut them down - and for such a petty saving. (Resident)</p> <p>Given the small nature of the proposed cost savings compared to the Council's total budget and the significant level of harm such a decision will cause, such a strategy is incredibly short sighted. (Resident)</p> <p>The amount of the proposed savings as a result of the cuts suggested by our Council is derisory compared with the damage which will be caused if any of their options is allowed to proceed. (Resident)</p>

Theme	Sub theme and details
Raise council tax	<p><u>Prepared to pay more Council Tax to retain services</u></p> <p>In a situation where money is as tight as it is at present it was wrong to raise council tax, which has exacerbated the situation. (Lady Palmer of Childs Hill)</p> <p>Every week for the past forty years I have visited East Finchley library, both to borrow and to reserve books and I would be happy to pay higher council tax to retain the service... I beg you to raise our council tax in order to retain these beacons of civilisation. (Resident)</p> <p>Can you also explain why you have not considered raising the tax required to keep the existing system running? I have not met anyone who pays council tax who would be unhappy with that. It seems to be the function of the council to provide the services we want and raise the tax to pay for them. Is that wrong? (Resident)</p>
Savings made elsewhere	<p><u>Savings could be made elsewhere</u></p> <p>Barnet has obviously got lots of spare money. It has cut council tax by 1%, it had £500k spare to squander on one street in Golders Green, it has a CEO, a Deputy, AND a Chief Operating Officer. Cannot possibly need all of these as services have been decimated to a point where there is nothing for these overpaid officers to run. Barnet also has lots of spare money to pay to consultants. If it has all this spare money, then it doesn't need to cut services... (Resident)</p>
LBB should work with community to identify alternatives	<p><u>Work with community to identify innovative solutions</u></p> <p>We note that the proposed 'savings' will not take effect until the financial year 2016-17. This gives time for new, innovative solutions to be developed. We would urge that you reject the three options currently on the table and work with the local community, including Martin Primary School, over the coming months to take account of the ideas and suggestions of recent reports by the Sieghart Commission and Arts Council, and local residents on libraries and their use in the twenty first century in order that East Finchley library is rejuvenated and continues to serve the wider East Finchley Community. (Martin Primary School)</p>
Comments on mobile library service	<p><u>Praise for service</u></p> <p>I think the mobile library service is excellent; and its 'couriers' most helpful and polite. (Resident)</p> <p><u>Suggestion to save money</u></p> <p>Maybe a delivery of say 6 weeks instead of 4 weeks would help the situation. (Resident)</p>
Need to consider needs of particular user groups	<p><u>Requirements of Barnet Choral Society</u></p> <p>The choir...has had a long and fruitful relationship with the library services... We are, therefore, concerned to ensure that this service should continue and, should relocation be required, the needs of the service user and council staff are considered. We recently borrowed 120 copies of Mendelssohn's Elijah...almost 13 stone. This is a huge weight for both your staff and the choir librarian to lift, so it is important that provision is made for the easy transfer of the material between people and that this point is adjacent to a car park. As you will appreciate, proximity to public transport is not a solution. (Barnet Choral</p>

Theme	Sub theme and details
	Society)

Detailed Submissions

^{18.20} As aforementioned, some written submissions have been summarised in detail to highlight their main arguments - and primarily their alternative proposals for Library Services in Barnet. They have been chosen not because they are inherently more important than any other – but because they are either particularly well-evidenced or raise several ‘different’ issues to those repeated by a number of respondents.

^{18.21} Summaries such as these cannot do full justice to the arguments and evidence of the submissions, but they at least make them more accessible and indicate the main points of view expressed.

East Finchley Library Users’ Group (EFLUG)

What is a library?

The East Finchley Library Users’ Group (EFLUG) suggests that a library is where you get access to books and reading material, and by extension to: knowledge; information; advice; culture; literature; inspiration. It also says that a public library is: a place where a community can come together in comfort and warmth and safety and security; a refuge or place of tranquillity; a place of learning and self-development; where children can get to love books and reading and be inspired to learn; a centre of literacy and a place of study; and where senior citizens can get contact and avoid isolation. A library is therefore not just a place from where to borrow books, which is the underlying assumption or 'vision' of Barnet's three options.

EFLUG claims that a lack of vision and judicious investment in the library service is beginning to impact adversely on some aspects of usage insofar as whilst membership at EFL has been growing, the media spend is declining, the hours have been reduced and there have been lunch-time closures in recent times, all of which gradually erodes the service.

The three options

EFLUG believes that the three options proposed are unimaginative, lacking in vision and are based on a fundamental misunderstanding of what a library is and its value to communities like East Finchley (EF). As above, it says that libraries are not primarily about book loans and that the ‘paltry’ space allocated for library services (540 ft², the size of the current computer room) at East Finchley Library (EFL) in the proposals reflects this lack of understanding.

EFLUG believes that reducing EFL to ‘a room or nothing’ will have an adverse impact on: community cohesion (EFL is one of the few places the wide diversity of EF’s community regularly comes into contact); children and young people’s learning, literacy and development; senior citizen’s sense of security and inclusion and their warmth in winter; mothers’ well-being and mental health, students’ revision and exam success; disabled people’s sense of inclusion; regular primary school access to library facilities; employability levels among the local work force; teen anti-social behaviour and crime; adult literacy and skills development; health and well-being; information underpinning democracy; and the reduction of the digital divide.

The Group says that all of these negative impacts have cost implications in the medium to long term for a range of government departments and local authority services – in other words, the short-term perspective merely shifts social costs to other parts of the public sector. Further, it suggests that in the future an increasing percentage of the population will live alone and more people will work from home – and as people lead more isolated lives the role of the library and its impact on well-being will grow.

EFLUG also says that LBB's proposals around East Finchley library once it is reduced to 540 ft² are not properly costed with regard to revenue and take no account of the fact that it is a valued Grade II listed building or the actual market for medium-to-long-term office space in the locality.

A fourth option?

EFLUG appreciates the unsustainability of the status quo but wishes to maintain the current level of library provision at East Finchley Library and re-shape it going forwards to be fit for the 21st century. One way in which it proposes to achieve this is to increase utilisation of the library's first floor space through a more entrepreneurial approach. EFLUG says that current utilisation is 7.75 hours per week at £30 per hour (a lower rate than elsewhere locally – the Church Hall opposite charges £40 per hour), which generates an income of around £12,000 per annum. This, it says, is around 10% of potential utilisation and that full utilisation at market rates would amount to a £154,000 per annum increase- which would exceed the planned savings envisaged in LBB's Options One or Three gained through reducing the size of the library (£148,767 and £145,320 respectively).

It is also anticipated that hall hire would be staffed and managed by volunteers (including key-holders), which it considers a good example of how volunteers can best be used - not to displace trained librarians but to complement them. It also suggests that volunteers could be used to undertake the business development (i.e. promoting and selling the space) and to build up the party services and infrastructure (from décor to nurturing a network of entertainers), all with a retail-like customer service attitude, motivated by the fact they would be saving the library. By EFLUG's estimation, this one entrepreneurial initiative based on existing resources plus volunteer effort two days a week, exceeds the current revenue of the branch.

EFLUG also asked local citizens familiar with EFL to suggest ideas to help initiate a 'more imaginative, community-minded and sustainable vision for EFL in the 21st Century', contributing their ideas via the EFLUG website and social media pages. A selection of their suggestions can be seen below:

Install a café staffed by volunteers OR outsourced to a commercial venture (which would be located in a part of the high street under-provided with such facilities)

Hire out the upstairs hall for children's' birthday parties etc. staffed by volunteers (providing revenue with no extra costs) – and for classes such as English as an Additional Language, yoga and pilates, mindfulness and meditation and arts and crafts

Hire meeting space to corporates/businesses for workshops and meetings, especially those connected with learning and creativity

Use back office and un-used space for an Amazon (or similar) parcel drop-off/collection service

Make EFL the arts centre of East Finchley by: establishing it as the headquarters of East Finchley Open and other active community arts groups; and providing exhibition space

Base all East Finchley councillor surgeries, MP surgeries and other local authority meetings in the building, which is right at the centre of the community

Make EFL a learning centre by, for example, hosting stage-specific study skills courses for teens and Transfer to Big School sessions for Year 6 students – and offer space for inter-school workshops

Provide a home for other community groups which are short on space

Create a central hub for the whole community (EFL is apparently centrally located where the broadly working class community meets the broadly middle class community and also serves three local schools [Martin School, Holy Trinity, Oak Lodge] whose pupils all make regular visits there. In the latter case these are largely children with special educational needs where such contact with their community is particularly important)

Integrate Library and Adult Education services as modelled by the internationally renowned Ideas Stores in Whitechapel and across Tower Hamlets, becoming a focus for life-long learning and employability - and re-brand and de-formalise the library to emphasise its relevance to the community and bring it in line with modern practice (as Ideas Stores have done)

Develop a co-working space like the Hub in Islington, combining the services of a shared office space, an events space, and an active network

Enhance the library's information services, especially digital ones

Support users in their use of the internet and digital services through a relevant agency (such as the Tinder Foundation/UK Online Centres)

Offer: a job shop and/or career workshops for local unemployed and work-place returners; creative writing classes; advice and guidance sessions and surgeries (replacing the local services lost on Church Lane); and a Barnet-wide (or North London-wide) dyslexia advice centre

Actively create local partnerships to bring even more people into the library

Signpost the EFL from the nearby retail part of the high street

Emulate retail practices and customer service standards (for example at high street book shops).

EFLUG thus requests that LBB: withdraws its current three unsatisfactory proposals; establishes a task force, drawing on the professional, expert and other resources of the local community, to work with relevant LBB officers to explore Option 4 in detail over a set term, including carrying out full costings; carries out an analysis of the knock-on costs of their three proposals on other local services to get a true, holistic picture of the savings/costs; adopts an approach that focuses as much on innovation and entrepreneurialism as cost cutting.

Mill Hill Preservation Society (MHPS)

MHPS well understands the financial challenges facing the Borough and sympathises with the pressures the library service is now facing. It says that its response to the consultation has been drawn up in full acknowledgement of these priorities.

MHPS's appraisal of LBB's three options for library services is as follows.

Option One (reduce to 540 square feet and possibly relocate)

MHPS has no objection in principle to relocation, but feels this would have to be within an equally convenient location (probably in the Mill Hill Broadway area) to meet the criterion of easy access.

MHPS feels that reducing to 540 square feet could not allow most of the wide range of community activities now operating at the library and fails to allow community engagement. It also suggests that providing reading, literacy and learning opportunities would be impossible since the space would be too small to accomplish these tasks adequately.

MHPS says that sessions for the elderly would probably not be possible and wheelchair use would be difficult in such a small space – thus not safeguarding services for vulnerable people. It also says it would be difficult to cope adequately for ethnic minority needs in such a restricted size.

The Society says that, in Section Two of the options paper, the more effective delivery of library services is called for as the population grows and changes. It believes that reducing Mill Hill Library to a minimum size would be entirely contrary to this objective.

Option 2 (closure of the Library)

MHPS feels that closing Mill Hill Library would fail to meet the stated purpose of easy access and of having a library within thirty minutes by public transport for 95% of residents. If closed then the only other libraries within a reasonable distance would be Hendon, Colindale, Finchley, Church End and Edgware and MHPS says that the question of access to these is critical. With reference to public transport there are two modes locally (rail and bus) – and the Society concludes that the 'thirty minutes by public transport for 95% of residents' criterion could not be met for most Mill Hill residents by either method.

In terms of safeguarding vulnerable people, the Society says that Hendon Library is a considerable walk from the nearest bus stop and would be highly inconvenient for elderly and disabled people. It also says that the only practically accessible library is Edgware, and that only for those residents near the necessary bus routes.

Finally, the Society says that the closure of Mill Hill Library would totally fail to meet the clearly stated library service objective of engaging with communities.

Option Three (volunteer approach)

The MHPS says that if no community group takes over the library, then it would close and would be subject to the same objections made above concerning closure. If a community group were to take it over, the Society is concerned that it would still fall victim to the reduction in size and the resulting negative impact on outcomes.

Alternative strategy

The Society's overall conclusion is that none of the three Options meets the purposes and criteria clearly laid down in the consultation document as far as Mill Hill Library is concerned. Nevertheless, it says it takes the Borough's financial challenges equally seriously and has looked carefully at how to withstand such challenges – and submits an alternative strategy for consideration.

MHPS says that, as central costs account for 28.5% of the overall libraries budget, a major erosion of this cost is desirable – and suggests the following two alternative routes to achieving this:

Twining with either Brent or Camden to share overheads and reduce the central cost

An outsource (not-for-profit) provider at a saving on central cost – as has been adopted for many other Borough services.

Finally on delivery, the Society notes the concern over staffing costs, which make up the main bulk of Mill Hill costs at £142,470. There are 43 staffed opening hours a week for a five-day week and it is suggested that if this were to go to 10.30am-6.00pm from Tuesday to Friday and 10.30am-6.30pm on Saturdays, this would achieve 38 staffed hours a week - a staff saving of around 14% or some £21,000 per year. The Society also notes the interest in self-service and believes this could help reduce the density of staffing during opening hours.

The Society also comments on network structure and the viability of Mill Hill Library in its present shape. It is not wedded to the precise location of the library as long as it remains convenient- and suggests that the possibility be explored of a Community Infrastructure Levy (CIL) gain on a development of the library site with a subsidised rehousing of the library.

Overall then, MHPS feels that if central costs can be mitigated by a worthwhile amount, staffing cost can be reduced locally by a worthwhile amount and a realisation of the site under a CIL and a subsidised rehousing take place, there should be sufficient cost saving to meet the bulk of the savings target while at the same time retaining a facility that closely matches the outcomes specified in the strategy.

Mill Hill Residents' Association (MHRA)

MHRA's library vision

MHRA does not support any of LBB's three options for library services. It feels that the future vision offered by Barnet Council will harm the local communities that will either lose or have their libraries reduced to a 'stump'. It suggests that each of the options presented will damage wellbeing and social mobility in those communities.

However, it also agrees that the current library system needs to change and adapt to the current economic situation and believes there are significant opportunities to reform and revitalise the borough's libraries.

As such, it rejects each one of the council's consultation options and argues instead for a regenerated library system that plugs the funding gap by developing large open and configurable spaces that allow for: using branch libraries as Community Hubs (in line with the findings of the Government-sponsored Sieghart Report and the views of the Carnegie Trust); hiring out library space (out-of-library hours) to facilitate local meetings, performances and music, film and comedy clubs; and becoming the destination of choice for local start-up businesses.

MHRA also suggests that:

Increased footfall into the libraries should be encouraged by the provision of high quality cafés, exhibitions, Wi-Fi and high quality office, printing and study facilities

Libraries should include: quiet spaces for studying and reading; a local research and study point for all ages; desk spaces for temporary hire; children's play spaces; Citizens Advice Bureaux and councillor surgeries; and a point of contact between the Council and residents

The Council should consider: taking advantage of Section 106 funding to provide capital for new or rebuilt libraries; embracing commercial sponsorship; using existing or planned funding streams from the council; and developing opportunities for local businesses to sponsor events

The library service should aim for as much self-sufficiency in energy generation as possible (the Council should investigate the use of solar panels at library sites to help offset energy costs)

The management of Barnet's libraries should be shared out among other authorities (such as Surrey, Hertfordshire or Haringey) on a joint venture basis to allow economies of scale - or outsourcing the libraries to mutual, co-operative or other commercial organisations should be considered

Each branch library could benefit from the input of a Friends of the Library group that would represent library users to the council, get involved with fundraising activities and get directly involved with the management of their branch through the establishment of a governing board

Branch libraries need a commercial champion or leader to seek out revenue earning opportunities.

The proposal that libraries should reduce to 540 sq ft should be rejected as this will ultimately kill off any library that is reduced to this size. In such a small space it is impossible to provide an adequate library that serves the needs of a wider community and would make the Community Hub proposals referenced above impossible to implement

The automation proposals should be rejected as they would render it impossible to run events in the evening and therefore remove at a stroke the ability of the library space to function as a Community Hub (resulting in lost revenue). The Society is also concerned that it would be a high security risk both for library users and the stock

LBB should avoid volunteer led and run libraries, which are considered unsustainable by the Sieghart Report and which do not have access to the central book lending system.

MHRA rejects the proposal that libraries should be within no more than 30 minutes travel time by public transport and regards this as a tactic to reduce the density of libraries in the borough. It also feels that if this was adopted as official council policy, it would act as a deterrent for many families to visit libraries. Where possible, MHRA says there should be a public library within walking distance for the majority of Barnet residents.

MHRA suggests that Barnet's population will shortly be similar to that of Bristol. It notes that the City of Bristol has 27 branch libraries to serve its population, while Barnet currently has 14 - half of which are under threat of closure or severe reduction.

Finally, MHRA says that if Barnet Council chooses to shut or reduce its libraries simply to save money, it will leave a damning legacy to the residents of the borough - but that if it is prepared to think boldly and to establish library-based 'hubs', it will be seen as a Council that listens to the concerns of residents and is prepared to take the chance to build community cohesion and become a beacon borough.

Mill Hill Neighbourhood Forum (MHNF)

The case for change

MHNF recognises the need for change: it sees that the statutory provision of Library Services by Barnet Council is currently performed at considerable cost and that libraries are evolving from simply being a place to borrow books. It is understood that the provision of all services needs to be prioritised within reducing budgets and the Council has little scope to manoeuvre. However, the Forum also believes that the Council's three options either fail to give sufficient detail on the Council's thinking about the future of Library services in the Borough or indicate that LBB has not taken full regard of best practice in the operation of Library services, both in England and overseas.

Best practice

MHNF notes that Surrey County Council with a population approaching 1.2million (three times that of Barnet) operates nearly 60 Libraries – and that reference to their website show how impressive and varied the Library offering is, with central reservations of local meeting rooms and an elaborate Calendar of Events. The Forum compares what is offered through Barnet's own website unfavourably compared to Surrey and feels that turning the service into a profit centre rather than suggesting closures could be a way forward taking the Surrey CC model of operation.

The Forum also notes that Hertfordshire County Council has just approved its strategic direction for its Library Services under the theme 'Inspiring Libraries'.

It is noted that Northamptonshire set out to achieve substantial savings while keeping libraries open and improving through a 'LibraryPlus' model that is pro-active, involves and engages the community and has service integration at its heart. Their 35-location traditional library service, it is said, has managed to reinvent itself in a modern customer focused context, while achieving target savings and improving customer satisfaction.

MHNF thinks that Barnet Council should study the above models for library service provision and replicate the best ideas from each to build a positive plan for the future of Barnet's Libraries. Indeed, it suggests that a shared service with either Surrey or Hertfordshire Council might offer an appropriate way forward, retaining the provision of Library Services within the public sector run by professional librarians.

Library sites

MHNF believes that a fuller understanding of current and future library demand and usage needs to be established at each current location, and that one solution does not fit all. In Mill Hill, the Forum is not saying that a Library service must remain at its current site (which is expensive to heat, light and maintain) – and feels that the Council could realise a good return by developing the site for affordable flats and moving the library to a new, more easily sustainable site in Mill Hill.

Travel times

MHNF does not consider a 30 minute ride on Public Transport to visit a Library to be realistic or viable insofar as people use libraries for many purposes because they are local to where they live or work. The Forum feels that libraries must be local to attract people of all age groups to use the full range of services on offer.

Volunteer-run and unmanned libraries

MHNF firmly believes that libraries must be run by professionally trained librarians, which it considers fundamental to the development of a thriving Library Service in Barnet. Additionally it understands that Barnet's libraries share the 'book stock' and that this is not available to a Community-led library – a significant drawback of this model.

The Forum cites the Government-sponsored Sieghart report, which considers volunteer-led libraries to be unsustainable – and feels that volunteers could be most usefully harnessed in support of library services on a local 'Board' of interested and committed local people. Indeed, it goes on to say that libraries of the future, with a broad range of services on offer, will need to be managed not simply by someone with experience of running a library, but by a fully equipped business manager with commercial, marketing, events management, third party engagement and entrepreneurial experience and skills.

In terms of the unstaffed library concept, the Forum feels that ‘unmanned’ services bring security issues for individuals, the book stocks and premises.

Alternatives

The existing building in Hartley Avenue incurs high energy and maintenance costs and is not well located - nor does it structurally lend itself to future expanded use. MHNH thus considers it sensible to move the library to an alternative site in Mill Hill (there is office space available in Titan Court on the corner of Hartley Avenue and Flower Lane). The Forum suggests that a new library - reduced from its current footprint to, say, 3,000-4,000 square feet - in such a facility could be shared with a company such as Waterstones.

MHNH is also aware of the proposal from Mill Hill Residents Association to set up, as a Community Interest Company (CIC), the NW7HUB at 80 Daws Lane, Mill Hill – a site that is well served by public transport and next to a public car park. The Forum suggests that a Library (again with a reduced footprint) could be an adjunct to this facility, sharing the infrastructure and facilities of the NW7HUB under the overall operational management of the CIC team, (similar to the ‘Board’ mentioned above).

In terms of practicalities, library users would enter via a shared reception and the Library space would be mainly for book storage with some space for research typically utilising user supplied laptop or tablet computers linked through the centre’s Wi-Fi networks. The Library could be operated to a reduced daily timetable by Barnet’s own Library staff, but be accessible to those who have a current Library card, utilising self-service technology, out of the formal library operating hours - not as an unmanned site, but one where there would be other activities running at the same time, securely. Library users could spend time in the proposed cafe/restaurant, hire meeting rooms for specific activities or simply sit on the terrace to read a book or the papers. This, MHNH feels would probably provide an optimum low-cost solution to service the Councils statutory obligation of providing local Library Services.

The Research Practice (TRP)

Background

The Research Practice (TRP) says that Barnet residents who found it difficult to respond to the Council’s consultation invited it to conduct research to assess the public’s response to the consultation booklet and questionnaire. It also says that those who commissioned the research were concerned that any cuts/reforms should be achieved in a transparent and responsible way and were not part of any pressure group or political organisation. The **research objective** was to explore the public’s: understanding of the consultation booklet and questionnaire; response to both documents and to completing the questionnaire; and perceptions of the Council’s three options for library services.

TRP undertook individual depth interviews with what it described as a ‘*broad demographic cross-section of Barnet library users*’ – as well as some non-users and people residing outside Barnet (though it should be noted that the submission makes no reference to how many depth interviews were conducted and how participants were selected). In these interviews respondents were asked to explain their reactions to the questionnaire as they attempted to complete it. Respondents were asked to read the background consultation booklet prior to being interviewed and this document was available for perusal and reference as respondents attempted to fill in the questionnaire. At the time TRP’s report was published (29 January) fieldwork was continuing.

Findings - process

With regard to the consultation process itself, the primary findings from TRP’s research were as follows:

People find it close to impossible to respond to the consultation in any meaningful way using the current questionnaire – and the longer people spend on the consultation, the more it gives rise to unanswered questions, the more confused they become and the more they perceive the Council's plans to be flawed

Many respondents, left to their own devices, said they would not have been able to complete and submit the questionnaire – with some suggesting that the detrimental impact of this on response levels was the intention of those who had designed the consultation process

The questionnaire was considered longwinded and confusingly constructed, containing bland, vague questions that were sometimes difficult to answer without more information and/or extensive knowledge of the library network. Respondents also felt that the questionnaire gave them little scope to express their own views – and *'seemed to trick people into unwittingly endorsing reforms and propositions with which they did not agree'*

Respondents found the background consultation booklet unhelpful insofar as it failed to explain how the Council arrived at its current proposals - nor did it give respondents other information or evidence they often felt they needed to complete the questionnaire. It was also considered unnecessarily complicated, wordy and time-consuming

Some people concluded that the whole consultation process was disingenuous or a 'con' that had been devised solely to fulfil a bureaucratic need for the Council to claim it had consulted.

Findings – the proposed options

In terms of the three proposed consultation options for the library service, the primary findings from TRP's research were as follows:

People found them difficult to understand and compare

Respondents found it difficult to think of the library service as a whole and tended to focus on what the proposals meant for the particular branches and services they personally used

The proposal to reduce libraries to one tenth of their current size left respondents wondering what such small libraries could contain and whether they would be worth using

Respondents questioned why it was more expensive for the Council to run libraries than all the other alternative ways of running the library service

People had difficulty with the idea of fully-automated libraries that would not require any staff because current library technology does not work well and staff are always needed to explain technology and to sort out problems when it goes wrong. There were also security concerns about un-staffed buildings

Some respondents felt that the proposed reforms had been arrived at in an arbitrary way and without careful consideration. For example, it was assumed that if two branches were to close (specifically East Barnet and Childs Hill under Option Three) they would be the least popular/busy ones. However East Barnet is not included in the six libraries facing closure under Option Two, prompting a suspicion that the libraries demarcated for closure had been selected at random.

Conclusion

In conclusion, TRP says that public consultations should be easy for respondents to follow and not be over-demanding of their time – and any background documentation should be concise, explain how

recommendations have been arrived at, and provide any other background information required to complete a questionnaire. It also says that questionnaires should concentrate on issues that are within respondents’ own experience and which they can therefore answer with ease and with confidence. Its conclusion is that instead of a straight-forward and transparent approach to library reform, Barnet Council’s current library proposals and consultation seem unfit for purpose – and that *‘it is difficult to resist the conclusion that the consultation has been designed to deter response and to steer people into endorsing the council’s plans’*.

Individual Resident

The resident says that their experience of a good library service is much more dynamic than currently experienced in Barnet. They suggest that libraries can be a major community asset rather than just a depot for information. They compare the Barnet service with the numerous sites in Auckland where there is a strong culture of engaging with children, leading on to more intensive adult use. Coffee is served and educators come in for sessions, leading reading, acting and singing sets. More mature adults attend too for the lively atmosphere.

With specific regard to East Barnet Library, the resident describes it as ‘much underused’ and feels it could easily be relocated elsewhere locally at much lower cost. They describe the example of Harpenden, where a previous Woolworths store in the town centre has been converted with low level racks and a kids play area at the rear. It is apparently well-lit, attracts a lot of young people and mothers, offers drinks, and also has space and comfortable chairs for adults and pensioners. Overall they say that *‘curating the stock for occasional visitors does not justify keeping East Barnet’*.

The resident goes on to suggest that:

Libraries need to be pro-active and their buildings sized and located to meet the need - even to using schools premises for some out of hours events for outreach activities, say on Saturdays

Special events for interested groups should be held at libraries insofar as there must be local experts in every field who could come and give a half hour talk to young people on their subject (though the resident also questions whether this really requires library buildings and comes to the conclusion that *‘probably not. I think Barnet has got some reorganising to undertake – probably overdue’*)

For pre-school children a means - volunteer assisted - should be found to take an enhanced offering out to the community, linking in actively with schools (not just a notice on schools’ boards advertising library hours) to offer readings and more advanced engagement with kids. A small contribution for materials could, it is felt, be reasonable.

The resident says that they would have expected LBB to have segregated the market and the needs of each sector - but that this does not seem to have been done. They also comment that teenagers should use libraries much more but that there does not appear to be a plan to attract them, other than to play games and chat to friends; they did not consider this to be a good use of public funds.

Overall, the resident feels that there could be a strong future for libraries providing they are pro-actively managed. They suggest that libraries should have the Council’s full support, but that they will have to adapt as the old model is dated and losing pace.

Submissions from Schoolchildren

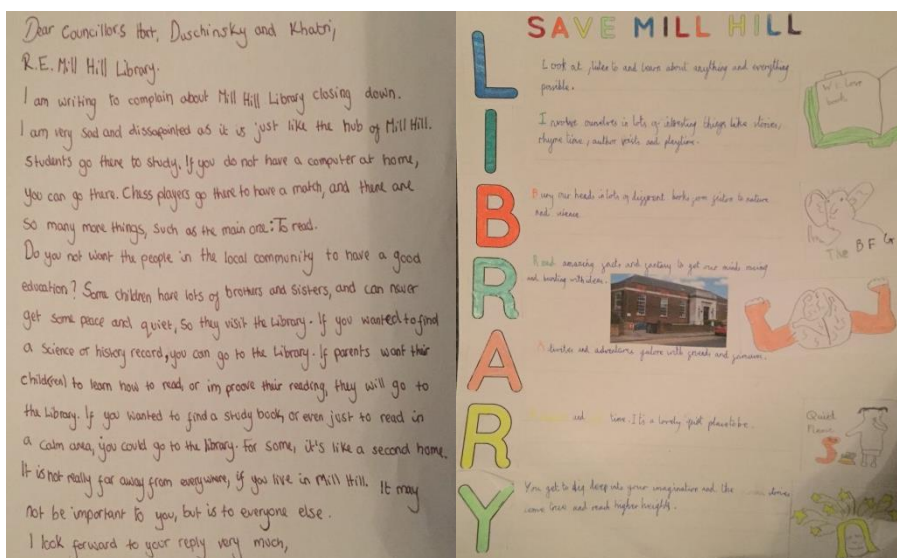
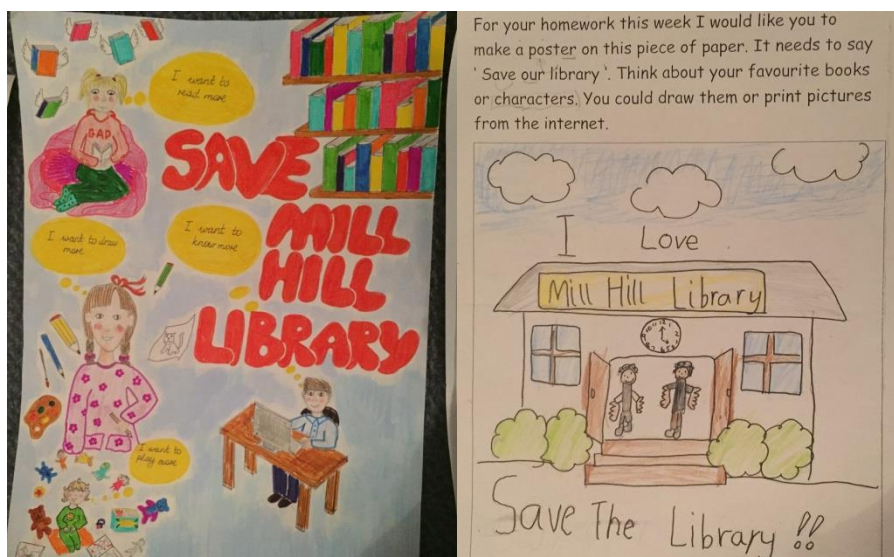
18.22 23 letters were received from Goldbeaters Primary School, seemingly as part of an organised activity. All submissions, the main themes from which are summarised in the table below, related to Burnt Oak Library.

Figure 98: Summary of comments from Goldbeaters Primary School Pupils

Theme	Sub theme and details
Library hosts many activities for children and young people - and they can make new friends	<p>All the children will miss all the games such as reading, storytime, arts and crafts and relax time.</p> <p>The library has a homework club to do your school homework. At the library there is art and craft time to do lots of stuff and also there is storytime for babies to relax.</p> <p>In the summer holidays we get to do summer activities. They have arts and crafts and reading challenges.</p> <p>If you are a child there are lots of things to do. On summer there are activities such as painting, story time and they are only for little children...</p>
Library allows young people to borrow items and use computers for free	<p>If you go to a bookshop all those people would have to buy all of those expensive books that cost a lot of money, but in the library you borrow the books.</p> <p>I love borrowing and reading from the lovely Burnt Oak library...I learn perfectly in school and more perfectly in reading lots of wonderful books.</p> <p>When my laptop breaks I can go to the library and use the computers...for free for one hour.</p>
The 'excellent' staff help you find books and keep you safe (and will lose their jobs)	<p>The librarians help us so much and they keep us safe at the library...it is such a safe place to go. People like librarians do a special job.</p> <p>Librarians keep children safe and if you have a problem they help you so you are not struggling.</p> <p>The librarians are important...because they keep us safe and tidy up after us if we have made a mess at art and craft...they do a very good job.</p>
Library allows/encourages children and adults to read for pleasure	<p>It is a really special place to go and read some books.</p>
Library offers a quiet and peaceful place to relax, read and do homework	<p>If your house is crowded there are tables for you to use in the library to do your homework.</p> <p>I go to the library to learn and do research. I also do my homework there...</p>
Closures and size reductions will mean a loss of learning opportunities	<p>If you would close the library we could not do research and to learn from an early age...</p> <p>You shouldn't close the library because we are going there to learn from an early age and we can read for free.</p>

Theme	Sub theme and details
	You should not close it because when you are very young and you go there and read you will grow up to be a smart adult.
Lack of computer/internet access in some homes	You can't always use your computer at home because some people don't have one because they can't buy one
Distance to alternative libraries	[I am] very concerned that there won't be a local library in our area. People would have to go very far to go to a different library

18.23 Similarly, 91 posters and letters were received from Primary Schools local to Mill Hill Library, seemingly as part of an activity co-ordinated by the schools in conjunction with the Mill Hill Residents’ Association. Some examples can be seen below:



18.24 All submissions, the main themes from which are summarised in the table below, related to Mill Library (and indeed libraries in general).

Figure 99: Summary of comments from Primary School Pupils in the Mill Hill Area

Theme	Sub theme and details
<p>Closures and size reductions will affect the whole community – but especially certain sectors</p>	<p><u>General</u></p> <p>Mill Hill Library is an amazing and important part of our community.</p> <p>Our library is the heart of our community.</p> <p>Everybody would be really sad and would miss such an important place if the library closes.</p> <p>The loss of the library will be a disaster for the local community</p> <p>People of all age groups meet in the library and socialise as part of the Barnet community.</p> <p>The library is an amazing chance for infants, juniors, teenagers and even adults to learn something new every day.</p> <p>If you shut our libraries you would be demolishing fun, friendship and education.</p> <p>Shutting the library would mean stopping friendships, blocking education, avoiding having fun with the public and preventing reading.</p> <p>It is a part of Mill Hill; our local library. This means that a great number of people visit the library for different reasons such as to study, to read, to borrow books, to use a computer; finally to learn to play chess.</p> <p>It is a free community space and in Mill Hill we are slowly losing all these places.</p> <p>Libraries are also good for communities because they encourage people to learn and read and share information. It's also somewhere people meet and be social.</p> <p><u>Older and other vulnerable/disadvantaged people</u></p> <p>It will affect most of the following groups of people - the elderly who can't travel far, the families with less money and the students who have no quiet place to study at home.</p> <p>Getting rid of local libraries means that poorer people and pensioners won't be able to read as much and a much needed community meeting place will no longer be available.</p> <p>It is a place where older people can go that is warm and they can meet up.</p> <p>Old people can go there if they're lonely.</p> <p>Some older people can use the libraries to meet friends and have a chat. If the libraries close those people will have nowhere to go and they would be lonely.</p> <p>Old people find it peaceful and a place to meet others which is beneficial especially if they live on their own.</p> <p>The library is also very important to old people as it provides not just books but a place to meet and talk to others out of the cold.</p> <p>If you shut the library the lonely elderly would have no place to meet and they would have no place to make friends.</p> <p>Young mothers can also socialise and get to know other mothers, another important group that benefits.</p>

Theme	Sub theme and details
	<p>Many people have reading groups as they prefer to be with other people rather than by themselves in a couch in their house.</p> <p>If people live alone the library is a place where they have a chance to meet new people.</p> <p>People on the streets can go there to warm up.</p> <p>It is also good for blind people as there are braille sections and large print books and audio books to listen to too.</p> <p>Libraries offer support to underprivileged children and adults to study.</p>
<p>Library hosts many activities for children and young people - and they can make new friends</p>	<p>You can take part in many activities like music ensembles, reading classes and organising play groups for little children.</p> <p>This precious Mill Hill Library is so important to us because it gives us the chance to take part in many fun activities, learn and revise.</p> <p>Every Tuesday I go after school to [the] library to chess club...I love it.</p> <p>Some people even learn to play instruments in the library as well as join in the music bands.</p> <p>It is a great place for activities and a quiet game of chess and chequers.</p> <p>If I couldn't go to the library then I couldn't do the summer reading challenge. I would be awfully upset...</p> <p>I have memories of Rhyme Time and wish to pass this to future generations of my own.</p> <p>Rhyme Time is great for kids because they can...express themselves in front of lots of other children their age.</p> <p>Toddlers can learn to read rhymes and develop the skill of reading...</p> <p>The libraries are places where people can meet and make friends.</p>
<p>Library allows young people to borrow items and use computers for free</p>	<p>Poorer children visit this library who cannot afford to buy their own books. Do you think money is more important than a child's education?</p> <p>For me, going to a library is about getting good books to read and it's not the same as going to a bookshop. Half of the books that I have read have been from the library and I wouldn't be me without it.</p> <p>You are able to loan books or CDs instead of spending money and then you can go back to exchange it for another.</p> <p>Although books are available in shops and computers many people can't afford to access books in this way. Without the library these people would not have the opportunity or pleasure of reading books.</p> <p>If libraries were not open people might not learn to read and only rich people would be able to buy books.</p> <p>Children can easily read five books a week, but only the wealthiest parents can afford this.</p>

Theme	Sub theme and details
Library allows/encourages children and adults to read for pleasure	<p>Reading is my life, and with no libraries I would not be able to read new books.</p> <p>When I finish all ten of the books I have taken out I get a new ten. Other members of my family do so too. If you were to shut the library, my family and I would have to buy the books, which is not possible. I realise that closing the library saves money but it doesn't save reading.</p> <p>Learning how to read is crucial because reading is the key to a good education and knowledge. The libraries storytelling and reading challenges encourage the young.</p> <p>Books are inspirational and fun. Once I got a Harry Potter book which I absolutely loved. After a few days [it] inspired me to read the whole series.</p>
Closures and size reductions will mean a loss of learning opportunities	<p>Do you not want the people in the local community to have a good education?</p> <p>If parents want their children to learn to read, or improve their reading, they will go to the library.</p> <p>The library is an important place for everyone to learn, even adults. You can research all things you don't know about.</p> <p>The library is really important because it has lots of books that we learn from and if you don't read books you will become less smart.</p> <p>I am growing up using the library, it's helping me dramatically with my English and spelling.</p> <p>Many people visit the library especially for research. Some of the reasons are that he library can offer you all the information you will ever need.</p> <p>Knowledge and education are very important and enable people to improve their lives.</p>
Library offers a quiet and peaceful place to relax, read and do homework	<p>Students may go there to study as it is very quiet. They might have a big family and nowhere quiet to study at home.</p> <p>The library is also a quiet getaway for residents with big families.</p> <p>Libraries give children time to do things you wouldn't do at home. It's a nice place to do something solidly without getting distracted.</p>
The 'excellent' staff help you find books and keep you safe (and will lose their jobs)	<p>I find the staff very kind and helpful, always willing to show me where books are and let me borrow books that I can't get at school or home.</p> <p>Many retired citizens treasure the times spent with friendly librarians. It helps them interact with other people. Senior citizens go to the library because it's a nice, quiet place for talking...</p> <p>We need librarians who are trained in this profession and understand everything about books and looking after people and their private information who use the service.</p>
Lack of computer/internet access in some homes	<p>There are computers for people to use to study and find information, this is really useful for people who cannot afford a computer at home.</p> <p>The lack of access to the Internet can reduce exam results by a grade... The United Nations has declared that the Internet is a human right - public libraries, including</p>

Theme	Sub theme and details
	Mill Hill Library should support that.
Distance to alternative libraries	<p>The library helps our local community by providing a library service within a walking distance or a bus ride.</p> <p>If you close our local library we will have to travel all the way to other libraries such as Edgware!</p> <p>Travelling to another library would take a long time and children might have to go there after school when it is dark. Not all parents have the time to take them there.</p> <p>It would be unlikely for people to go to a library further than one closer, so closing libraries would cause fewer people to go. Do you want that to happen?</p>
Need to consider income generation and examine what has been done elsewhere	<p>Why can't we do something like Hillingdon, where they managed to cut running costs while increasing the stocks of books and computers.</p> <p>Some libraries even have Starbucks! They have seen their visitor numbers and book borrowing increase by 84% giving the local people a better community.</p>

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Appendix F: Technology-enabled opening pilot: Final Report

1. Context

This appendix sets out the results of a pilot project to test the use of technology-enabled opening (Open+™) at Edgware Library. Open+™ uses technology to automate the mechanical processes involved in opening and closing a public library building. This includes switching lights and PCs on and off, locking and unlocking doors and arming and disarming alarm systems. The system works in conjunction with the library's existing IT services (library management system, PC booking system and self-service kiosk technology) to manage customer access and to facilitate basic library functions such as issues, renewals, returns and internet use. CCTV cameras linked to the Open+™ system record all activity undertaken during unstaffed opening hours. To access the library during extended hours customers scan their library card and enter their unique personal identification number (PIN) into a keypad located at the library entrance. A series of automated announcements indicate to customers when the library is due to close and instruct users to leave the building. Whilst use of the system is relatively new in the UK, Open+™ has been widely adopted throughout Scandinavia to extend library opening hours beyond those that can be staffed. Take up in the UK is increasing and a number of library authorities are investigating 'unstaffed access' as part of their future service models. The following paper gives a detailed report into the pilot of Open+™ technology at Edgware Library.

2. Establishing the Pilot

2.1 Background

In October 2014, Council approved the establishment of a pilot scheme to take place at Edgware Library for a period of three months. This pilot began on 29 June 2015 and is currently on-going. During the pilot period the library opening hours have been amended as follows:

Monday

7am – 9.30 am (unstaffed) 9.30am – 5pm (staffed) 5.15pm – 10pm (unstaffed)

Tuesday

7am – 9.30am (unstaffed) 9.30am – 8pm (staffed) 8.15pm – 10pm (unstaffed)

Wednesday

7am – 9.30am (unstaffed) 9.30am – 5pm (staffed) 5.15pm – 10pm (unstaffed)

Thursday

7am – 10am (unstaffed) 10am – 8pm (staffed) 8.15pm – 10pm (unstaffed)

Friday

7am – 9.30am (unstaffed) 9.30am – 5pm (staffed) 5.15pm – 10pm (unstaffed)

Saturday

7am – 9.30am (unstaffed) 9.30am – 5pm (staffed)

Sunday

10am – 2pm (unstaffed) 2pm – 5pm (staffed)

2.2 Parameters of the pilot scheme

The following principles have underpinned the pilot scheme:

- Open+™ hours have been offered outside of existing staffed opening hours
- Access to services during extended Open + ™ hours available to adults and older teens with parental permission. Children under 16 must be accompanied by an adult

2.3 Services Available

The following services are available during extended hours:

- Access to the library space, including downstairs study tables
- PC access
- Wi-Fi internet
- Issue, renewal and return of library items
- Payment of fines
- Photocopying and printing (including payment)
- Collection and placement of reservations
- Newspapers and magazines
- Access to e-books and e-audio books for download.

A customer user guide has been created to assist library users and to help them find and access resources whilst there are no staff on site. A feedback form and post box have been provided to facilitate communication between customers and staff and to enable library users to bring staff attention to any technical problems or any difficulties experienced in finding or accessing resources.

2.4 Access to technology-enabled opening

Any customers wishing to use the library during extended hours have been required to register first. A field is then flagged in their library account which interacts with the door technology when they scan their barcode and enter their PIN. Unregistered customers are refused entry (the doors remain closed). Young people aged 16 and 17 years old are required to obtain parental permission prior to being able to register for the service.

At the end of every staffed session all customers are required to leave the building and those who have registered for extended hours can then swipe themselves back in. This ensures that only registered customers are in the building during extended Open+™ hours.

During the pilot a number of approaches to safety and security were tried and tested to inform the proposal to roll out TEO to other library sites. Users were made aware that staff/personnel would enter the building from time to time. For the pilot period, the council engaged a security staff member that was not uniformed. At the outset for the first three months, the security staff member presence was significant but over time, the staff presence within the operational library area was reduced with a regular patrol of the building and its surroundings.

For the pilot of TEO, the council installed event recorded CCTV. This system records all activity in the library during TEO hours. Should an incident be reported, CCTV footage can be checked (in accordance with data protection regulations which prescribe the circumstances that CCTV can be used as evidence).

The TEO system records the barcode and PIN details for each entry to the building, thereby creating a record of users. Together with the event recorded CCTV the council was able to check CCTV in relation to two reported incidents (see section 5 below).

All customers are provided with a user guide highlighting issues of personal safety and providing information about what to do in the event of an emergency. An emergency telephone is provided.

For health and safety reasons, the public toilets and the upstairs reference room is restricted during extended opening hours.

3. Open+ Pilot Outcomes

The outcomes of the Open+ pilot scheme at Edgware are described in the pages below. Outcomes have been drawn from a number of sources of data:

- Library Management System
- Netloan PC booking system
- Library wifi system
- Survey of Open+ registered users

3.1 Registrations

The cumulative number of customers who have registered to access Edgware Library during extended hours (as at 31 January 2016) is 1115.

Our survey was sent to 512 of these registered users (see section 4.1 for the selection methodology), 92% of whom informed us that they were already registered as library users before subsequently, choosing to sign-up for access during the extended technology-enabled hours. When asked why they signed up, most responded that it would enable them to: use the library outside of their

usual working times; and study at times that suit their lifestyle/working arrangement. Figure 1 shows their responses (multiple answers were allowed).

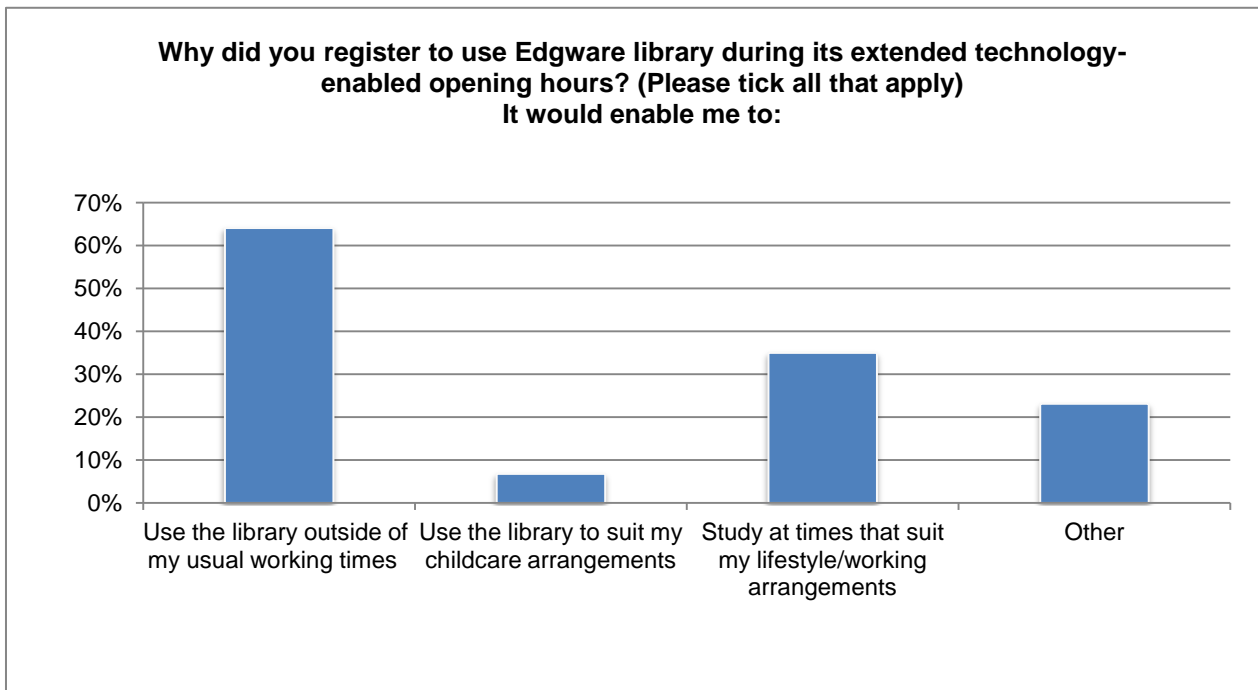


Figure 1: Graph displaying the results of question 1 in the survey of Open+ technology in Edgware library

Other comments left related in general to increased flexibility and personal convenience. Examples are given below:

'Flexibility if I choose to use the library outside of normal opening hours'

'Return or choose books when it can be less busy (parking essential as I have a Blue Badge'

'New way to interact with the library'

'To take advantage of getting in early. I often arrived too early and had to come back later'

'Seemed like a very good idea to be able to use the library at my convenience'

'I find it extremely convenient and useful to use the library at times suitable to me rather than confined just to library opening times'

3.2 Use

Of the 1115 registrations, 518 individuals have made at least 1 entry to Edgware library during the Open+ extended hours. Of these users, the split between males and females is relatively even: 43% are female, 49% are male and the remaining 8% have an unrecorded gender.

3.2.1 There have been a total of 3,800 entries to Edgware library during the pilot period, figure 2 shows the number of entries per person extracted from the data captured by the software at the Open+ entry doors. This demonstrates that there are a number of individuals using Edgware library specifically during the extended hours on a weekly and even daily basis. In our survey we also asked respondents how frequently they used the extended hours, 48% said they were using it at least once per week. The majority of those who have used the extended hours according the Open+ door entry data have done so up to twice per month.

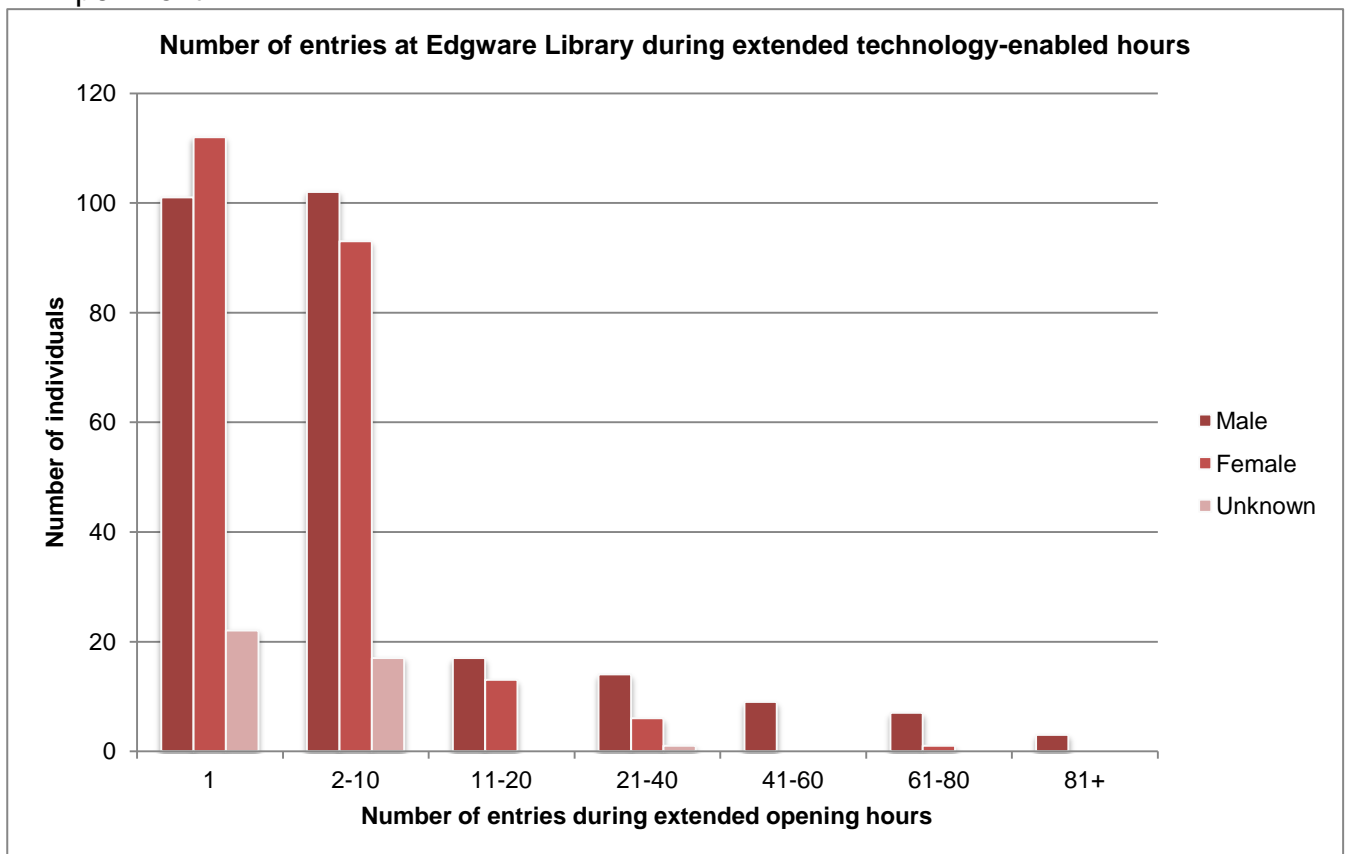


Figure 2: Graph displaying the number of individuals who have entered Edgware Library since June 29 2015 during the extended technology-enabled opening hours categorised by the number of entries they have made.

3.2.2 Respondents to the pilot survey were asked a number of equalities monitoring questions; this allowed an age profile of registered users to be estimated. 60% of respondents were aged between 25 and 64 years old, 29% were aged 65 or older and 7% under 24 years old. Figure 3 shows the age profile of those who responded to the survey and have both registered for and used the extended technology-enabled hours service at Edgware Library. Furthermore, of the 12% of pilot survey respondents registered as having a disability, 79% had made use of the service with 73% of those users making use of the service once a week or more frequently.

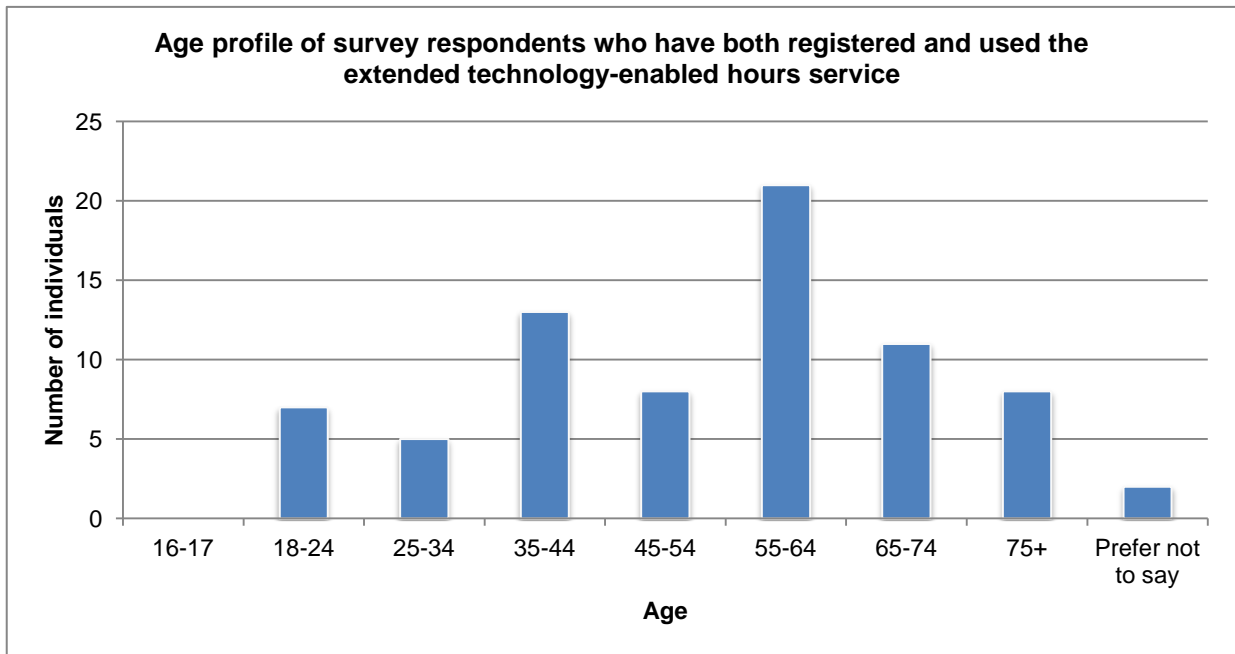


Figure 3: Graph displaying the results of question 29 in the survey of Open+ technology in Edgware library for those who have used the extended hours service.

3.2.3 Data related to library entry recorded through the Open+ door system was mapped against time to give the graph shown in figure 4. Users were also asked in the Open+ survey when they used the extended hours both during Monday-Friday and at the weekends. The most popular times for use was between 6pm and 9pm (Monday-Friday); between 7am and 9am (Monday to Friday); and on Sundays 10am-2pm.

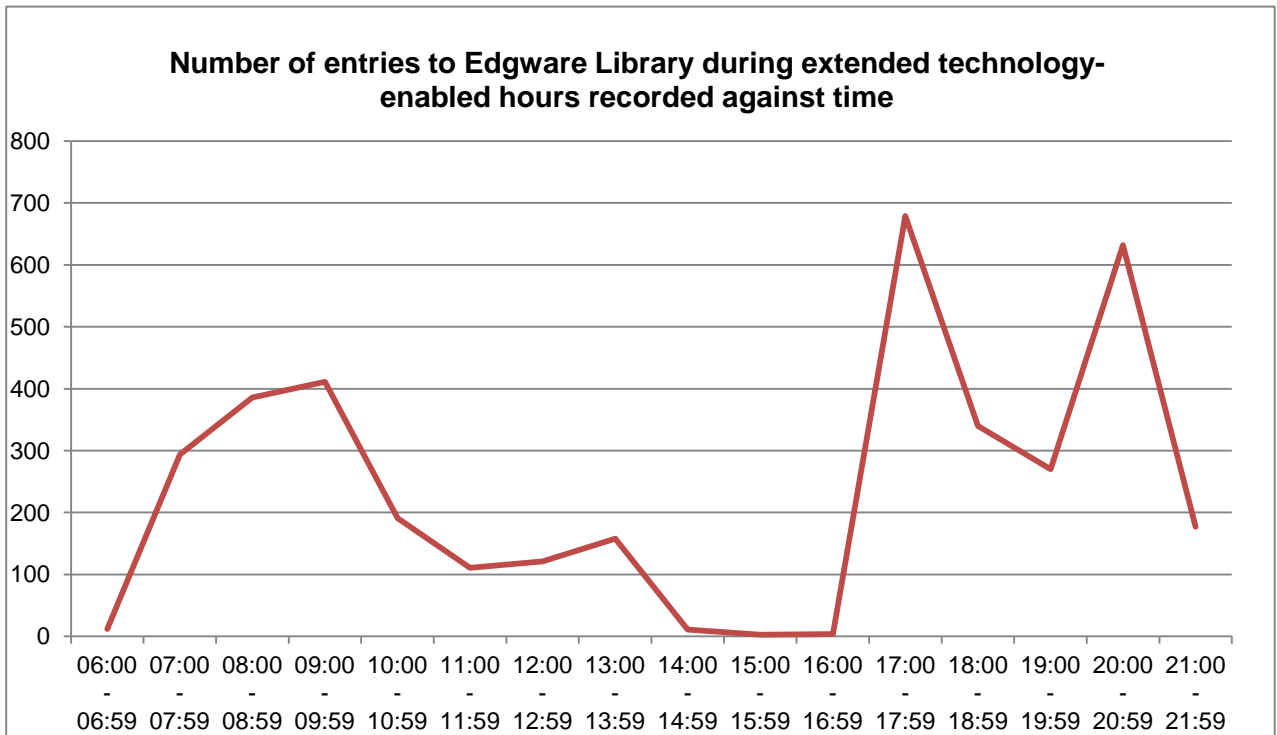


Figure 4: Graph showing the trend of use of the extended technology-enabled hours at Edgware Library through data captured by the entry door software.

3.2.4 We asked those individuals who had used Edgware library’s extended hours who they generally visited with during these times. Figure 5 below shows the results. Of the 13% who accompanied their children, 50% of the children accompanied were aged 0-5years old; 25% aged 6-10; and 25% aged 11-15.

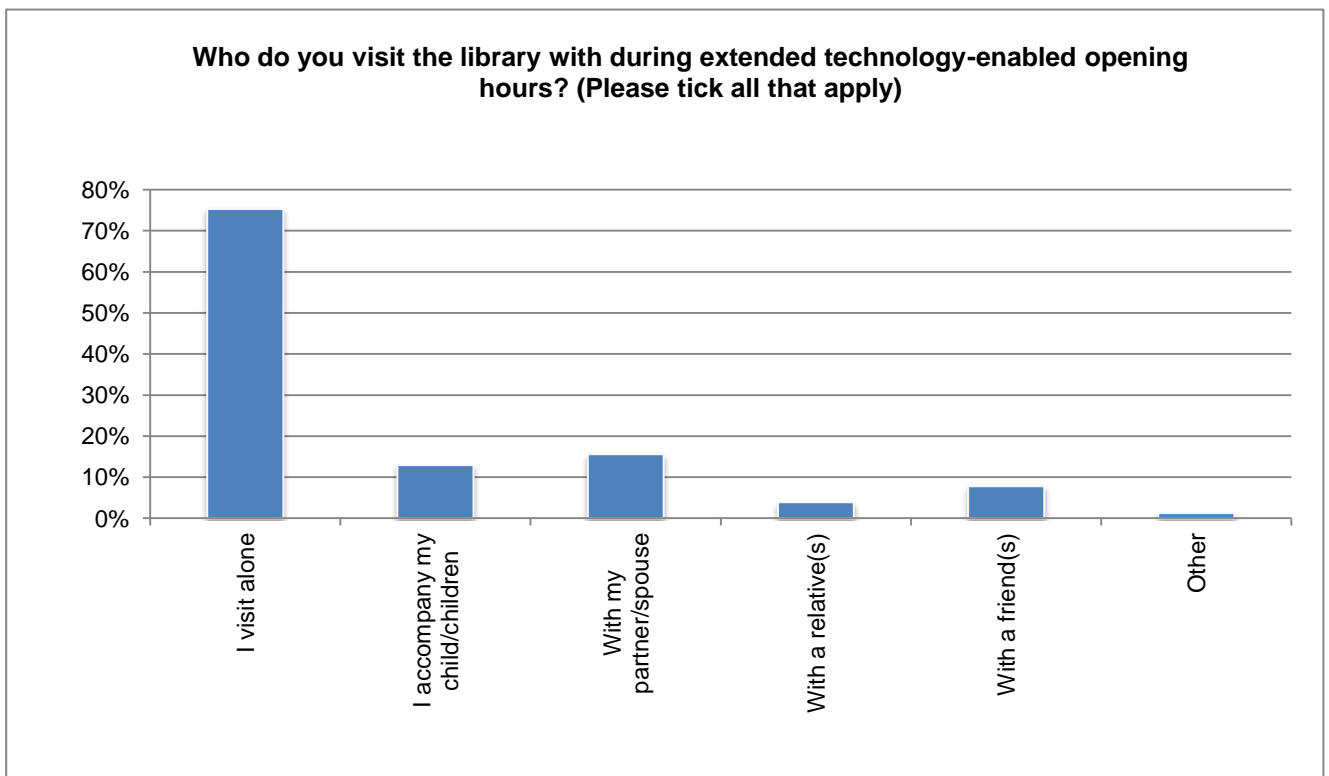


Figure 5: Graph displaying the results of question 9 in the survey of Open+ technology in Edgware library

3.2.5 Using registration data, we were able to produce a map of the borough (figure 6) to show that whilst the majority of users of the extended hours service live in Edgware, there are a number of users from other areas of the borough. In addition, there were entries recorded from library members living in Harrow, Brent, Hertsmeire, Haringey, Camden and Enfield

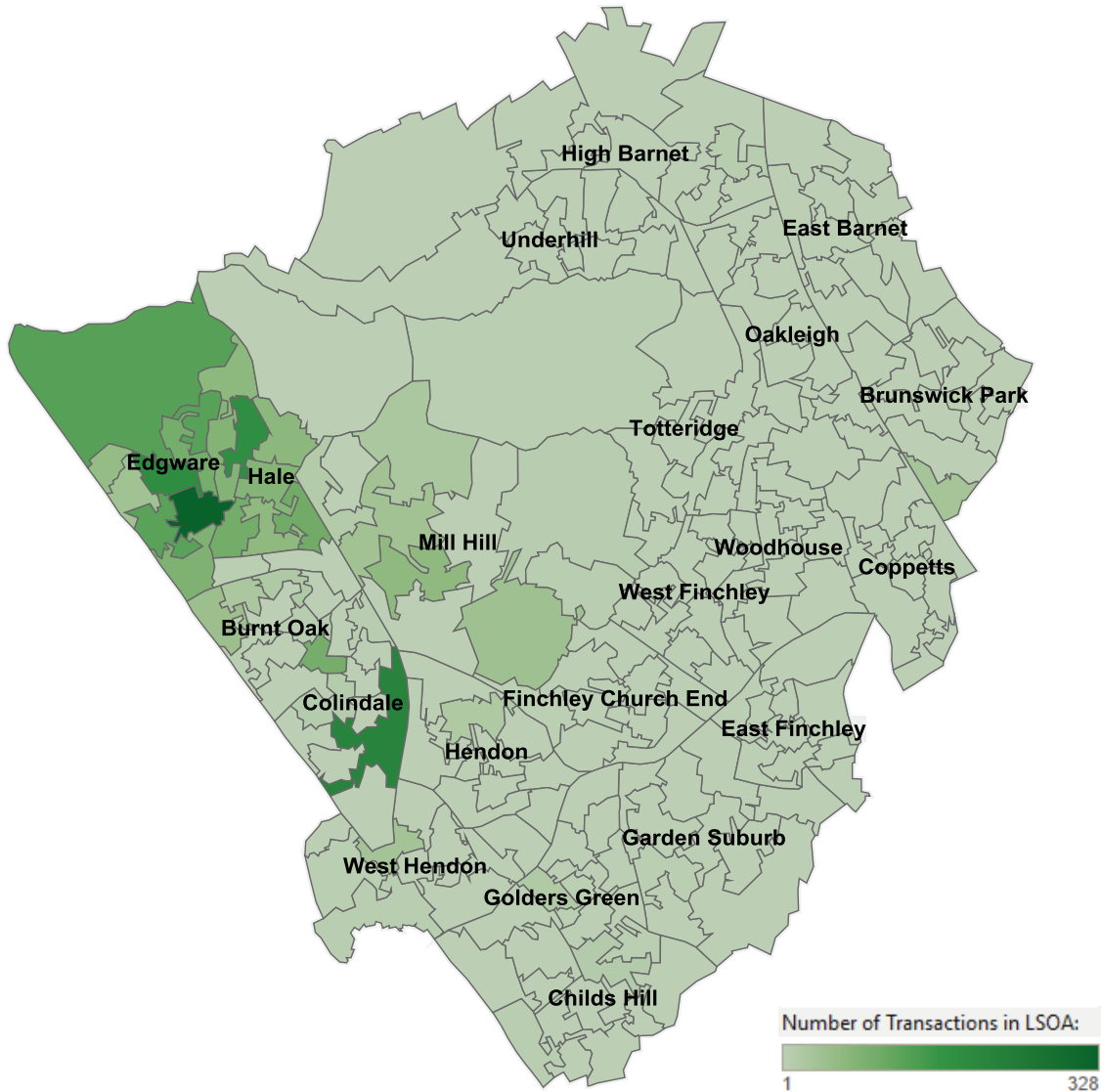


Figure 6: A map of Barnet indicating the number of individuals who have used Edgware Library during the extended technology-enabled hours from different ward areas of the borough. This figure uses data captured from the Library Management System.

3.3 Access for young people

We asked those who are users of the library during unstaffed periods whether they agreed or disagreed with the current policy for under 16s to be accompanied by a registered library user over the age of 18. 76% strongly agreed and tended to agree with this. 16% disagreed (or neither agreed not disagreed) and their views are shown in figure 7 below.

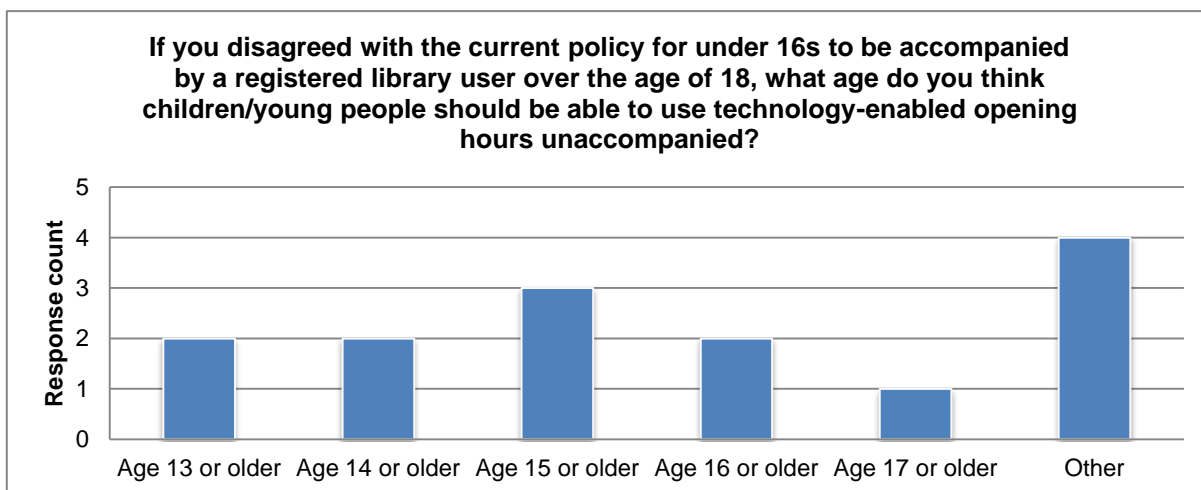


Figure 7: A graph displaying the results of question 12 in the Open+ survey, answered only by those users who disagreed with the current policy for under 16s to be accompanied by a registered library user over the age of 18 when using the extended technology-enabled opening hours.

The comments left by those who selected 'other' were:

'I think children/young people should not use technology-enabled opening hours unaccompanied because they are so noisy'

'My son needs to study for exams and it would be great if I didn't need to accompany him - he's a mature 15 year old!'

'18 and over'

3.4 Registered non-users

Of the 117 individuals who registered to use the extended technology-enabled hours and completed our survey, 40 had not used the technology-enabled extended hours service. These individuals were asked why they had not used the Open+ service (multiple responses could be given). The reason given by 80% of respondents was that they have not yet needed to use the library during the extended hours. 5% stated that the services or facilities they want are not available during the extended hours; and 12.5% suggested that they did not feel confident using an unstaffed library. Of the 5 comments that were left in the open text box for this question, 4 related to issues of personal safety.

3.5 Activities undertaken during extended opening hours

Data collected from the Library Management System (LMS), PC booking and wi-fi systems show the number of transactions for book issues/ renewals and returns; computer sessions and wi-fi use.

Of a total 5640 transactions, 50% were book issues/returns; 33% were PC sessions and 17% was wi-fi use. This data, however, does not quantify other use of the library space not involving interaction with technology. Therefore, in our survey, we asked users what services they use during the extended

technology-enabled hours. Many gave multiple answers. Figure 8 shows the responses.

Correlating with the LMS data, the most popular activity was issue/return of books, however the survey results demonstrate that the library is also used in the extended times by significant numbers of individuals for study space and reading the newspapers.

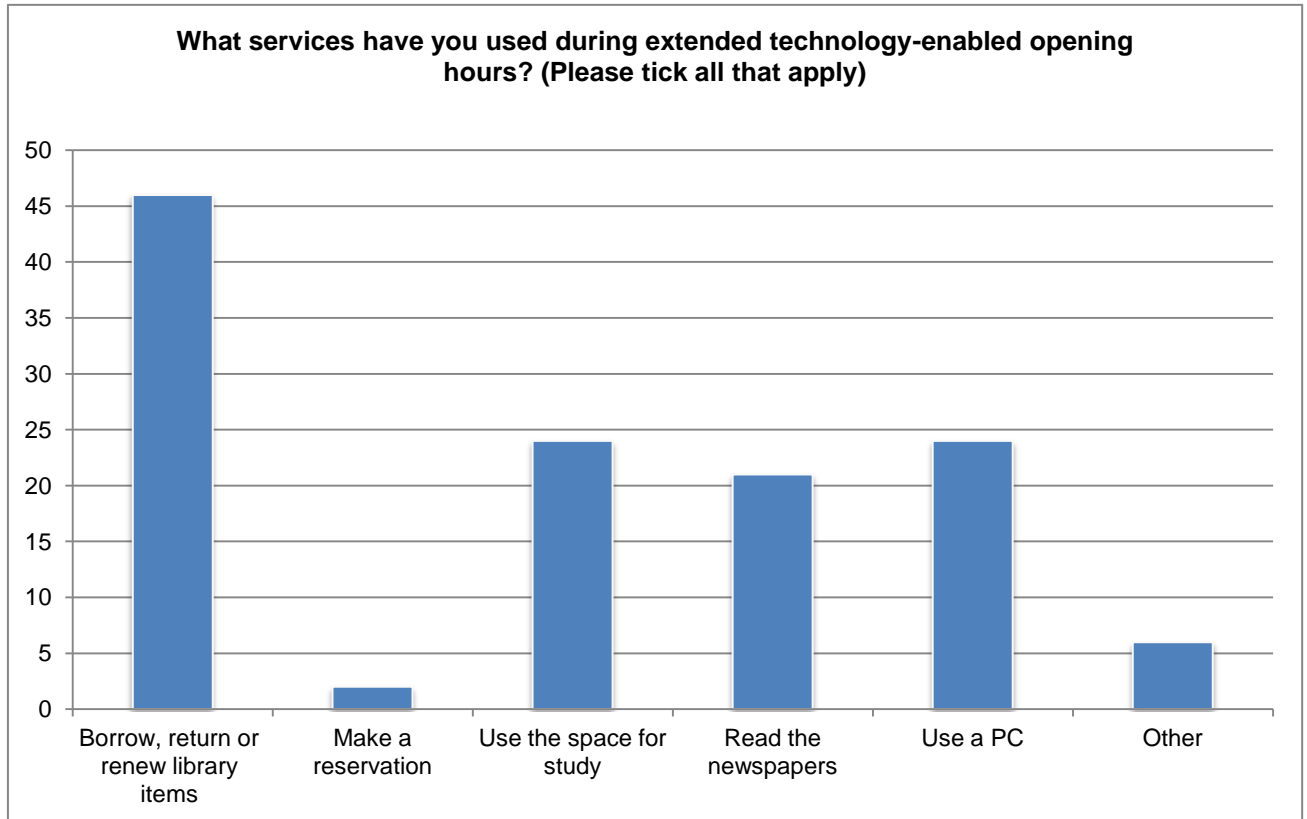


Figure 8: A graph displaying the results of question 13 in the Open+ survey

3.6 Benefits of technology-enabled opening

We asked users whether there were any benefits to them of the library being open for longer. 84% said that there were benefits and their written responses (where given) have been categorised as follows: 31 related to increased flexibility offered by the extended hours, 7 related to the reduced noise levels during the extended periods, 7 related to the increased time available for studying and 2 users gave narrative around greater access to parking in the local area. Some examples of these comments are given below:

'Can visit the library during the day, order a book, pick it up and return after hours'

'I can go more often and at times suited to me'

'Ability to use PC as and when I need, especially when Edgware Library closes early on Mon and Wed'

'Enables me to park right outside or very near to the library as no parking restrictions before 8am and after 6.30pm so no need to carry lots of heavy books long distances.'

'I do shift work so it benefits me greatly. Great job well done'

'Only place that is available during extended hours that offers quiet periods and computing facilities as need for studying, researching and completing essential tasks'

'It's a great space to do some work'

'The extended opening is a wonderful facility, not only enhancing the quality of my lifestyle but making the library a much more important focus for me'

When asked whether there were any additional times of day that users would benefit from the library being open (in addition to the current technology-enabled hours), 81% responded with no, however 19% said yes. The majority of the comments related to longer hours on Saturday and Sunday evenings with a couple of individuals indicating that a 24 hour service would benefit them.

3.7 Difficulties with technology-enabled opening

All users of the extended technology-enabled hours were asked whether they had experienced any difficulties. 10% (8 respondents) had experienced difficulties and these individuals were subsequently asked for the nature of their difficulties. Four options were given:

- Accessing the building
- Using the technology in the library
- Finding the items or information I needed
- Other

Four respondents recorded difficulties being experienced 'rarely' and 3 cited the nature of the difficulty being access to the building. The other individual recorded use of technology inside the library being the reason behind their difficulty. One of the individuals citing difficulty with access to the building recorded that they have a disability however they do not give further detail about their difficulty. None of those citing difficulty with building access are over the age of 65.

Four respondents recorded difficulties being experienced 'most of the time'. One of these cited their difficulty being access to the building. The remaining 3 respondents recording frequent difficulties selected 'other', indicating it was for an additional reason. The comments made by these 3 individuals are covered in further detail in section 3.8.1.

3.8 Additional Comments about technology-enabled opening

Respondents to our survey were given the opportunity to leave any additional comments about the extended technology-enabled hours service. Of the 29 who did, 17 were positive, 6 were negative (four of which were in relation to the lack of toilet facilities) with the rest neither positive nor negative.

Below is a selection of comments left by survey respondents:

'Excellent initiative, I hope it proves to be a success'

'I am thrilled that it is available, wonderful service'

'Congratulations on the obvious care taken in designing the extended opening and technology. It works superbly well and I hope this can be rolled out in the near future to other Barnet Libraries'

'Great service for people who want to work but do not necessarily have space at home in which to do so'

'I think it is an excellent service, hope it continues'

'Great idea! Especially for people who are not able to use the library during regular open times'

'We should have access to toilets as I suffer from prostate problems'

3.8.1. Three of the questionnaires cited a very similar experience which differed substantially from other surveys received. All three were completed in the same handwriting, albeit on behalf of three individuals. These customers all record regular (daily) use of the extended hours service at Edgware. However, all reference bullying, harassment and property damage. There have been no reports referring to incidents of this kind made to staff or to the onsite security guard and, of the remaining 114 surveys received, none report these issues. Therefore this experience/ these experiences appear to be an anomaly and, due to the anonymous nature of the questionnaire and limited detail given, these comments could not be validated. Future plans to adopt live-monitored CCTV (as detailed in Appendix A) will enable the council to be able to form a view as to the nature of incidents reported in this way. Due to the nature of how these allegations have been reported in this instance, (through an anonymous questionnaire with no details of time or date), event recorded CCTV has not enabled the council to assess the circumstances or nature of the allegations. The risk assessment is attached in Appendix K.

3.9 Extended technology-enabled opening hours in the future

All respondents were asked, if the council were to continue to offer extended technology-enabled hours (beyond the pilot scheme), how likely would they be to use them. Their answers indicate that the majority, 76%, would be likely to use the extended hours service if it were to be continued in the future. The results of this question are displayed in figure 9 below.

This is a pilot scheme operating at Edgware Library, if the council were to continue to offer extended technology-enabled hours, how likely would you be to use them? (Please tick one option only)

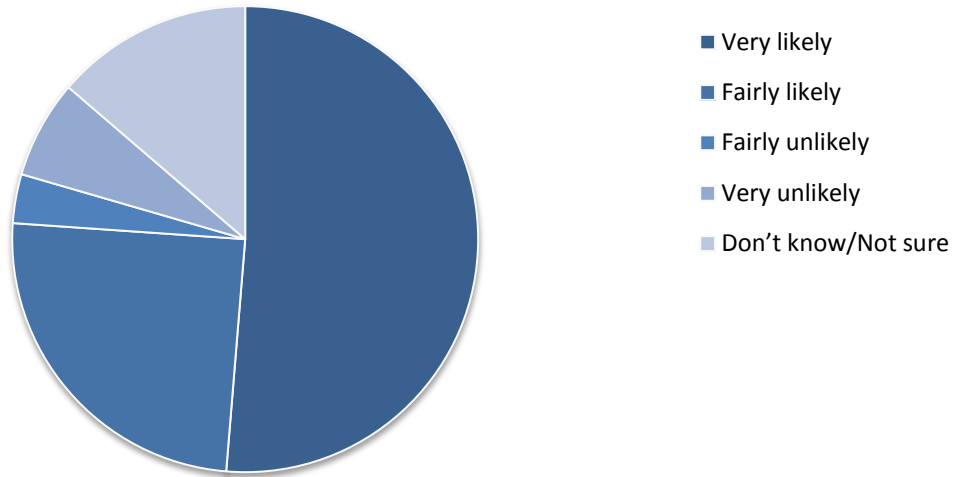


Figure 9: A chart showing the results of question 22 in the Open+ pilot survey

4. Methodology

4.1 Customer feedback – methodology

In February 2016 a survey was sent to 512 registered users of Open+ technology. Completed registration forms were collected from a number of libraries in the borough and surveys sent via email to those with valid email addresses. The remaining customers (those without email addresses) were sent a hard copy survey form.

All returned hard copies were entered and combined with the online responses giving a total of 117 responses.

4.2 Data analysis – methodology

When entering Edgware library during extended technology-enabled hours, registered users are required to scan the barcode on their library card and enter their individual PIN. All entry data captured since the beginning of the pilot until 31st January 2016 was analysed to contribute to this report. Furthermore, data regarding the number of transactions was taken from the Library Management System; the PC Netloan system; and the library wifi system.

5. Issues

Evidence from the pilot indicates that, in general, customers have behaved respectfully with regards both to the library space and to each other.

The service received two reports/complaints during the pilot (not including the matters raised in paragraph 3.8.1):

- An allegation that a library user was seen 'rolling' something. There was no information as to time or date or to suggest that this was a criminal activity. During staff hours, library users are seen preparing cigarettes ready to smoke outside the building.
- That some residents had been knocking on the library window to ask another user to let them in and that some residents were gaining entry without using the barcode and PIN system. The experience of the pilot is that some library users are entering the library behind other people or entering when people leave. These people have been entering the library to utilise its services and not to do harm. The risk of a person gaining entry to do harm is considered in the risk assessment set out in the Appendix K

For the second reported incident, CCTV footage was viewed which confirmed that some residents had indeed gained access without using a registered barcode and PIN. As a result, a reminder notice of TEO terms and conditions was reissued. There was only one further incident in which CCTV footage, was required to be viewed and this related to where library campaigners entered the library in order to pretend to be ill, take books off shelves and pretend to smoke.

There have been three periods where the service was unavailable due to technical difficulties. Two short periods were short. One involved the unlocking of the outer library gate, with the latter due to a minor software problem. Both issues were easily resolved and have not reoccurred. The latest third period was due to a problem with a related system server that took longer to rectify and was not a failure of the TEO technology itself (see Appendix L for further details).

5.1 Fire Evacuation

The Open +™ system is linked to the library fire alarm systems so that in the event of the fire alarm being activated, the locks on the front doors and all fire evacuation route doors are automatically released. New locks were fitted and the evacuation routes remodelled and ramped prior to the beginning of the pilot.

A fire drill was undertaken during one of the early evening extended hours sessions. Customers were not pre-warned about this drill and staff did not intervene to clear the library. All customers left the building as required and all technology (automatic doors, fire exits, auto-release locks) functioned

correctly. A further fire drill is planned to take place during a Sunday morning session.

6. Cost

In order to accommodate the Open+™ system, some significant changes were required to be made to both the physical fabric of the building and the supporting electrical installations. This was necessary to ensure the building was able to be properly secured when Open+™ mode was initiated, and to make sure that security doors and monitoring equipment were installed to make users feel safe. The total cost of the building and IT upgrades totalled £99,131. In addition, Bibliotheca were selected to provide the Open+™ system. This cost an additional £32,372. The total cost of implementing Open+™ at Edgware therefore totalled £131,503 (excluding project management costs).

7. Risk

An updated risk assessment for technology-enabled opening is contained in Appendix K

8. Interest from other local authorities

During the pilot period, the Library service has hosted over 10 visits and received enquiries from other local authorities in London and elsewhere. This suggests that technology-enabled opening may become a feature of modern public libraries elsewhere. Pilots are now also being developed in several neighbouring boroughs.

9. Conclusion

Technology-enabled opening has allowed library services to offer extended hours. Over 1,100 library users have registered to use the service and so far, there have been over 3800 visits to the library using this service. Some individuals are making use of this service on a daily basis with over 100 entries recorded each. Registrations show that demand for the service is not solely centred in Edgware (figure 5). With very few incidents recorded, the pilot period has demonstrated that customer behaviour has not differed significantly between staffed and technology-enabled opening hours. Only a small percentage of users reported any difficulties using the Open+™ technology with the great majority of users describing multiple benefits that Open+™ offers them. Of those who responded to our survey, 66% had made use of the extended hours service and 76% said they would be very likely or fairly likely to use the service if the offer were continued.

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Appendix G: Partnership Libraries

1. Background

The proposed future model for Barnet's library service seeks to engage more effectively with local residents and to make greater use of community involvement to deliver library services. Partnership libraries (one of three categories of library provision being proposed) are a key component of this aim.

Barnet is not alone in investigating this form of library provision and models of community provision are now a common feature of many public library services throughout the UK. In 2013 Arts Council England (ACE) and the Local Government Association (LGA) published a report into community managed libraries, drawing on the experiences of several local authorities and setting out the benefits of increased community engagement in the delivery of library services.

Proposals for the establishment of four new Partnership libraries in Barnet, along with the principals for their operation, are outlined below. These principles reflect feedback provided by residents in the Phase 1 consultation and draw upon the increasing body of local and national learning.

2. Partnership libraries

It is proposed to develop four Partnership libraries in Barnet that will remain within the statutory public library network, alongside a number Core and Core Plus libraries. The four Partnership libraries are proposed at Mill Hill, East Barnet, South Friern and Child's Hill.

The proposed Partnership library model differs from the way in which Barnet's two existing community libraries operate (Friern Barnet and Hampstead Garden Suburb). These two community-led facilities operate independently and are not part of the statutory public library network in Barnet.

Buckinghamshire and Bradford have adopted a similar model for some community facilities to that now proposed in Barnet, developing library sites that are community-delivered but with on-going Council support. The proposal to retain Partnership libraries within the statutory public library network takes account of the views of local residents participating in the 2014/15 library consultation. Respondents were clear in their desire for any community managed library to remain part of the local library network.

There is emerging evidence to demonstrate positive outcomes from this approach. In Buckinghamshire, Farnham Library has improved its opening hours, providing 14 additional hours per week as a community delivered facility. Buckinghamshire has a growing list of borrowers, a database of 500 volunteers (up from 200), and now receives donations from a range of local organisations. In Bradford, opening hours

have increased in all community-managed libraries, one from eight to 17 hours; one from eight to 10 hours and one from seven to eight hours.

3. Principles

The following principles will underpin the delivery of services at Partnership libraries:

- Partnership libraries will remain within the statutory public library network.
- Partnership libraries will operate Barnet Library service policies and procedures and provide a core of library services consistent with those provided elsewhere in the network (see product catalogue);
- Partnership libraries will operate the same library systems for the issuing and return of items and for internet access, enabling residents to retain one library card for all libraries within the Barnet network;
- LBB will provide each Partnership library with an annual grant and a core collection of resources. These resources and any other equipment provided will remain the property of Barnet Library service. Stock will be accessible to residents across the borough via the library reservation system; and
- Services provided by Partnership libraries will be accessible to all members of the community, with no restriction placed upon access;

4. Support from the Council

The four proposed Partnership libraries will remain part of the borough's statutory library provision and will be underpinned by support from the broader Barnet Libraries network. Whilst there will be no Barnet staff directly employed within Partnership library, each will receive an annual package of support from the Library service to include:

- Set-up support including provision of stock, PCs and furniture;
- 12 core training sessions per year;
- Annual allocation of targeted stock;
- Access to a library community engagement officer;
- Access to corporate IS support;
- Annual grant of £35k in year 1, £28k in year 2 and £25k thereafter.
- Access to a transition loan of up to £8,000 to help community groups establish themselves as a legal entity and to take on the responsibility of running the Partnership Library.

Each Partnership library will be linked to a Core or Core Plus library for day-to-day support and for the referral of complex enquiries. The proposed Partnership sites have been chosen in line with the strategy outlined in the main report and Appendix A and dispersed geographically across the borough. This means that each

Partnership library is located near to other categories of library (core and core plus), operating as part of a mixed economy of local library provision.

The Council will commission its voluntary sector partners (GroundWorks and CommUNITY Barnet) to help support the establishment of Partnership libraries, helping to support the engagement of volunteers and the establishment of community organisations or groups of residents ready to operate a Partnership Library.

5. Expected Outcomes

In return for the support package, Partnership libraries will deliver services as detailed within the Barnet libraries product catalogue (Appendix C) which, as a minimum, will include:

- Targeted resources for loan and reference;
- Wi-Fi internet access;
- PC access;
- Selected literacy, learning and community events;
- Customer reservations; and
- Some space for study.

Communities will be supported to expand the service offer beyond the key product catalogue requirements as dictated by the needs and requirements of local residents. It is likely that communities will be able raise funds and access sources of finance not accessible to the local authority and will be able to use these funds to support any local community aspiration to expand the library offer. Partnership libraries will be well placed to demonstrate their engagement with their local community and how they are responding to local needs.

The arrangement will be managed via a service level agreement and set of key performance indicators (KPIs) clearly establishing the service outcomes residents can expect in return for the support package made available by the council. These KPIs 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.

Quarterly meetings will take place with each Partnership library to assess performance against KPIs, with on-going funding dependent upon the community organisation meeting key performance targets. This relationship will be managed by a library-based community engagement team on behalf of the LBB commissioning group.

6. Establishing Partnership libraries

The council will seek expressions of interest from organisations or resident groups (community bodies) who may wish to run a Partnership library. Community bodies will be required to complete an initial Expression of Interest (EoI) form. Each expression of interest will be considered to assess those applications that are suitable to move forward to the next stage. The next stage will require the community body to prepare and submit a business case. CommUNITY Barnet will be engaged to offer expert guidance and capacity to these organisations as part of the support package.

At the same time as submitting a business case, the community bodies will be able to submit their application for the transition grant. This will allow the grant application to be processed as quickly as possible.

A panel of officers will consider each business case against a pre-defined set of criteria. Successful organisations will be notified and the transfer of the library to the new organisation will begin.

References:

MLA (2011)

http://libraries.communityknowledgehub.org.uk/sites/default/files/community_manage_libraries_report_-_mla.pdf

Arts Council/ LGA (2013)

http://www.artscouncil.org.uk/media/uploads/pdf/Community_libraries_research_2013_guiding_principles.pdf

Arts Council (2013)

http://www.artscouncil.org.uk/media/uploads/pdf/Community_libraries_research_2013_case_studies.pdf

Appendix H: Library review amended fees and charges

Activity	Description	Current charge		Proposed charge
Adult Book Fines	This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	20p	Per Day, Per Item	25p
Child Book Fines	This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	0	Per day, Per item	5p
Reservation, No Notification/ email (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	£1.00	Per item	£1.10
Reservation, Postal Notification (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	£1.00 plus 2 nd class post	Per item	£1.10 Plus 2nd Class Post
Reservation, No Notification/ email notification (Barnet stock)	Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	£1.00	Per Item	No charge
Reservation, Postal Notification (Barnet stock)	Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	£1.00 plus 2 nd class postage	Per Item	2nd class postage only
Late return fees for items borrowed from the British library	This charge is levied where items borrowed from the British Library are returned late	£4.30	Per Item	£4.55
One off events	This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific	£4.95	Per session, per person	£0 up to £20.00

*

	event and its intended audience. These are in addition to the core service of events which remains free.			
Training courses for professionals and organisations (1/2 day - off the peg)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	£39.50	Per delegate	£75.00
Training courses for professionals and organisations (1/2 day - bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	£300.00	Per organisation	£400.00
Local History Training/ Talks for organisations (bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	£40.00	Per session	£75.00
Annual subscription for library supporter scheme	Subscription fee	None	Per annum	£10 – 20 per annum
Car Parking space fee	Monthly fee	None	Per month	£100
Music Sets And Scores for choirs based in Barnet	Subscription fee	£30	Per subscription Per annum	Loan charge of 25p per score per month (min 2 month loan)
Music Sets And Scores for choirs based in Barnet	Overdue charge	50p	Per score, Per week	25p per score, Per month/ part month
Music Sets And Scores for all choirs	Courier delivery charge for direct delivery	Not currently offered	Per box	£5
Music Sets And Scores for all choirs	Cancellation fee for every score ordered but then not required	None	Per title	£10.00

*

Music Sets And Scores for all choirs	Administration fee to replace lost items. This is payable by music groups and organisations.	£5.00 + cost of replacement	Per set lost	£10.00 + cost of replacement
Music Sets And Scores for choirs based outside Barnet	Subscription fee	£30	Per subscription Per annum	Loan charge of 35p per score per month (min 2 month loan)
Music Sets And Scores for choirs based outside Barnet	Overdue charge	50p	Per score, Per week	35p per score, Per month/ part month
Music Sets And Scores	Charge made to other Boroughs for the loan of Barnet sets and scores	£6.00	Per 20 items	£12.00

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Barnet's future library service consultation

London Borough of Barnet

March 2016

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The Research Programme

Introduction

London Borough of Barnet, like most local authorities, has seen the need to reduce spending on services due to significant budget cuts. The Council itself has had to make savings across all services in order to meet a shortfall of £98.4m by 2020. One such service area is libraries, where the Council's Medium Term Financial Strategy is to save £2.85m by 2020. To achieve this target saving, the Council put forward proposals relating to the future delivery of library services in November 2014 for residents to consider.

During a comprehensive consultation, which took place between November 2014 and February 2015, over 3,800 responses were received and considered. The consultation received a mixed response, with some proposals receiving some support whilst others receiving less support. A summary is shown in Figure 1.

Figure 1: Summary of the findings from the first consultation

Proposals that received some support:

- Utilising library space to generate income
- Locating library services alongside other services
- Increasing the use of technology
- Recruiting more volunteers to enhance the service

Proposal that received less support:

- Library closures
- Reduction in library size
- Reductions in the number of staffed library opening hours.

In response to the first consultation, Barnet Council considered and developed a revised proposal for the future of Barnet's library Service. The full copy of this revised proposal can be found in **Appendix 1**, with a summary of its key features in **Figure 2**.

Following the development of the revised proposal, Barnet Council commissioned Enventure Research, an independent market research agency, to undertake a further public consultation on the revised proposals.

Figure 2: Key features of the revised proposal

The new proposal aims to achieve a balance between the views of residents expressed through consultation and the council's pressing need to achieve a reduction in spending across a wide range of services as it seeks to address an overall budget gap of £98.4m by 2020.

Key features of the revised proposal are that:

- all 14 of the current library sites would remain and the library network would comprise of:
 - four Core Plus libraries offering a more extensive range of resources and services
 - six Core libraries offering a core collection of resources and services

- four Partnership Libraries would be part of the council's library network receiving an annual grant and support from Barnet's central library service
- the home and mobile service would continue to support the network of static sites and provide services to vulnerable residents
- the digital library would be enhanced, providing 24 hour access, seven days a week to a catalogue of fiction, non-fiction and reference resources
- investment would be made in a technology-enabled opening system at 10 sites which would allow the library to be open outside staffed hours and would increase the overall number of opening hours by over 40%
- a reduction in the number of hours when libraries are staffed, in total by around 70%
- volunteers would be recruited to support some technology-enabled opening hours
- the library estate would be re-configured to release space for commercial or community letting and, where possible, to co-locate services
- new and amended library fees and charges.

If all of these proposals were implemented, they would save circa £2.27m by 2019/20, rather than the £2.85m set out in the previous consultation, (following resident feedback and further financial modelling). This comprises revenue savings of £1.731m from within the library service, with income from commercial and/or community rentals accounting for the remaining £0.546m.

In order to develop the revised proposal, the following considerations have been taken into account:

- trends and patterns of use of libraries over time
- range of library services available within each library and locality
- extent of staffed and unstaffed opening hours at each site
- the library footprint required to deliver the library offer
- release of space within library buildings to maximise income
- income raising opportunities through library charges
- range of material available through digital channels
- availability of home and mobile services for more vulnerable residents
- availability of the Local Studies and Archive Service
- capacity within the community to support library services
- capacity within the voluntary sector and other partner organisations to support the delivery of the library service
- opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations
- views of library users and residents.

Consultation document

In order to explain the revised proposals for Barnet's future library services, Barnet Council prepared a consultation document that provided background to the consultation and explained the key features of the revised proposal, which also included elements not originally included in the first consultation. To break it down into manageable sections, the proposal was split into five key elements as shown in **Figure 3**. The consultation has, therefore, been based around these five elements.

Figure 3: The five key elements of the revised proposal

Element 1
Maintain the same number of static libraries in a locality model, with the library space reduced in size
Element 2
Invest in new technology to provide increased opening hours while reducing the number of staffed sessions
Element 3
Recruit more volunteers to support the delivery of the library service offer
Element 4
Co-locate libraries with other services
Element 5
Partner with other organisations and community groups to provide services through Partnership Libraries

Research Objective

The consultation's objective was to gather views and opinions on the revised proposal for Barnet's library services, ensuring a cross section of residents take part in particular from vulnerable groups such as older people, learning disability, physically disability, unemployed and younger people.

Methodology

The consultation which was open to all residents and stakeholders, was launched on Tuesday 27 October 2015 and closed on Wednesday 6 January 2016. It was undertaken using a quantitative and qualitative methodology. A summary of the consultation with outputs are shown in **Figure 4**.

Quantitative research

Open Questionnaire

The quantitative approach involved a self-completion paper questionnaire and an online survey.

Paper copies of the revised proposal and open questionnaire were made available at libraries across Barnet (Burnt Oak, Childs Hill, Chipping Barnet, Church End, East Barnet, East Finchley, Edgware, Golders Green, Grahame Park, Hendon, Mill Hill, North Finchley, Osidge and South Friern libraries). A copy of the questionnaire can be found in **Appendix 2**.

To ensure the questionnaire was accessible, an easy read and young person's versions were also made available on request.

The consultation was also available to complete online and open to all stakeholders. The online link was published via Barnet Council's Consultation Hub – engage.barnet.gov.uk

The consultation was widely promoted by Barnet Council via the Council's residents' magazine (Barnet First), Barnet Online, local press, Twitter, Facebook, Partnership Boards and posters in libraries and other public places.

Barnet Citizens Panel

Barnet Council has in place a Citizens' Panel which is made up of 2,000 residents that are broadly representative of the Barnet population and were selected to reflect the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability. The consultation was sent by either post or via an online link in an email to panel members asking them to participate.

Qualitative research

Focus groups

To supplement the quantitative survey, five focus groups, each lasting 90 minutes, were held with Barnet residents. The groups included older people, residents with learning disabilities and physical disabilities, younger people and unemployed. Recruitment of participants was arranged by Barnet Council. A copy of the discussion guide can be found in **Appendix 3**.

In-depth interviews

To supplement this research, an additional five in-depth telephone interviews, lasting 20-25 minutes, were undertaken with residents over the age of 65, to gather further views on the revised proposals. Recruitment of participants was arranged by Barnet Council and QFRS Research Agency. The focus group discussion guide was used to undertake the interviews.

Consultation drop in sessions

Drop in sessions at libraries were also arranged and delivered by staff from Barnet Council who were available to answer questions about the revised proposals and encourage participation in the consultation.

School and Youth Shield focus groups

In addition to the focus group with Younger people that was moderated by Enventure Research, staff from Barnet Council undertook additional discussion groups with school children at Orion Primary School, Courtland Primary School, Child's Hill Primary School and at the Youth Shield Library workshop.

Stakeholder feedback

Several community and residential community groups and charities participated in the consultation by letter, detailing their responses to the different elements of the revised proposal.

Summary of consultation activity

Figure 4 shows the different approaches taken and the output. As can be seen, there were 473 responses from the panel and 743 responses to the open questionnaire.

Figure 4: Summary of consultation activity

Consultation element	Delivered by	Output
Citizens Panel	QFRS	473 responses
Open questionnaire	Enventure Research	743 responses (436 online, 307 paper)
Focus groups	Enventure Research (participants recruited by Barnet Council)	Five focus groups
In-depth telephone interviews	Enventure Research (participants recruited by QFRS from the citizens panel)	Five in-depth interviews with residents over the age of 65
School discussion sessions	Barnet Council	Four discussion sessions
Drop in sessions	Barnet Council	Four drop in sessions held at libraries
Stakeholder responses	Barnet Council	Letters received from seven local organisations

Respondent profile

A detailed respondent profile can be found in **Appendix 4**.

Interpretation of the Data

This report contains several tables and charts that present survey results. In some instances, the responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer
- Only the most common responses may be shown in the table with less common responses categorised as 'other'
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%
- A response of between 0% and 1% will be shown as 0%.

Not all respondents will have answered all the questions. Therefore, the base size may vary slightly by question.

To ensure inclusivity the consultation was open for anyone to complete, by online or paper. In addition, members of the Barnet Citizens' Panel, a broadly representative panel of Barnet's adult residents, were also asked to complete the questionnaire in order to achieve views from a representative sample of Barnet. As the panel is broadly representative of the overall adult population of Barnet demographically and is 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. A full respondent profile can be found in **Appendix 4**.

The open questionnaire can provide considerable 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. Moreover, the results are less appropriate as a guide to overall opinion because their demographic profiles do not match the Barnet population, with up to 15% of respondents also declining to respond to some demographic questions.

Significant differences by sub-groups

Subgroup analysis has been undertaken at the 95% confidence level to explore the results provided by different groups of residents such as gender, age and library user/non-user. Only differences that are significant have been discussed and commented on.

Terminology

Results from the questionnaire are presented in charts throughout this report and are shown by the following:

- **Panellists** – responses from those responding via the Barnet Citizens Panel
- **Respondents to the open questionnaire** – responses from those completing the online or postal questionnaire

When the report talks about participants, it is referring to participants from the focus groups and in-depth interviews. If feedback is specifically from either a focus group or in-depth interview, it will detail accordingly.

Library users are defined as residents that have used a library within the last 12 months.

Base numbers are listed in the following order: respondents to the open questionnaire, followed by panellists.

Weighting of data from panellists

The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although panellists are selected at random and the panel is broadly representative of the wider population, the achieved sample was unbalanced owing to non-response.

Under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.

The returned sample was checked against comparative data for age, gender, ethnic group, tenure, working status and ward, then subsequently weighted by age, gender and ethnicity. The results of the panel survey are, therefore, likely to be more representative of the views of the wider population than those of the open questionnaire. The table in **Appendix 4** shows the unweighted and weighted profiles of the responses to the survey.

Key Findings

Element 1: Locality model

Panellists were more in favour of the locality model than respondents to the open questionnaire, with 68% of panellists *agreeing* or *strongly agreeing* compared with 24% of respondents to the open questionnaire. Interestingly, panellists over the age of 65 were more in favour of the proposal than other age groups, with those under the age of 24 disagreeing more.

Panellists believed the proposal would have more of a *positive* or *very positive* impact on themselves and their family's use of libraries than respondents to the open questionnaire (23% compared with 9%). Panellist's views were slightly more positive (29%) when asked what impact they thought it would have on others.

During the focus groups and in-depth interviews, it was evident that although many participants were pleased that all 14 libraries were going to remain open and there would not be any closures, many were against libraries being reduced in size as they were concerned that there would be less resources, less study space and generally fewer events and activities for members of the community to enjoy.

There was an understanding amongst some participants, particularly individuals in the unemployed focus group, physically disabled group and in-depth interviews, that running costs needed to be reduced. However, they did question if there could be other ways to reduce costs rather than reducing the footprint of libraries. Suggestions included hiring out rooms, charging for car parking and increasing fines for the late return of books.

Focus group participants, particularly those in the older people group, expressed their concern that they did not think there was sufficient information about what was being proposed. Some wanted further information on how Partnership libraries would work in practical terms and what type of community organisation would be used to run a library, given that many organisations will not have experience or the expertise in managing a library. Participants also queried what evidence was used by Barnet Council to calculate the proposed reductions in library footprints.

Participants were also extremely concerned about how this reduction in footprint would impact on study space for children with many citing the current situation as being unworkable as there is already insufficient space available.

Element 2: Technology-enabled opening

There was significant opposition to the introduction of technology-enabled opening. Although 39% of panellists and 21% of respondents to the open questionnaire said they would visit a library during technology-enabled opening, most of the focus group and in-depth interview participants spoke against it, citing personal safety and safety of the library, building and resources as paramount.

Interestingly, when asked about the impact of technology-enabled opening, respondents to the open questionnaire and panellists in particular, believed it would have more of a *negative* impact on *other* library users, rather than themselves and their family. For example, 14% of panellists and 74% of respondents to the open questionnaire believed it would have a *negative* or *very negative* impact on themselves and their family's use of library services. This

compares to 25% of panellists and 79% of respondents to the open questionnaire believing it would have a *negative* or *very negative* impact on *other* library users.

Interestingly, 45% of panellists believed it would have *no impact* on themselves or their family, but this fell significantly to 8% when asked about the impact they thought it would have on others.

When asked about under 16s needing to be accompanied by a registered library user over the age of 18 during technology enabled opening, 62% of panellists and 35% of respondents to the open questionnaire said they *agreed* with the proposal. However, of those who said *no*, they disagreed with the proposal, 47% of (124) panellists and 70% of (378) respondents to the open questionnaire believed the age should be 13 or older.

Focus group and in-depth interview participants were concerned about their safety and safety of others, in particular vulnerable people such as children, older people, disabled people and females. They discussed situations where they would not be able to raise the alarm if they came across trouble and there were no staff or volunteers present in the library to help.

Many participants were also anxious about libraries being used negatively as a congregation point for youths or homeless people.

As libraries would not have a person working there all the time, some participants believed that the library would lose its soul and would simply not be a place where residents came to learn and benefit from the resources anymore. Participants were also concerned that this would put people off from using the library generally, which would lead to a decline in users over time.

There was also significant concern amongst participants that under 16 year olds will need to be accompanied by a library user that is over 18 years old during technology enabled opening.

The majority of participants said children aged 13 and older should be allowed to use the library unaccompanied during technology-enabled opening. Many participants, including younger people, did not think this would work and would have a detrimental impact on children as it will stop them from studying.

Element 3: Recruiting and training volunteers

Almost four in five (78%) of panellists and one in three (32%) of the respondents to the open questionnaire *agreed* or *strongly agreed* with investing in a small team to recruit, train and support volunteers. Although there were no significant differences between panellists, older respondents (over 65) to the open questionnaire were more likely to *agree* or *strongly agree* with the panel.

Panellists were the most positive about volunteers 'meeting and greeting' library users, with 77% saying they would *likely* or *very likely* encourage residents to use libraries, compared with 29% of respondents to the questionnaire. Interestingly, non-library user panellists, who the 'meeting and greeting' would possibly be aimed at, were more positive towards this than library users.

Respondents to the open questionnaire and panellists in particular, believed it would have more of a *positive* impact on *other* library users, rather than themselves and their family. For example, 36% of panellists and 10% of respondents to the open questionnaire believed it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This compares to 50% of panellists and 12% of respondents to the open questionnaire believing it would have a *positive* or *very positive* impact on *other* library users.

Interestingly, library user panellists were more inclined to say it would have a *positive* impact more than non-library user panellists.

Positively, 14% of panellists and 4% of respondents to the open panel (a total of 81 residents) said they would be interested in volunteering, undertaking a range of roles.

Whilst some focus group and in-depth interview participants believed there were real benefits of volunteers helping in libraries and gaining experience and skills, there was some resistance to the use of volunteers.

Many thought it was unethical to make redundancies throughout the library service and then replace them with volunteers, who may even have to be trained by the librarians who will lose their jobs.

There was significant discussion around the ability of volunteers to be able to deliver the same level of service as librarians. Participants were concerned that librarians, who undertake many years of training, have significant skills and knowledge that cannot be simply replicated in a volunteer and volunteers will not be able to help library users to the same level.

There was also concern that to staff libraries with volunteers successfully, many volunteers will be needed and many questioned the ability to recruit and then maintain the required number of volunteers in the future.

Element 4: Co-locating libraries

Co-locating libraries with other services was seen as the most positive element within the overall proposal. Co-locating received the highest overall proportion of '*agree*' and '*strongly agree*' responses than any other element, with 72% of panellists and 53% of respondents to the open questionnaire providing this positive response.

Although 37% of panellists and 21% of respondents to the open questionnaire said the proposal would have *no impact* at all, just over a third (35%) of panellists and a quarter (24%) of respondents to the open questionnaire said it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This increased further when asked about the impact it would have on *other* library users to 48% of panellists and 28% of respondents to the questionnaire, indicating that people think co-locating would benefit other people as they would be able to access multiple services at one location.

The majority of focus group and in-depth interview participants understood the need to reduce expenditure and agreed one approach would be for libraries to co-locate with other services to reduce running costs.

Participants provided different suggestions of where libraries could be located such as within shopping centres or sports centres. However, they were keen to ensure that any new library is designed appropriately ensuring plenty of study space and that it does not detract from being a library and keeps its own identity.

Element 5: Partnership libraries

The creation of Partnership libraries was received with a mixed response by panellists, respondents to the open questionnaire, and focus group and in-depth interview participants. Panellists favoured this approach the most, with 73% of panellists compared with 25% of respondents to the open questionnaire *agreeing* or *strongly agreeing* with it. Library users

from the panel were slightly more negative towards this proposal. Younger panellists (under 24 and 25-34) were more in favour of the proposal, however, this differed to the open questionnaire where it was respondents aged over 65 who were the most positive.

Similarly to the other proposals, respondents to the open questionnaire and panellists in particular, were more positive about the impact it would have on other library users compared to the impact on themselves and their family's use of the library service.

Some focus group and in-depth interview participants were concerned that the management and running of a library would be handed over to a community group that lacked experience and the ability to run a library. Moreover, community groups would also have the same issues with recruiting and maintaining volunteers as would the other libraries.

There was also concern the proposed grant of £25,000 would not be sufficient for community organisations to run a library successfully.

However, some participants believed partnership libraries provided an opportunity for some groups such as learning disability organisations, as they could run a library and provide their members with opportunities to work there, and gain new skills and experiences.

Overview of the proposals

Panellists agreed significantly more than respondents to the open questionnaire that Barnet Council has balanced the factors effectively (67% and 25% respectively) saying either *yes, fully* or *yes, partly*. Two-thirds (66%) of respondents to the open questionnaire said *no, not at all*, compared with 14% of panellists.

When asking about the overall impact of the proposals, panellists were only slightly more positive and respondents were slightly less positive about the impact it would have on other library users compared to the impact on themselves and their family's use of the library service. Three in ten (29%) of panellists and one in twelve (7%) respondents to the questionnaire said it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This changed to 37% and 6% respectively when asked about the impact on other library users.

Research Findings

This sections reports and explores the findings from the quantitative research and subsequent qualitative research.

Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

Introduction to Element 1

During the first consultation, residents said that they did not want any library to close. In response, Barnet Council developed a proposal to maintain the libraries in a network of 14 static library sites, categorised into three different types. Each type of library would have a clear service offer.

The type of library proposed on each site was determined by using a criteria of demographic need of the local area, the use of the library, the quality of the access to the library, and the size and quality of the library site.

The proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours).

The proposed library categories are:

Core Plus Libraries – these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware.

Core Libraries – these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge.

Partnership Libraries – four partnership libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and would retain the council's Barnet library branding. Libraries would receive an annual grant and support from Barnet's central library service.

Quantitative views on Element 1

Those responding to the consultation were asked to what extent they agreed or disagreed with the council's proposed locality model comprising of Core Plus, Core and Partnership libraries. As shown in **Figure 5**, panellists *agreed* or *strongly agreed* with this statement more than respondents to the open questionnaire (68% compared with 24%). Almost three in five (57%) of open questionnaire respondents *strongly disagreed* with this proposal, compared with just 12% of panellists.

Library users from the panel were the most positive towards the proposal, with 63% of panellists saying they either *agreed* or *strongly agreed*. This compares with 24% of library users from the open questionnaire.

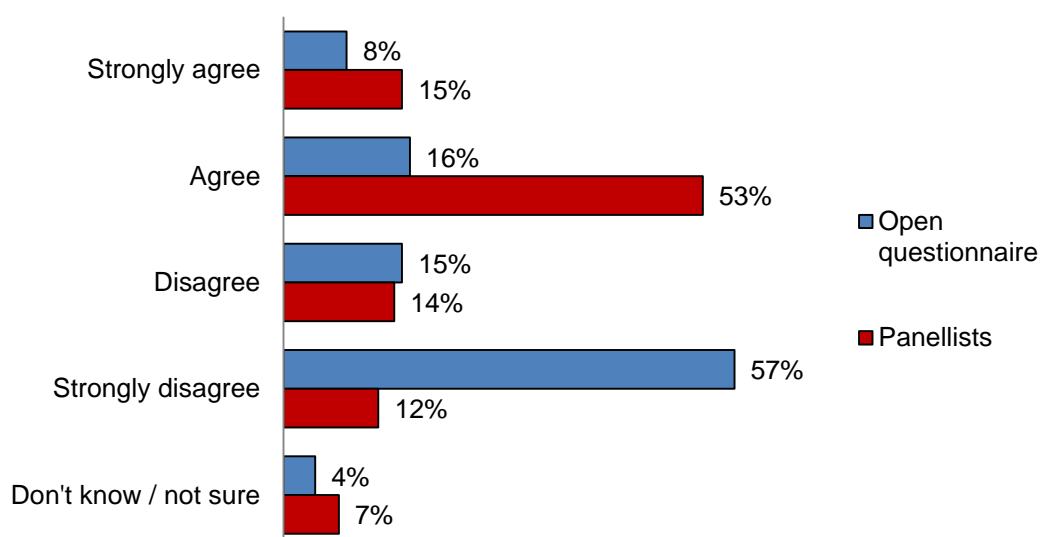
Panellists and respondents from the open questionnaire under the age of 24, were more likely to *disagree* or *strongly disagree* with the proposal than any other age group.

Disabled respondents to the open questionnaire *agreed* or *strongly agreed* with the proposal more than non-disabled respondents (37% compared with 23%).

Library user panellists were more negative than non library users, with 31% of library users saying it would have either a *negative* or *very negative* impact, compared with 13% of non-library users.

There were no significant differences by gender or ethnicity.

Figure 5 – 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?
Base: All respondents providing a valid answer (721, 462)



Those responding to the consultation were asked what impact they thought the proposed locality model will have on themselves and their family's use of the library service.

Panellists believed that the proposal would have more of a *positive* or *very positive* impact compared to respondents to the open questionnaire (23% compared with 9%).

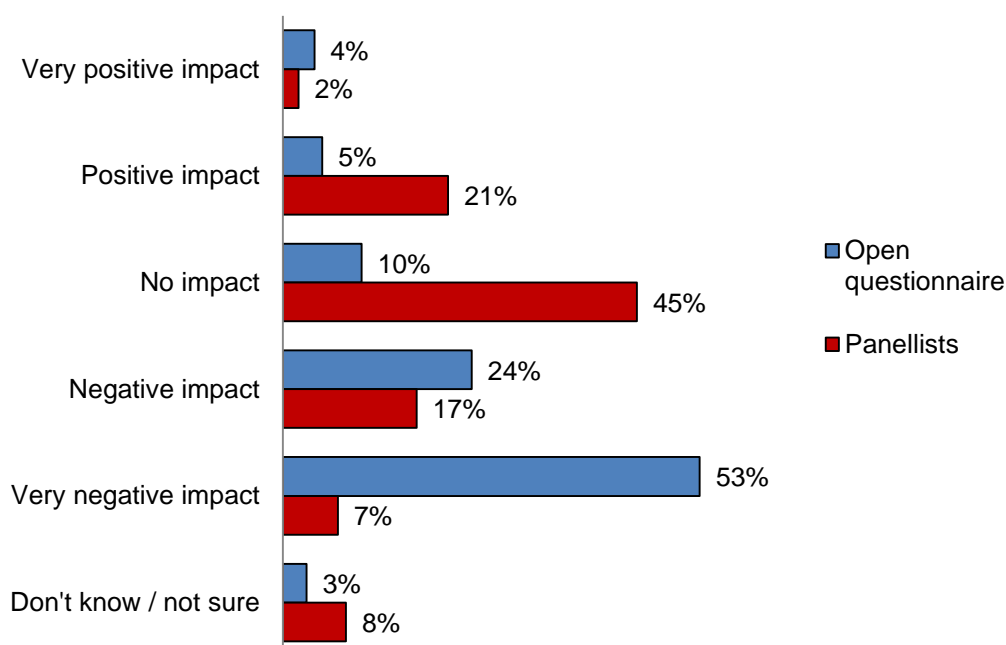
Interestingly, respondents under the age of 24 were more likely to say it would have a *negative* or *very negative* impact than other age groups (panel and open questionnaire).

Library user panellists were more positive than non library users, with 27% of library users saying it would have either a *positive* or *very positive* impact, compared with 17% of non-library users.

There were no significant differences between gender, ethnicity or disability.

Figure 6 – What impact do you think these proposals will have on you and your family's use of the library service?

Base: All respondents providing a valid answer (733, 468)



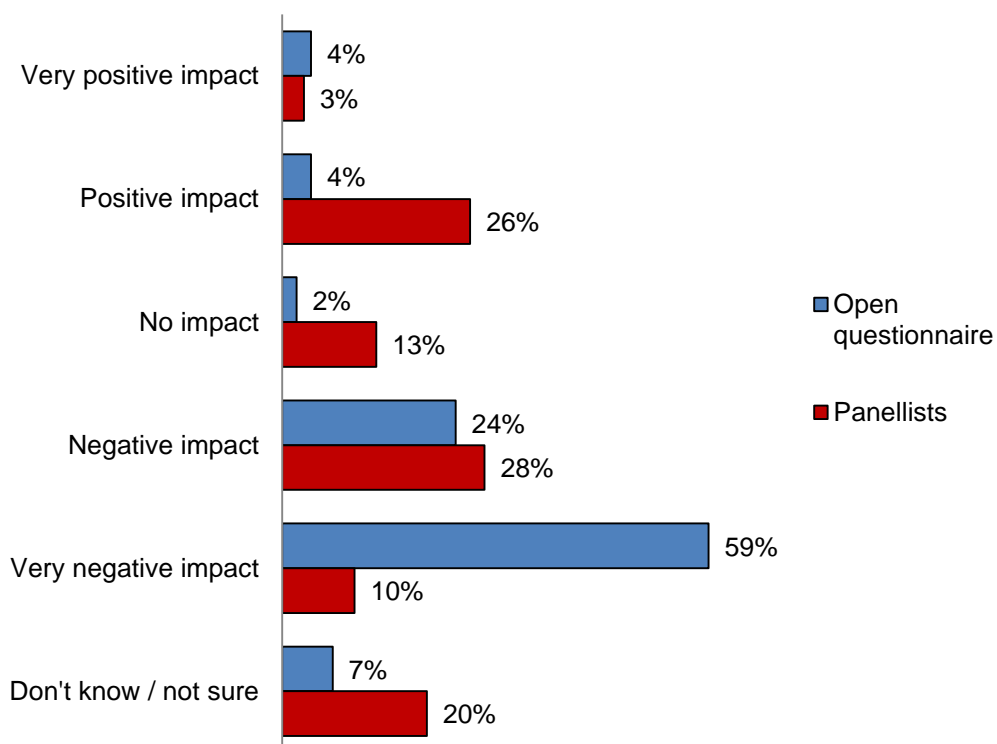
Those responding to the consultation were also asked to consider what impact the locality model will have on other library users. As shown in **Figure 7**, panellists were more positive than respondents to the open questionnaire, with 29% saying it would have a *positive* or *very positive impact*, compared with 8% of respondents to the open questionnaire.

Similarly to the previous question, panellists under the age of 24 were more inclined to believe the proposal would have a *negative* or *very negative impact* on other library users.

Library user panellists were more negative than non library users, with 44% of library users saying it would have either a *negative* or *very negative impact*, compared with 25% of non-library users. There were more non-library users (panellists) than library users who were indifferent to the proposal, with 20% saying it would have no impact on other library users, compared with 9% of library users.

Figure 7 – What impact do you think the proposals in this element will have on other library users?

Base: All respondents providing a valid answer (734, 469)



Other ideas or approaches to minimise the impact or improve the proposals

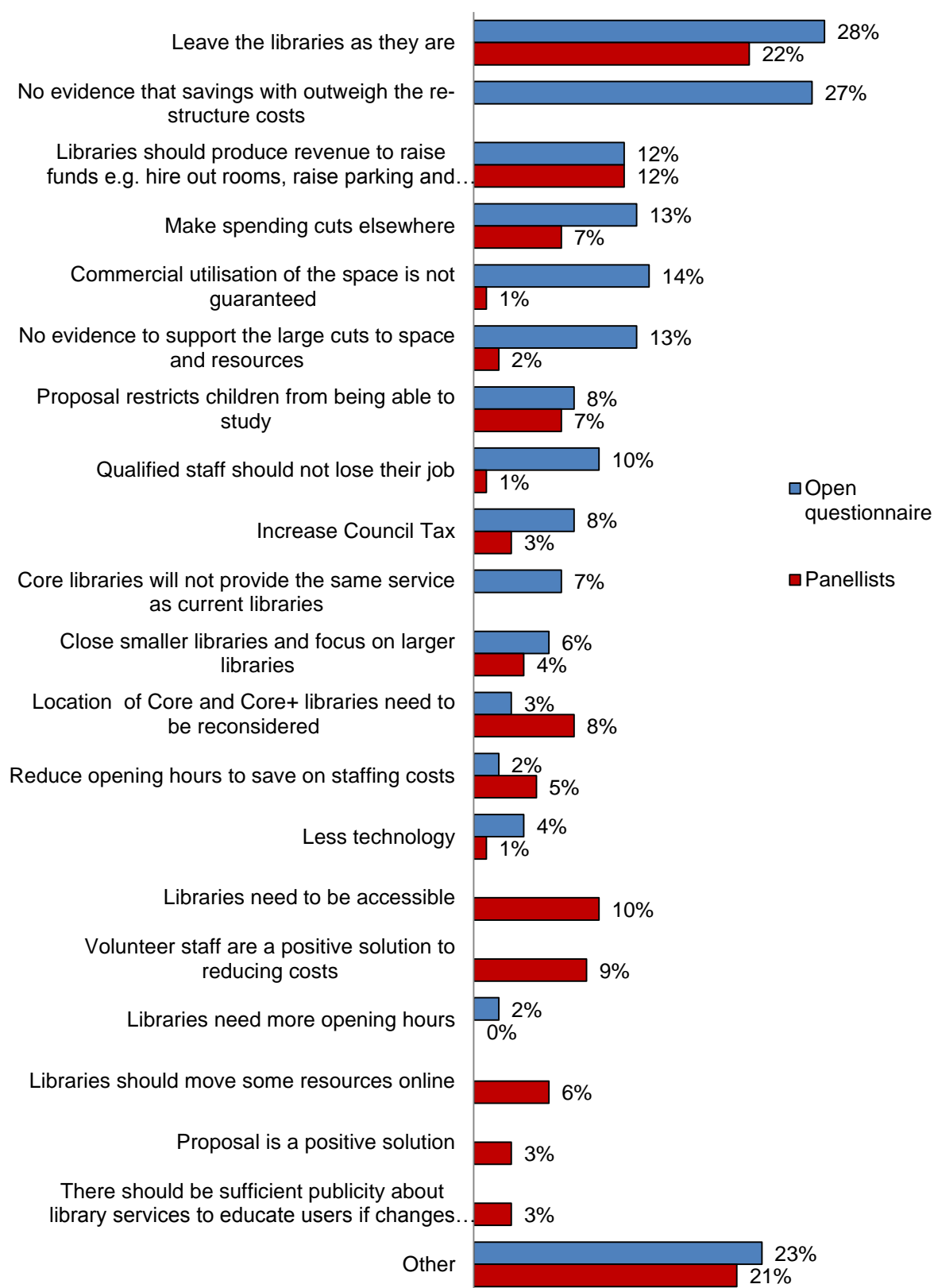
Those responding to the consultation were asked if they had any ideas or approaches that they felt the Council could take to minimise the impact or improve the proposals, whilst still meeting the council's savings commitment. As shown in **Figure 8**, most of the responses were statements about the proposed changes rather than ideas or approaches.

The most common response was to *leave the libraries as they are*, which was mentioned by 28% of respondents to the open questionnaire and 22% of panellists. Another response provided by respondents to the open questionnaire was that there was *no evidence that the savings made will outweigh the restructure costs*. This was mentioned by 27% of respondents, however, no panellists mentioned this at all.

One in eight (12%) respondents (to the open questionnaire and panel) said that *libraries should produce revenue to raise funds e.g. hire out rooms, raise parking and fine cost*.

Figure 8 – Are there any ideas or approaches that you feel the Council could take to minimise the impact or improve the proposals in this element that would still meet the Council’s savings commitment?

Base: All respondents providing a valid answer (485, 163)



Qualitative feedback on Element 1

Discussion around the proposed locality model was mixed with many respondents concerned about the reduction in library sizes and the scaling down of resources in core libraries. There was also apprehension about how successful Partnership libraries would be, as they would be run by community groups that may not have experience of running a library. However, there was some acknowledgement that due to budget cuts within Barnet Council, the library service does have to make changes and that the proposal does keep all the libraries open rather than closing some of them which is the least desirable option.

An understanding of the need to reduce costs

Some participants understood that there was a need to reduce costs and one way of doing this was to reduce the size of some of the libraries or create partnership libraries, but only if it meant that all the libraries would remain open and that Barnet Council did not close any.

Bearing in mind they were proposing to scrap some libraries, this [new core/core plus] proposal means that everyone will be able to access resources at the libraries.

(Older person, in-depth interview)

We consider that as a consequence of the need to reduce expenditure on the Library Service, the compromise of a "Partnership" library is appropriate to the evolving needs for such service locally.

(Stakeholder response)

In principle, I understand why it's being done, but I do question how much resources each library will have.

(Older person, in-depth interview)

Some participants saw that there was even an opportunity for libraries to make an income from hiring out rooms.

For me, I would ask the people to see if there's ways of the library to make money, can they hire rooms out?

(Unemployed focus group)

A lack of information on what will happen in reality

Some participants, mainly in the 'Older' focus group, felt that there was a lack of information and confusion as to what will happen in reality and that the consultation document, information they had read generally and information in the media, had not been specific enough and detail what changes would occur 'on the ground'. They were concerned that they could not make an informed decision on how it will affect the libraries.

I need clarification of what is meant. I'm unsure what 'partnership libraries' actually are, what does 'Barnet branding' mean, what are the other libraries, what will they do? There's little point in keeping East Barnet library open if there's precious little for us to use.

(Older people focus group)

On what basis have libraries been designated 'core plus', 'core' and 'partnership'?

(Stakeholder response)

There needs to be more detail on how the Partnership libraries will work.

(Older people focus group)

A number of participants in the older people focus group were particularly concerned about the financial calculations and how decisions were being made to invest significantly in the changes. They wanted to see the evidence that has been used to develop the proposed locality model.

Show us the evidence and floor plans of proposed libraries that spending £6m will save us £2m. We need to see the evidence.

(Older people focus group)

A reduction in library space will impact children and study space

There was significant concern that a reduction in floor space and a change in the level of resources at libraries would have a detrimental effect on children and availability of study space for older children. Participants in most groups and in-depth interviews aired their concerns that study space was already at a premium, with users often having to join a waiting list to use the study space facilities during busy periods. Participants in the younger people focus group were particularly concerned how this would affect them and future generations.

I think especially during exam season, it's going to get really busy. I have to get up really early to get there and get some space to study.

(Younger people focus group)

At some libraries, there's a queue of people waiting to use the computers. I've waste loads of time waiting for a computer to come free.

(Younger people focus group)

I think if you're making libraries smaller, you're reducing space for children to study after school or weekend. I think that would be a great loss. Children of all ages from two year olds. Parents want children to be somewhere safe and study.

(Unemployed focus group)

The only thing is the reduction in the size of library. People wanting to study may find it difficult with smaller libraries.

(Older person, in-depth interview)

Some libraries, Hendon library on the 3rd floor is just tables and chair. Church End gets too busy. You're given a ticket to wait until it's your turn. There already way too busy. I've been turned away before. I've stopped going to Barnet library as I can't get a seat. I've had to study on the floor a few times.

(Younger people focus group)

Some Participants spoke favourably about their experience as a child at their local library and how they currently or in the past, have taken their own children to the library to read, take books out or attend a reading group. Participants, however, were concerned that with less space made available, it would have a negative impact on children using the facilities.

A child will see older people reading and learning, so the child will see that's a good thing, will be confident that it's their library and will be encouraged to pursue reading and learning. It's about empowerment. Smaller libraries will stop this.

(Unemployed focus group)

I used to take my child to reading groups. If the libraries are smaller and not staffed, will this happen in the future?

(Unemployed focus group)

Concerned about the reduction in resources and services

Whilst discussing 'core' libraries, participants were concerned that the already reduced range of resources would be reduced even further. They spoke about how they felt Barnet Council did not see libraries as a service, but instead saw them and treated them as a building which was why some libraries (core) would be reduced in size, hold less resources with fewer trained staff.

This [council] proposal is about providing access, not a service. It's not about providing resources and a building. They say they're not closing any libraries, but the service isn't there.

(Older people focus group)

I think one of the big fears is for the space to decrease. We just don't want them to reduce in size.

(Physical disability group)

I think what we've got at the moment is like a set of ingredients. There's lots of things to consider. The building itself is a 'giving' building. It needs to be a service.

(Older people focus group)

Volunteer opportunities for partnership libraries

Some participants, however, commented positively towards the concept of partnership libraries, particularly in relation to the volunteer opportunities and made positive comparisons with their experience of working as a volunteer in similar circumstances.

I volunteer at a library and it's great, it's like a family, everybody knows everybody. All the books there now have been donated. I volunteer on two days a week, it's great.

(Physical disability group)

I volunteer at a library and I really enjoy it. There are a lot of volunteers. Sometimes we have to cover for each other but it works out ok.

(Younger persons group)

Libraries should be multi-functional facilities for the whole community

Moreover, some respondents also believed that libraries need to be used by the whole community and offer more than just the traditional services offered by libraries.

I think the libraries that are in existence now need to be more multi-functional. Community activities going on are just as much important as the books and DVDs.

They need to be presented as multi-purpose. That may reduce costs and help run the library better.

(Physical disability group)

The spaces in libraries need to be re-designed so they accommodate everyone in the community.

(Unemployed focus group)

Element 2: Invest in new technology to provide increased opening hours while reducing the number of staffed sessions

Introduction to Element 2

In order to maintain the network of 14 library sites across the borough within a reduced budget, Barnet Council proposed to significantly reduce the number of staffed opening hours while maintaining sufficient professional librarian expertise.

The increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed. It is proposed that the introduction of this technology will be at all Core Plus and Core libraries. The Council has already piloted the technology at Edgware Library to extend opening hours.

The technology will allow customers to access the library when it is unstaffed, using their library card and a PIN. Customers will also be able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing help and advice to use the technology and signposting to resources held within the library.

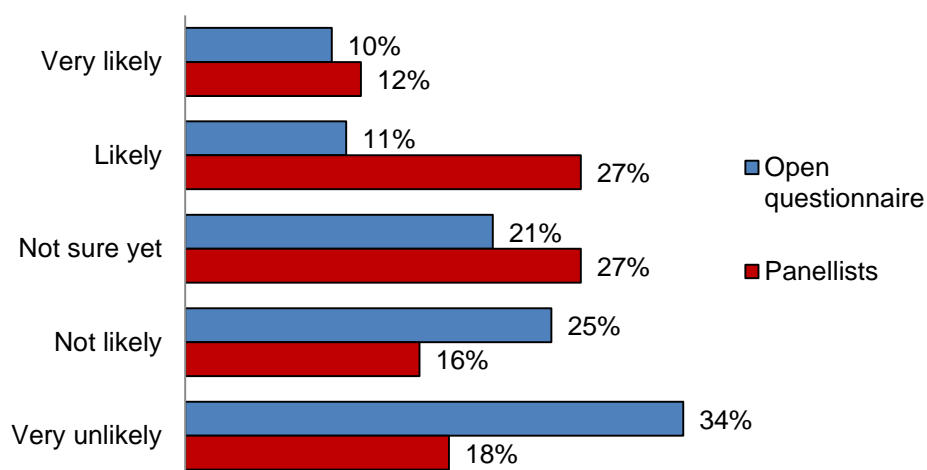
Quantitative views on Element 2

Those responding to the consultation were asked how likely or unlikely they would use a Barnet library during technology enabled opening sessions? Two in five (39%) of panellists said they would *likely* or *very likely* use a library during technology enabled opening session. This compares to one in five (21%) of respondents to the open questionnaire. These responses are shown in **Figure 9**.

Males (panellists and respondents to the open questionnaire) were slightly more inclined to say *likely* or *very likely* than females, to visiting during technology enabled opening, as were respondents under the age of 24 when compared with any other age group. There were no other significant differences by library users or disability.

Figure 9 – How likely or unlikely are you to use a Barnet library during technology-enabled opening sessions?

Base: All respondents providing a valid answer (736, 462)



Impact of technology-enabled access

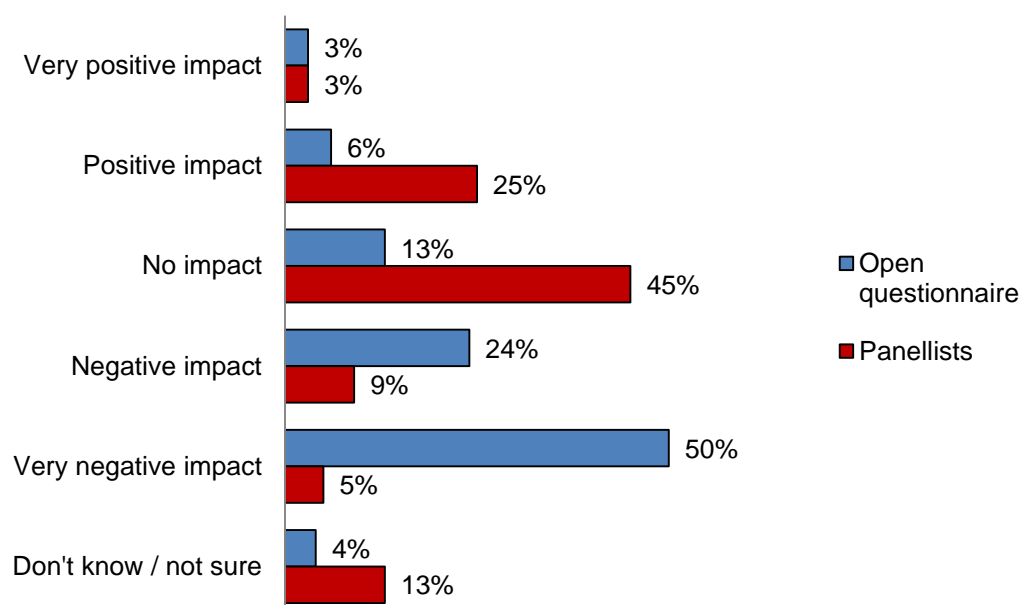
Those responding to the consultation were asked what impact they thought the technology-enabled access would have on them and their family's use of the library service. As shown in **Figure 10**, panellists were the most positive, with 28% saying it would have either a *positive* or *very positive* impact compared with 9% of respondents to the open questionnaire. Over two in five (45%) of panellists said it would have *no impact* – with statistically more non-library users saying this (62% compared with 34% of library users).

Panellists who were also library users, were more inclined to say it would have a *positive* or *very positive* impact on them and their family's use of the library service.

There were no other significant differences.

Figure 10 – What impact do you think these proposals will have on you and your family's use of the library service?

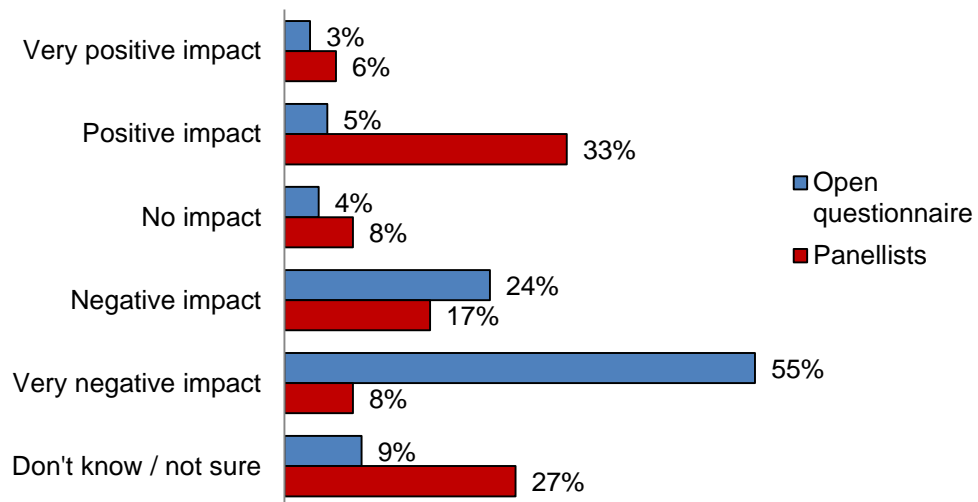
Base: All respondents providing a valid answer (737, 461)



When asked what impact technology-enabled access would have on other library users, respondents said it would have more of an impact, compared with the impact on them and their family. As shown in **Figure 11**, two in five (39%) panellists said it would have a *positive* or *very positive* impact whilst a quarter (25%) said it would have a *negative* or *very negative* impact. Four in five (79%) respondents to the open questionnaire said it would have a *negative* or *very negative* impact. Library users (panellists) were more inclined to say it would have a *negative* or *very negative* impact. There were no other significant differences.

Figure 11 – What impact do you think the proposals in this element will have on other library users?

Base: All respondents providing a valid answer (736, 458)

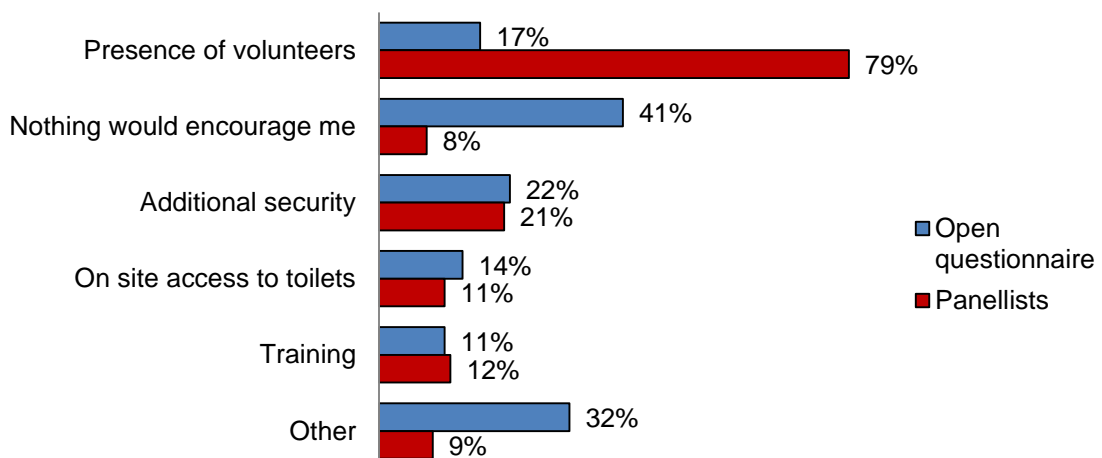


What would encourage you to use technology-enabled opening?

Those responding to the consultation were asked what would encourage them to use technology-enabled opening. As shown in **Figure 12**, the most common response was the *presence of volunteers*, which was provided by four in five (79%) panellists, compared with just 17% of respondents to the open questionnaire. One in five (21%) panellists would want to see *additional security*. Two in five (41%) of respondents to the open questionnaire, however, said *nothing would encourage me to use technology-enabled opening* (compared with just 8% of panellists). This indicates that panellists are more open to the idea of technology-enabled opening. There was no significant differences as to whether they were a library user or not.

Figure 12 – What would encourage you to use technology-enabled opening?

Base: All respondents providing a valid answer (561, 141)



Other ideas or approaches to minimise the impact or improve the proposals

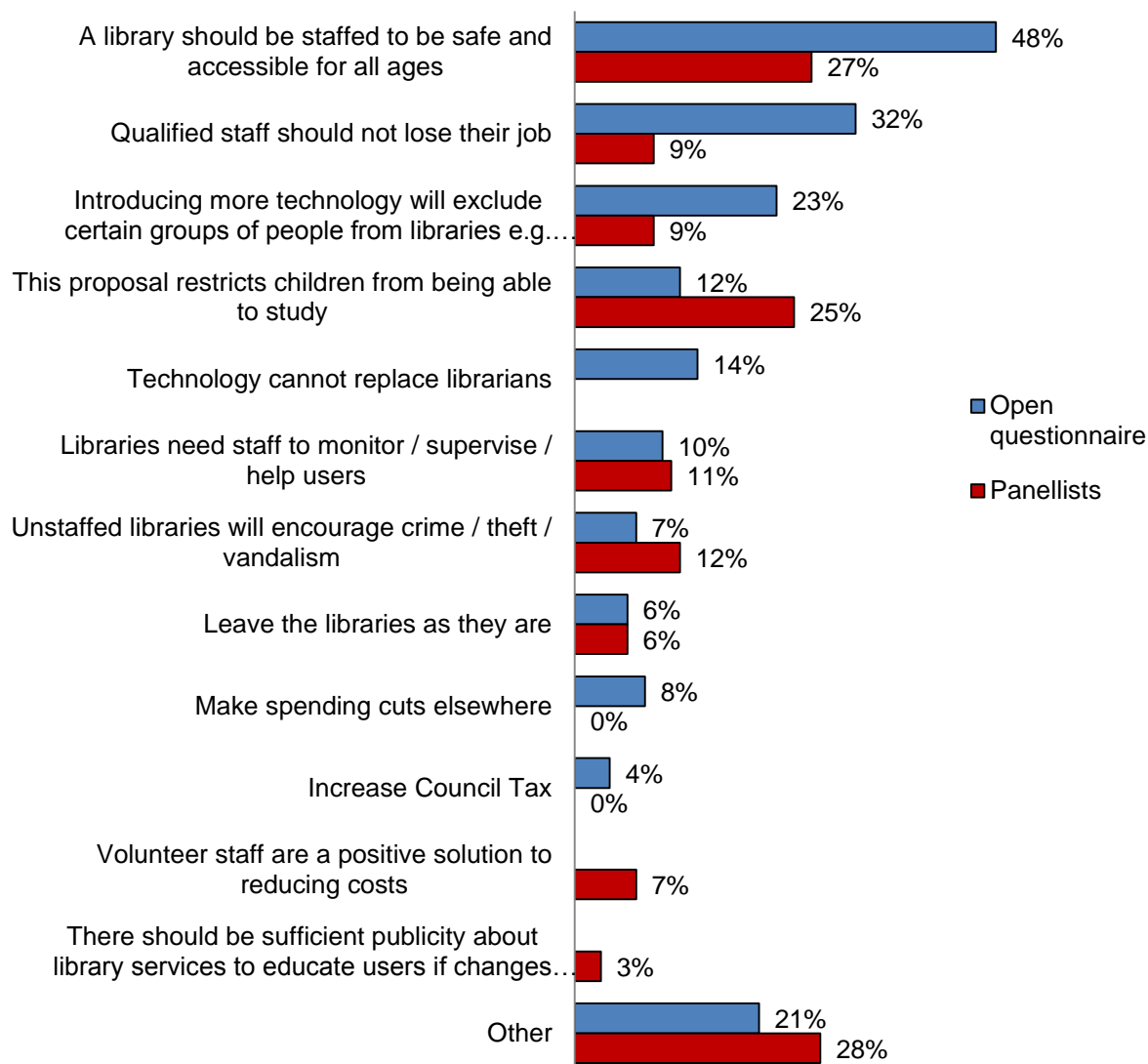
Those responding to the consultation were asked if they had any ideas or approaches that they felt the council could take to minimise the impact or improve the proposals of technology-enabled access to libraries. Most of the responses were additional comments on the proposal and not ideas or suggested approaches. Most responses were centred on maintaining qualified librarians and not replacing them with technology for safety reasons and the loss of service.

Just over a quarter (27%) of panellists and almost half (48%) of open questionnaire respondents, for example, said the *libraries should be staffed to be safe and accessible for all ages*. A quarter (25%) of panellists and 12% of open questionnaire respondents said the proposal restricts children from being able to study.

All the responses can be seen in **Figure 13**.

Figure 13 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?

Base: All respondents providing a valid answer (450, 110)



Qualitative feedback on Element 2

Concern over personal security and security of the resources and building

Participants across all groups and in-depth interviews felt very strongly about unstaffed libraries and believed that without staff or security guards, they would personally feel very unsafe visiting the library on their own.

I don't like the idea of opening a library unstaffed, I think that's dangerous. People will get to know that nobody is there, and they'll be problems.

(Physical disability focus group)

I'm really not sure how I feel about it [no staff working at the library], I don't know if I'll feel safe.

(Learning disability focus group)

There could be muggings, very dangerous. They could smash up all the books. People won't care, nobodies watching. It distances the sense of belonging and ownership – what it should be there for.

(Physical disability focus group)

There was also significant concern that undesirables may get into the library and damage the building and its resources.

It could increase vandalism in the library. Without supervision, you could have problems

(Older person, in-depth interview)

If it's not staffed, they could smash the computers. You could spend a lot of money on technology and they end up smashing it up.

(Physical disability focus group)

One participant recalled problems at a library where staff have not always intervened when there are problems between library users, so without staff the problem could be even worse. Moreover, some discussed the use of CCTV.

There's been loads of problems at Chipping North library. Even the staff don't always intervene. It will just be worse if staff aren't there.

(Older person, in-depth interview)

CCTV doesn't work. It just doesn't stop crime from happening.

(Older person, in-depth interview)

Libraries could be used for people to congregate in a negative way

Some participants were concerned that during technology enabled opening, some libraries may be a place for youths to congregate, or for drug dealing to take place, which will in turn put people off from using the library.

It literally could be turned into a zoo with people doing drugs or causing trouble

(School discussion group)

The problem is there's a chance that the library could become a youth club and may not be very welcoming to disabled people.

(Learning disability focus group)

Comparison with the pilot

There was some discussion around the pilot at Edgware Library, where the technology enabled opening times were being trialled. Participants highlighted that the library had a security guard in place when there weren't any staff on site, so it was not a true representation of what will happen in reality and believed the ideas of unstaffed opening was flawed because of this.

We understand that a security guard is present during unstaffed hours in the pilot, but a security guard is not mentioned in the proposal that is being consulted on and answers to public questions indicate that no security guards will be present if the proposals are implemented. The very fact that a security guard was thought necessary during the pilot suggests to us that fatal flaws are inherent in the plan.

(Stakeholder response)

Discouraging residents from using the library

In addition to security, another main concern was that having unstaffed libraries would simply discourage residents from using them, which was something that participants felt passionate about as they believed libraries should be a resource that is open to everyone and does not exclude anyone. Participants spoke of how people in general could be put off from visiting libraries and in particular some specific vulnerable groups, such as younger people, disabled people, older people and females. They also spoke how this would have a general knock on effect to future library use and how people will see and value libraries.

We are gravely concerned about the proposals for automation of the libraries, specifically because the exclusion of children and Younger people focus group from libraries when there are no staff or volunteers present. This intention to exclude the very people who benefit from access to books is fundamentally wrong and will cause untold damage to the future literacy of children in the borough

(Stakeholder response)

It may or may not put people off from using the library. Young women may be apprehensive to use the library.

(In-depth interviewee)

We fear that many users will be inhibited from using the unstaffed library because of safety fears.

(Stakeholder response)

I think a lot of people will decide not to go when there's no staff and it's electronic access only.

(Older people focus group)

When I used the library as a child, I could get help and assistance. It's going to put children off from going. Those who want to learn could have problems and it will put them off as they won't be able to use it.

(Older person, in-depth interview)

Lose the heart of the library

Further to putting residents off from using libraries, many participants believed the introduction of technology and the reduction of staffed opening hours would severely affect how libraries are perceived and that ultimately the heart and soul of the library would be lost.

It's a really bad idea – you shouldn't replace humans with technology – it takes away the personal feel and people could not run riot.

(School discussion group)

It needs staff, they will keep the sole in the library. Take staff away, then you kill the soul of the library.

(Physical disability focus group)

Health, safety and emergencies

Participants also discussed about general health and safety of library users during unstaffed opening. There was concern, particularly from the learning disability group, that if a library user had an accident or fell, that there may not be anyone around to help. There was also concern about what would happen in an emergency and who would take charge of the situation as it is a public building.

What happens if you have a fall and can't get up? I feel really strongly about this. It's not easy. If there isn't staff there, there won't be any help.

(Learning disability focus group)

It's an extremely bad idea to let people in a public building on their own as not everyone is responsible and will take care and respect the resources. Health and safety, inappropriate activity and what about an emergency, what happens then?

(Older person, in-depth interview)

I'm worried what would happen if there was an accident and there weren't any staff. I'd not feel very safe?

(Learning disability focus group)

Concern about technology not working

There was also some apprehension that the technology may not work which would mean that library users would not be able to access the library or use any of its resources.

If they're going to use technology, it needs to be up to date and working.

(Older people focus group)

What happens when the computers stop working? People won't be able to do things and they'll get locked in.

(Learning disability focus group)

No support or help from staff or volunteers

It was evident from the discussions held that people put a lot of emphasis on the ability to be able to ask for help, advice and support from staff or volunteers working in the library. During the unstaffed opening times, participants were not happy that this resources would not be there and questioned what would happen if they wanted help that would normally be given by staff or volunteers.

Libraries should remain a place to obtain face-to-face advice and practical assistance on a range of matters, from searching for information, to using computers. This is particularly important for older people, people with disabilities and those with poor English.

(Stakeholder response)

If someone goes into a library, and has a disability like us, what happens when we need help? There won't be the staff there to help us.

(Learning disability focus group)

Functions will be lost during unstaffed sessions.

(Stakeholder response)

Significant costs to installation and maintenance

The cost of installation and maintenance of the technology, particularly the electronic gates, were discussed with participants concerned that the costs were too high and the money should be used to employ librarians.

The problem with electronic gates is the cost. They're hugely expensive. They could use this money to run the libraries with trained staff.

(Older people focus group)

Not only are the gates expensive, but you need money to keep them operating and staff that know what to do if they're not working.

(Older people focus group)

Positive comments and suggestions

Although most of the discussion and comments were negative towards technology enabled hours, some participants did have some positive comments.

I think it's good to keep them open for longer, even unstaffed using the technology.

(Older person, in-depth interview)

I think it will be busy at night. You'll be surprised. A lot of people will use the library after work at night.

(Learning disability focus group)

I don't think the electronic gates are a problem. Universities have them and they work well.

(Older people focus group)

If staffing levels can be reduced and be equally competent person, that would be fine. Maybe even hire a security guard that doubles up and does some library duties. But whatever happens, they need proper training.

(Unemployed focus group)

I don't think using the technology will put people off.

(Older person, in-depth interview)

There was some discussion around changing the times when the libraries were staffed, so that they were staffed during the evening when it was dark.

Maybe they should open the libraries later in the summer when there's more daylight and then close earlier in the winter when it gets dark at 4 o'clock.

(Learning disability focus group)

Why not have unstaffed hours during the day when parents will come with their young children. So do it the other way around. Staff to work after 5pm when it starts getting busy.

(Younger people focus group)

Quantitative views on Element 2 (under 16s)

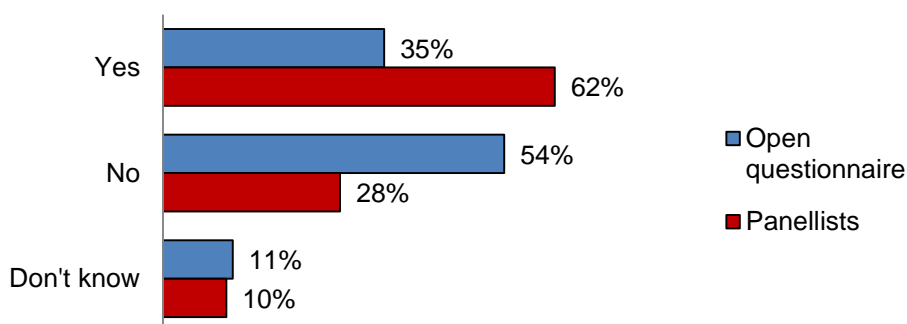
Under 16s use of libraries during technology-enabled opening

It is proposed that children under the age of 16 will need to be accompanied by a registered library user that is over the age of 18. Respondents were asked if they agreed or disagreed with this proposal. Just over three in five (62%) panellists said yes they agreed that under 16s must be accompanied by a registered library user over the age of 18. This compares to 35% of respondents to the open questionnaire. This is shown in **Figure 14**.

Panellists that were non-library users were more inclined to agree with this statement than library users (68% compared with 59%). There were no other significant differences for panellists. However, under 24 year old respondents to the open panel were largely against this proposal (79%) compared to 54% of all open questionnaire respondents. Moreover, respondents over the age of 65 were more inclined to agree with the proposal (44% compared with 35% of all open questionnaire respondents).

Figure 14 – We are currently proposing that under 16s wishing to use a library during technology-enabled opening must be accompanied by a registered library user over the age of 18. Do you agree with this?

Base: All respondents providing a valid answer (732, 460)

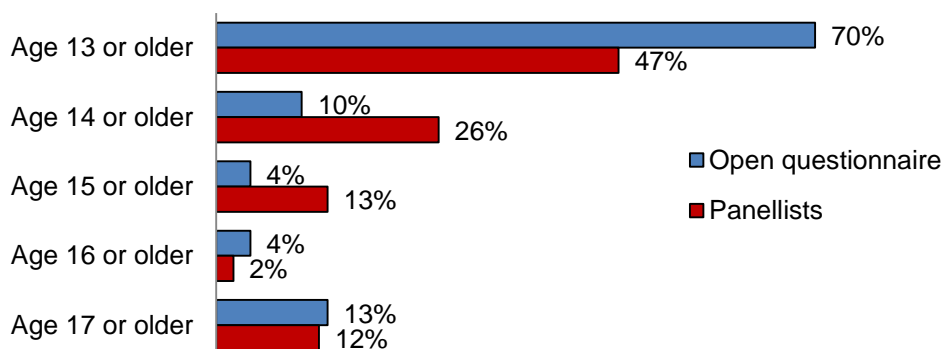


Respondents that said they disagreed with the proposal of only allowing 16 year olds access with an adult, were subsequently asked at what age children and younger people should be able to use libraries during technology-enable opening hours unaccompanied. As shown in **Figure 15**, almost half (47%) of panellists and seven in ten (70%) of respondents to the open questionnaire said *age 13 or older*.

Library users (panellists) were more likely to say *age 13 or older* than non-library users (54% compared with 38%).

Figure 15 – What age do you think children / Younger people focus group should be able to use technology enabled opening hours unaccompanied?

Base: All respondents providing a valid answer (378, 124)



Qualitative feedback on Element 2 (under 16s)

Concern that children cannot use the library during technology enabled opening

One consequence of technology enabled opening that participants were particularly worried about was the effect it would have on children. Libraries are seen to play a key role in a child's development and learning and the proposal to stop children under the age of 16 from using the library during technology enabled opening unless accompanied by a registered library user over the age of 18 was felt to be damaging.

The most important thing to me is the children, they're going to miss out on this education. It will affect generations.

(Older people focus group)

If you're not letting children in the library at the age of 13 [during technology enabled time] you affecting them and their family.

(Unemployed focus group)

Children aged 13-15 will find it difficult to get a parent to go along with them.

(School discussion group)

Being accompanied by an adult is stupid. At 15 you are capable of going to the library to study

(School discussion group)

Confusion how school children will be able to access a library outside school hours

There was clear confusion amongst participants about how children under 16 will be able to access the library during term time as they believed libraries will only be open when children are at school. As a consequence, participants believed children will not be able to access an unstaffed library outside of school hours.

I can understand why they're saying that only 16 year olds and older will be able to use the library when it's not staffed, but when are the younger children going to be allowed to use it? Children will only be able to go on their own when it's school time.

(Older person, in-depth interview)

All libraries will be closed most of the time to under 16s visiting alone. Are these children reasonably expected to travel (alone) to another library after school hours? With 16 and 17 year olds needing parental consent to visit, what impact will this have on those whose parents are not able to engage with this or willing to give consent?

(Stakeholder response)

Generally, the younger participants believed that children in academic years 10 and 11, i.e. those taking GCSEs, should be allowed access without being accompanied by an adult as they needed to be able to visit libraries to undertake their study for school work and exams.

I think it would be fairer to say everyone from year 11 or over can have access.

(Younger people focus group)

Regarding GCSEs I think everyone in year 10 and older.

(Younger people focus group)

I think 13 is too young. I think aged 14 or 15 is ok to use it unstaffed.

(Younger people focus group)

Element 3: Recruit more volunteers to support the delivery of the library service offer

Introduction to Element 3

Since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

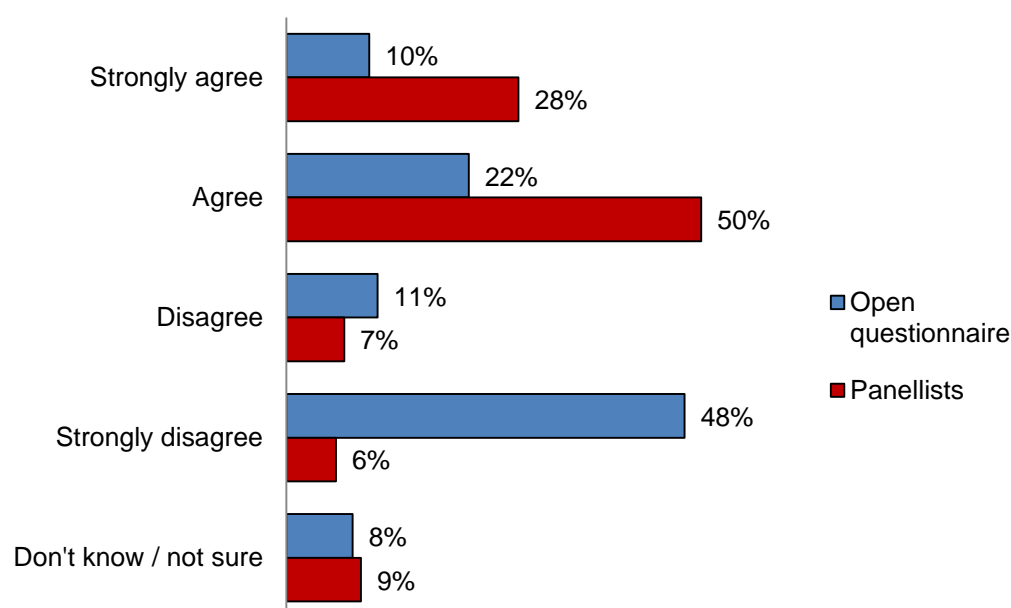
Quantitative views on Element 3

Those responding to the consultation were asked to what extent they agreed or disagreed that investing in a small team of staff to recruit, train and support volunteers is an effective way to encourage and support volunteers. Almost four in five (78%) of panellists said they *agree* or *strongly agree* with the proposal, compared with one in three (32%) of respondents to the open questionnaire. Far fewer panellists said they *disagree* or *strongly disagree* compared to respondents to the open questionnaire (13% and 59% respectively). **Figure 16** shows these results.

There were no significant differences between panellists, however, respondents to the open questionnaire that were aged over 65, were more likely to *agree* or *strongly agree* with this element, compared with any other age group.

Figure 16 – To what extent do you agree or disagree that this is an effective way to encourage and support volunteers?

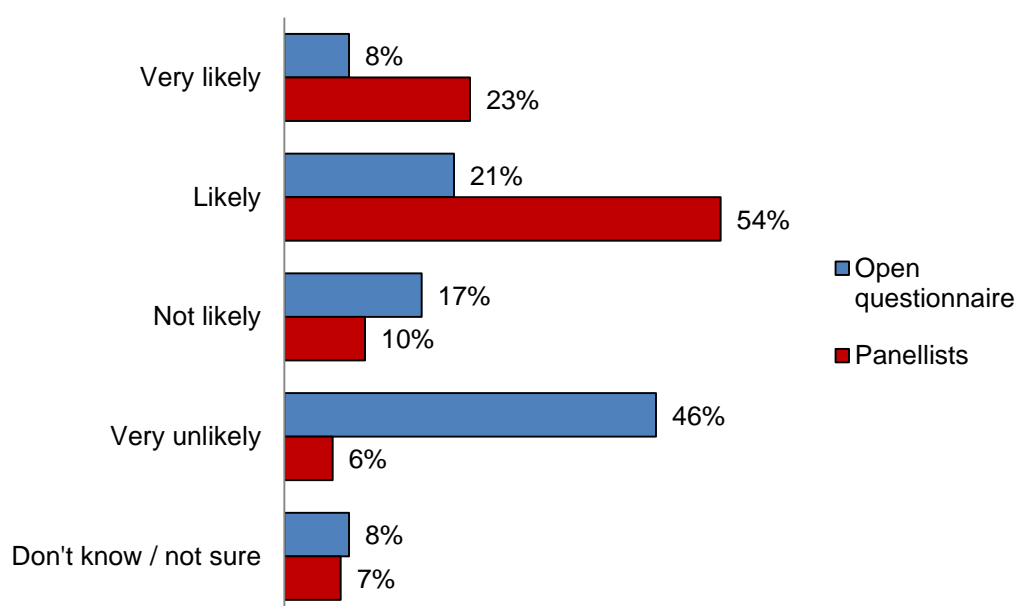
Base: All respondents providing a valid answer (737, 454)



Those responding to the consultation were then asked how likely or unlikely they felt that the role of volunteers 'meeting and greeting' in libraries would encourage residents to use them during technology-enabled opening. **Figure 17** shows that panellists thought it most likely that volunteers 'meeting and greeting' would encourage residents to use the library during technology-enabled opening with 77% saying either *likely* or *very likely*. This compares to just 29% of respondents to the open questionnaire. Furthermore, 63% of respondents to the open questionnaire thought volunteers meeting and greeting was *not likely* or *very unlikely* to encourage residents to visit a library.

Panellists who were library users were slightly more inclined to say *not likely* or *very unlikely*. In contrast, respondents to the open questionnaire aged over 65 were more likely to say *likely* or *very likely*. There were no other significant differences.

Figure 17 – How likely or unlikely do you feel that having volunteers 'meeting and greeting' would encourage residents to use technology-enabled opening?
Base: All respondents providing a valid answer (737, 455)



Qualitative feedback on Element 3

Concern over losing qualified staff with skills and knowledge

One of the main concerns participants had about the use of volunteers and essentially the reduction of qualified staff, was that libraries would be losing a significant amount of knowledge and skills. Participants were apprehensive that without librarians, the full 'library service' would not be provided and that library users would not be able to access the library as they should be able to.

If you don't provide qualified librarians, you're not providing a service.
 (Older people focus group)

You need to have some professional people there to provide an overview, it shouldn't be run by volunteers at all.
 (Older person, in-depth interview)

Chartered librarians have gone to college for years. It's those people who are being made redundant wholesale by Barnet Council. It hasn't done sufficient research on the redundancies. The rest of the country is looking closely at Barnet as it is sailing close to the wind. We're making the point that qualified librarians are essential to operating a library.

(Older people focus group)

It was felt that in comparison to trained and qualified librarians, volunteers may not be able help library users as they simply do not have the experience or knowledge of libraries, the available resources and the general day-to-day management issues of a library.

Professional librarians and trained staff should offer a level of service, such as being able to locate required services and books, have information that would be of use to residents and be knowledgeable about library procedures. How is a volunteer supposed to coordinate a fire drill for example?

(Stakeholder)

I'm sure volunteers will be good, but they can't run the place. They can do some stuff but not run it. You can't simply rely on too many volunteers. Each library needs core staff.

(Older person, in-depth interview)

You've no idea what volunteers can do. Some will be real good, but the trained staff do more than you realise. Libraries should be staffed by properly trained staff as volunteers won't be able to help you properly. It won't be a proper library.

(Older people focus group)

Unfair to expect librarians to train volunteers whilst making them redundant

Some participants were very angry about expecting qualified librarians to recruit and train volunteers whilst at the same time many of them were being made redundant.

It's immoral to sack people and replace them with volunteers. Non-professionals will be the only people in a public building which I think is wrong.

(Older person, in-depth interview)

If you were a volunteer, are you going to be able to offer the services? These volunteers will need a lot of training – who will train them? There's going to be 46% of librarians lose their jobs.

(Older people focus group)

It may be difficult to recruit, manage and maintain volunteers

In addition, there was also apprehension about the feasibility of trained and qualified librarians having to recruit, train and manage volunteers as it was something they probably had no experience of and more importantly, was an extremely difficult task to do as it was very difficult to recruit volunteers for any role. Moreover, many participants questioned how many volunteers would be needed and how difficult it would be to plan volunteer shifts and make sure they all turned up to carry out their duties.

I think there's problems with volunteers because you're relying on volunteers turning up. I was at the library where I volunteer and they had a phone call from a volunteer who said they weren't coming in, but it was lucky that I was there to step in.

(Younger people focus group)

A constant supply of trained volunteers cannot also be guaranteed. If volunteers did receive the necessary training, what is the guarantee that they will remain to do the work?

(Stakeholder response)

The problem with volunteers is you needs lots of them to keep things running. You need paid professionals. What happens if they're all ill – no-one will turn-up.

(Older people focus group)

Our concerns on the sustainability of volunteering are backed up by the fact that not one member of this association has approached the committee to volunteer to run the library, and indeed when members have been asked if they would consider running the library for free, all of them have stated to us that they are not interested.

(Stakeholder response)

There was also concern that there were not sufficient residents in Barnet that would volunteer that actually had the right skills and ability to undertake such a role.

People don't exist that are professional, skilled, available for work and will do it for free. It just doesn't happen.

(Older people focus group)

There's also the issue that volunteer staff don't have to turn up for work. Paid staff will have contracts and will turn up for work, but volunteers can decide not to turn up if they're having a bad day.

(Learning disability group)

You cannot expect people to come and be a volunteer if they need lots of training and you've got to think of the age group that will be volunteers. It will be older people who have limited capability. You've got to think about this.

(Older people focus group)

Volunteers provide a positive service

Although there was significant unease about the use of volunteers, there was also a lot of positive comments about using volunteers and many participants understood the rationale for introducing them. Interestingly, the majority of those who could see the advantages of using volunteers were mainly in the unemployed group, undoubtedly as they saw the benefits of volunteering in general and how this can support personal development and job hunting.

In view of volunteers, I believe that is the only way forward – to get more volunteers. It has to be accepted, wages take up most of the budget. There's nothing wrong with volunteers. It's best to keep libraries open. My local library did close. It's a bit like the Woolworths thing. You don't miss it until it's gone.

(Unemployed focus group)

Volunteers are fine. You have one qualified person who knows what they're doing and the rest are volunteers.

(Unemployed focus group)

I think it's a good idea to have volunteer staff as they'll help you and get the right book for you. They'll give you support and help you.

(Learning disability group)

One participant highlighted that the New York Public Library is run mainly by volunteers, as without volunteers it would have been closed.

The New York library uses more than 70% volunteers. It was all because of the massive budget cuts when the city nearly went broke. Miles Davis / The Mayor asked if people wanted the library to close and he got 100,000 signatures. Because of this, the city library has become even stronger. My grandmother volunteered there until she was 98.

(Unemployed focus group)

Encouragingly, some participants saw volunteering as a positive thing, for either unemployed people, as people will receive training to support the search for a job, or for the social side to make new friends.

How about unemployed people being given the opportunity to do voluntary work in libraries and the council pay for online training, which would really help people.

(Unemployed focus group)

I think there's a lot of people who will volunteer. I'd volunteer. I volunteer here, it good experience.

(Unemployed focus group)

You build up friendships as well. You get to know each other and have chats, it's nice, very friendly. It could be rolled out to other libraries.

(Physical disability group)

Some participants also said that they would rather see libraries open and being staff by volunteers than for libraries not to be open or even close.

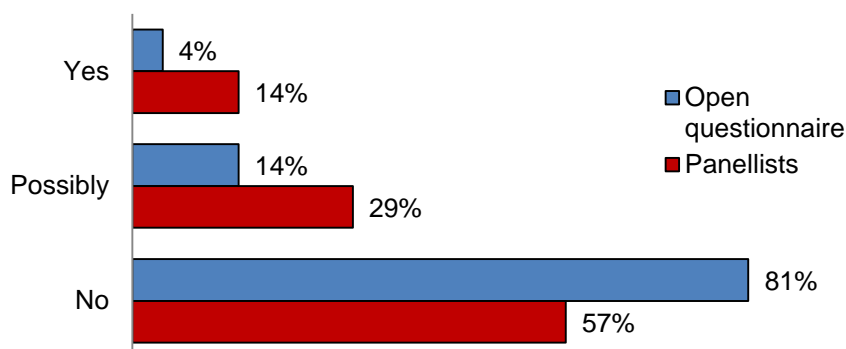
I definitely thing having longer opening hours with volunteers is better than closing libraries for shorter periods or closing them altogether.

(Unemployed focus group)

Interest in volunteering

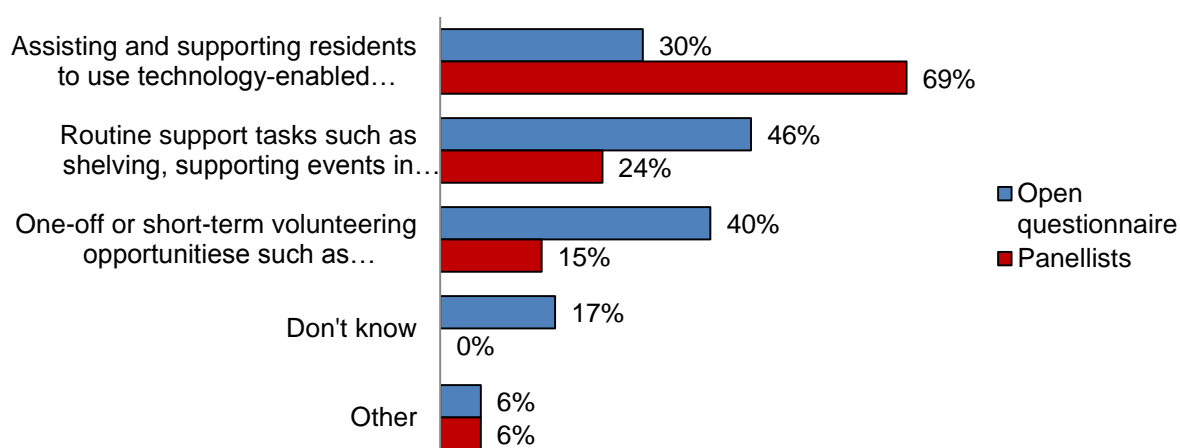
Those responding to the consultation were asked if they would be interested in volunteering. Panellists were more willing to volunteer with 14% saying they would and a further 29% saying possibly. Overall, 81 respondents said they would be interested, and 237 said they were *possibly interested*. This is shown in **Figure 18**.

Figure 18 – In the last consultation a quarter of residents said that they would be interested in volunteering. Would you be interested in volunteering in a library?
 Base: All respondents providing a valid answer (738, 455)



When asked what role they would be interested in, 69% of panellists and 30% of respondents to the open questionnaire said they would be interested in *assisting and supporting residents to use the technology* when libraries are unstaffed. A quarter (24%) of panellists and 46% of respondents to the open questionnaire said *routine support tasks* and 26% were interested in *short term, one-off volunteering sessions, such as helping with the summer reading challenge*. This is shown in **Figure 19**.

Figure 19 – What role would you be interested in?
 Base: All respondents providing a valid answer (109,154)



Impact of using volunteers

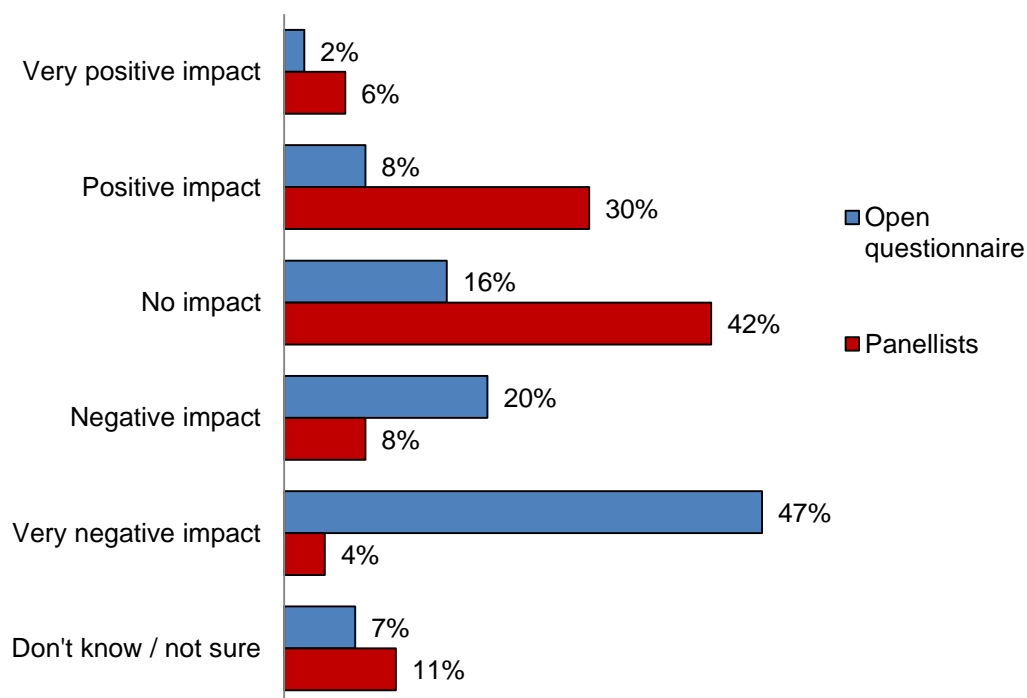
When asked what impact having volunteers 'meeting and greeting' library user would have on themselves and their family's use of the library, just over a third (36%) of panellists said it would have a *positive* or *very positive* impact. This compares to 10% of respondents to the open questionnaire. This is shown in **Figure 20**.

Library users (panellists) were more inclined to say the proposal would have a *positive* or *very positive* impact than non-library users (44% and 23% respectively), compared with 36% of all panellists). Male panellists were more indifferent than females with almost half (48%) saying it would have *no impact* and panellists under 25 were more inclined to say it would have a *positive* or *very positive* impact than any other age group (61% compared with 36% of all panellists).

There are no other significant differences.

Figure 20 – What impact do you think the proposals in this element will have on you and your family's use of the library service?

Base: All respondents providing a valid answer (722, 447)

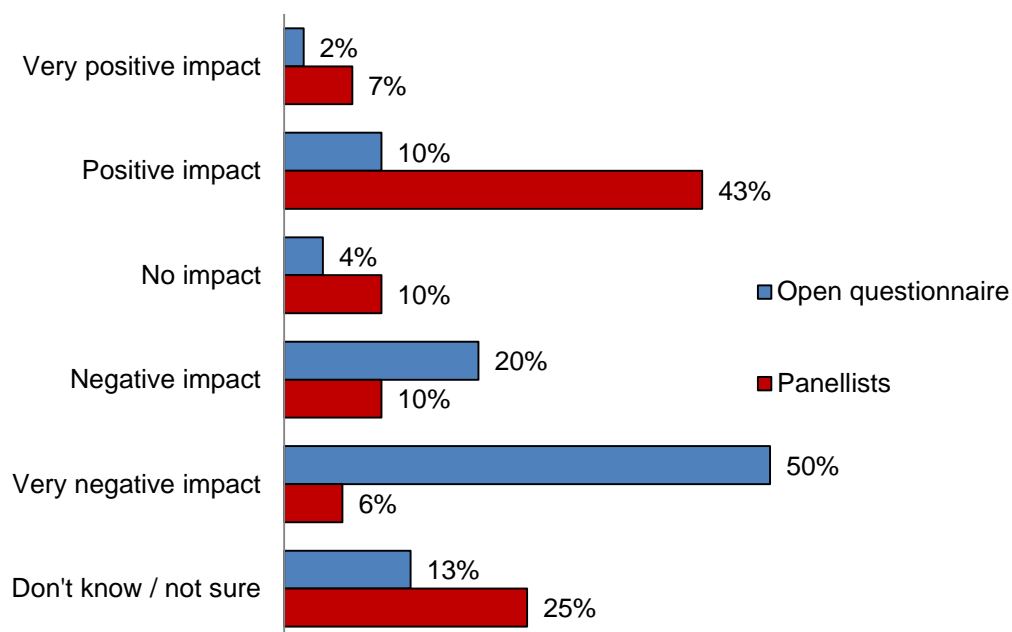


Interestingly, panellists were more positive about the impact volunteers would have on other library users. For example, half (50%) of panellists and 12% of respondents to the open questionnaire believe the proposal would have a *positive* or *very positive* impact on other library users. However, in contrast, seven in ten (70%) of respondents to the open questionnaire believed the proposal would have a *negative* or *very negative* impact on other library users. Fewer panellists and respondents to the open questionnaire thought it would have no impact on other library users compared to when asked about the impact on themselves and their family's use of the library. This is shown in **Figure 21**.

Panellists aged 25-35 were less likely to say the proposal would have a negative or *very negative* impact on other library users. There were no other significant differences.

Figure 21 – What impact do you think the proposals in this element will have on other library users?

Base: All respondents providing a valid answer (725, 451)



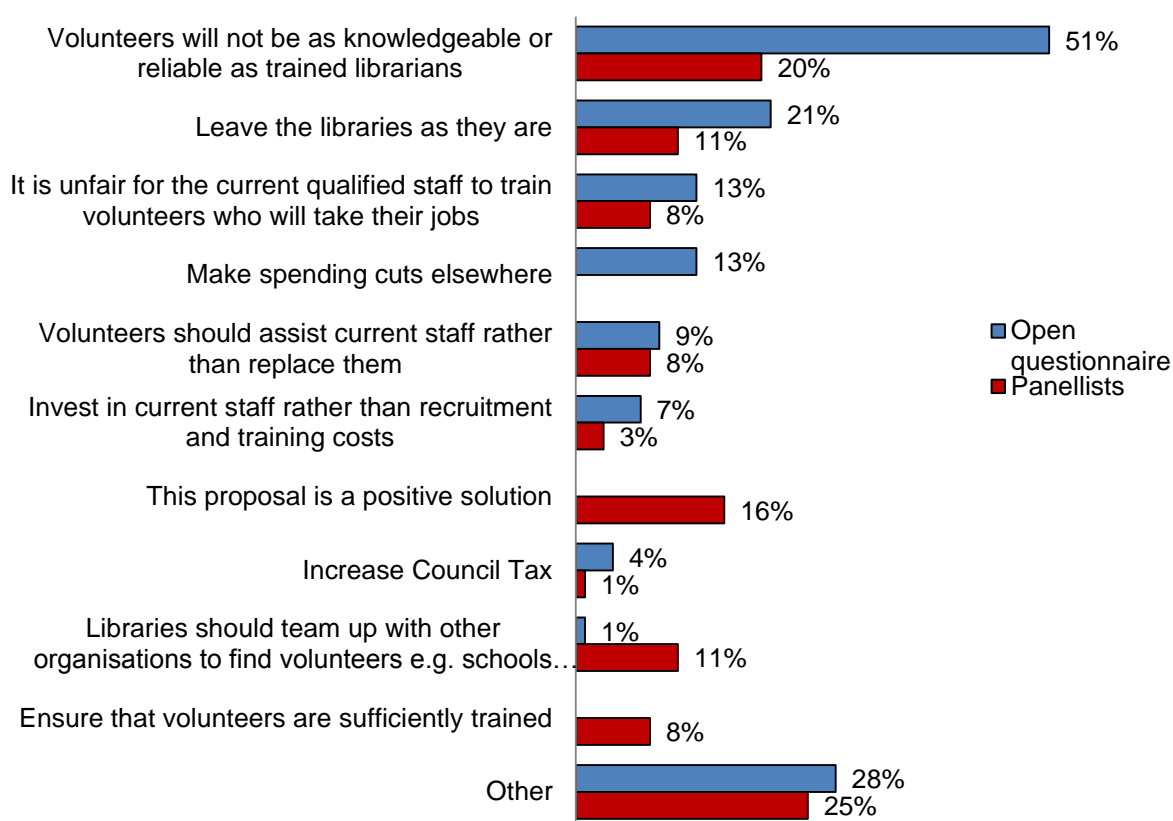
Other ideas or approaches to minimise the impact or improve the proposals

When asked if respondents had any other ideas or approaches to minimise or improve the proposals for volunteers, the majority of responses were comments about the proposal rather than providing ideas or approaches.

Of those respondents that answered this question, the most common response was the comment that volunteers will not be knowledgeable or reliable as *trained librarians*, mentioned by 20% of panellists and 51% of respondents to the open questionnaire. Although not mentioned by any respondent to the open questionnaire, 16% of panellists did say the proposal is a positive solution. These results are shown in **Figure 22**.

Figure 22 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?

Base: All respondents providing a valid answer (338, 105)



Element 4: Co-locate libraries with other services

Introduction to Element 4

Co-locating libraries and developing library services in partnership with community groups or other organisations, offers an opportunity to retain library services at a lower cost and encourage use of the library.

Co-locating library services would enable residents to access more than one service from each location. It would offer the potential for financial efficiencies in relation to sharing building and operational costs.

Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership library with proposed new leisure facilities in the area and the Mill Hill Partnership library with other community-led services.

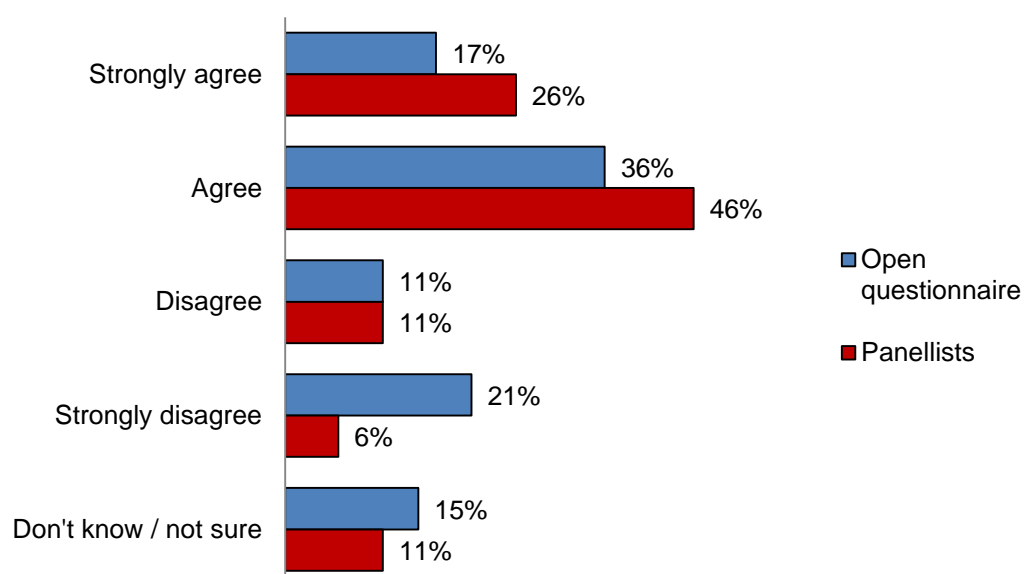
Quantitative views on Element 4

In comparison to other proposed elements, co-locating libraries with other services was viewed more positively. In fact, just over seven in ten (72%) panellists and just over half (53%) of respondents to the open questionnaire either *agreed* or *strongly agreed* with co-locating libraries with other services. This is shown in **Figure 23**. Interestingly, younger panellists (under 24) were more likely to *disagree* or *strongly disagree* than any other age group and library users (panellists) were also slightly more inclined to disagree than non-library users.

Younger respondents to the open questionnaire (under 24) were also more likely to disagree than any other age group. There were no other significant differences.

Figure 23 – To what extent do you agree or disagree with the approach of co-locating libraries with other services?

Base: All respondents providing a valid answer (736, 453)



Impact of co-locating

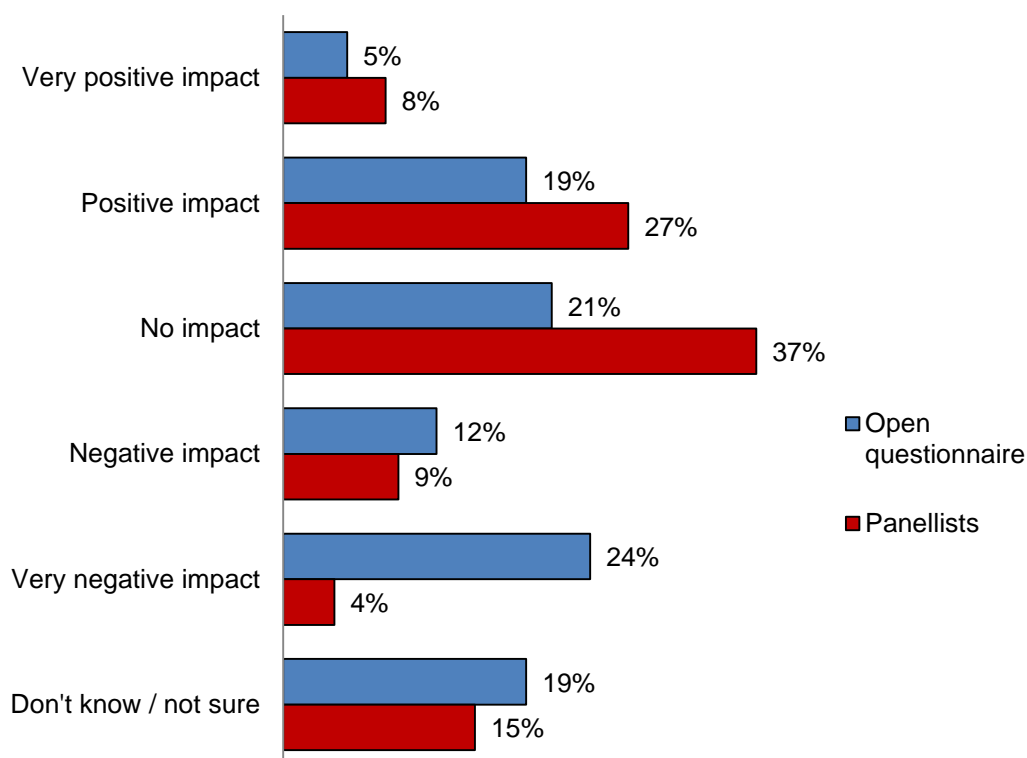
Compared with the other proposed elements, fewer respondents said that co-locating would have a negative impact on themselves, their family and others. **Figure 24** shows that one in eight (13%) panellists and just over a third (36%) of respondents to the open questionnaire said it would have a *negative* or *very negative* impact. Panellists were the most positive about the impact it would have with 35% saying it would have a *positive* or *very positive* impact. Moreover, 37% of panellists said it would have *no impact*, compared with 21% of all respondents.

Almost half (46%) of non-library user panellists thought it would have *no impact* on them or their family's use of the library service, compared with 32% of library users (37% of all panellists said *no impact*). Moreover, more males than females were indifferent, with 43% saying it would have *no impact*, compared with 31% of females.

There were no significant differences for respondents to the open questionnaire.

Figure 24 – What impact do you think the proposals in this element will have on you and your family's use of the library service?

Base: All respondents providing a valid answer (731, 453)

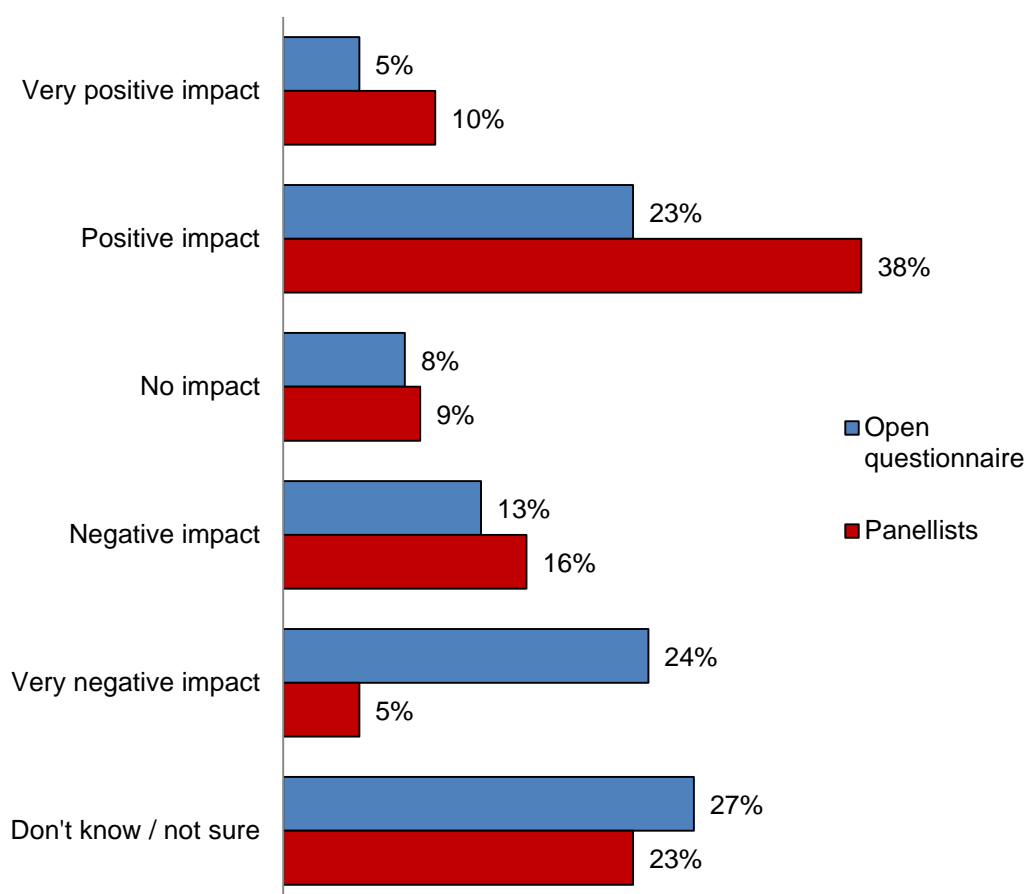


Those responding to the consultation were more positive about the impact of co-locating on other library users than themselves and their family. Almost half (48%) of panellists and almost three in ten (28%) respondents to the open questionnaire said it would have a *positive* or *very positive* impact on other library users. Virtually the same proportion of panellists and respondents to the open questionnaire said it would have no impact (8% and 9% respectively). This is shown in **Figure 25**.

Panellists and respondents to the open questionnaire under the age of 24 were more likely to say it would have a negative impact than any other age. Again, library-users (panellists) were slightly more negative than non-library users – 26% of panellists compared with 11% of respondents to the open questionnaire. There were no other significant differences.

Figure 25 – What impact do you think the proposals in this element will have on other library users?

Base: All respondents providing a valid answer (728, 453)



Qualitative feedback on Element 4

Many participants spoke of the benefits and opportunities of co-locating libraries with other services. In fact, there were no main concerns expressed during discussions – all comments and suggestions were positive and spoke about the possible benefits to co-locating with other services. Some participants even began to give examples of how they thought it could work.

A good idea to bring resources and venues together to encourage library use

Participants in all focus groups and in-depth interviews commented that co-locating was a good idea and libraries could be placed near to other popular venues to improve usage of the library and share running costs. Participants provided a range of suggestions of services to co-locate with such as shops/shopping centre and swimming pools.

You could put libraries nearer popular places near shops or something.

(School discussion group)

I think it's really nice to be able to do that [co-locating] as people can do what they want to do.

(Learning disability group)

In principle, co-locating is an excellent idea. When they've looked at swimming centres, they've looked at sharing facilities. But they need to do research on it to make sure it's right.

(Older people focus group)

Move the library next to a swimming pool like in Swiss Cottage so you can go swimming and then go to the library.

(School discussion group)

If there aren't any problems with sharing, then fine, as budgets are reduced, but only if it doesn't affect usage of the library. Sharing costs is great.

(Older person, in-depth interview)

The only cautious comments participants had regarding co-locating was to ensure the whole proposal was researched well to ensure the venues were well matched and complemented each other.

The concept is sensible – I know it's about cutting costs, so as a concept I have no problems with that. The devil is in the detail though.

(Older person, in-depth interview)

Co-locating with other services in other buildings is the only good idea they've come up with, but there's been no research on which library could go with what service. They haven't done the research is it's feasible. The idea is great, the homework – zero.

(Older people focus group)

New libraries will need to be re-designed carefully and be 'disabled friendly'

When talking about the practical side of co-locating, participants in the physical and learning disability groups were the most concerned around the physical design of the library and the

need for it to be designed in a way that did not detract from the main focus of a library and was user friendly for physically disabled users and users that had a learning disability.

I think putting libraries with other services would be good, but they need to be separate. You need to cut the noise as libraries need to be quiet places.

(Physical disabled group)

The libraries need to provide services to people with learning disabilities. If they provided courses and sessions they would encourage people to go. They need to also think about how people get there so have the right transport nearby. If an organisation like Mencap could run it then it would be good.

(Learning disability group)

Whatever happens, you need to make sure the toilets are big enough for disabled people. You don't want some dingy small toilet.

(Physical disabled group)

Need to retain the same floor space, resources and high level service

Participants felt strongly about retaining the same level of resources and floor space as is currently provided. They felt any physical move from an existing library needs to be to another location that is the same size or bigger and has a better range of books and resources.

The libraries need to have a good range of books, as the range is not that good. So if they are smaller libraries they won't have the range. They'll all be fiction.

(Learning disability group)

Access in the community is the most important. It's not about twinning up or co-locating. It's about access in the community.

(Older people focus group)

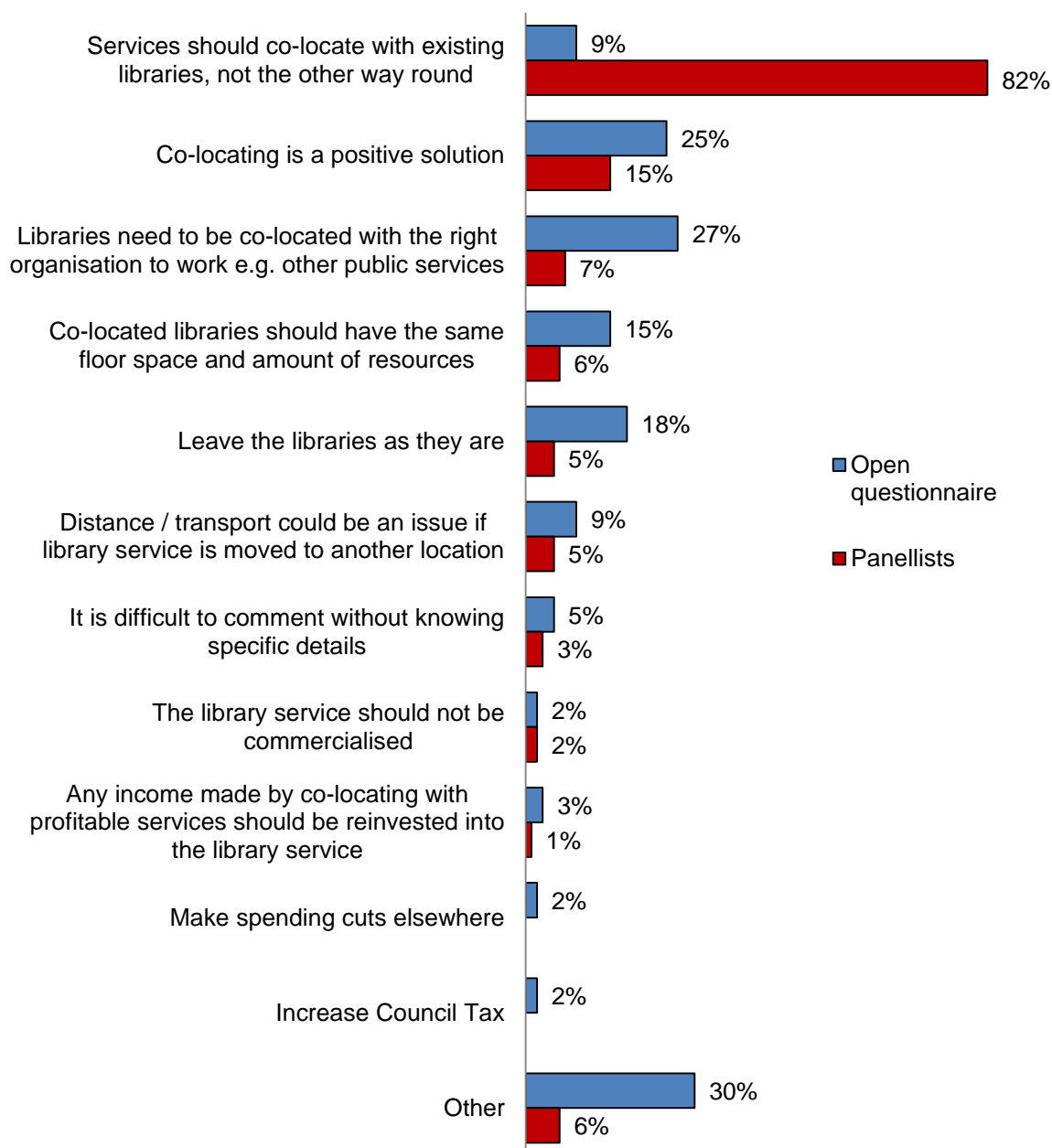
Other ideas or approaches to minimise the impact or improve the proposals

Similarly to other responses to the same question, most responses were comments about co-locating, rather than additional ideas or approaches. Interestingly, just over four in five (82%) panellists said they *thought services should locate with existing libraries and not the other way around*. This is compared with just 9% of respondents to the open questionnaire. However, one in seven (15%) of panellists and a quarter (25%) of respondents to the open questionnaire did use the opportunity to reiterate that co-locating is a *positive solution*. This is shown in **Figure 26**.

Just over a quarter (27%) of respondents to the open questionnaire also believed that if co-locating is to go ahead, it was *important to co-locate libraries with the right organisation and public service*.

Figure 26 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?

Base: All respondents providing a valid answer (283, 232)



Element 5: Partner with other organisations and community groups to provide services through Partnership Libraries

Introduction to Element 5

To maintain the network of 14 library sites as well as the home, mobile and digital library services, Barnet Council is proposing to partner with other organisations or community groups to provide library services. The proposal would see the establishment of four Partnership libraries within the libraries network. Partnership libraries would not have any council staff on site, but would receive support from Barnet's central library service.

Partnership libraries would remain part of the Barnet libraries network and would receive an annual grant to provide a minimum of 15 hours public library service per week.

It is envisaged that Partnership libraries would harness capacity within the community, voluntary and other public services to develop services that more closely meet the needs of the community. The proposal for Partnership libraries to be part of the library network within the locality model will ensure that they receive professional support from the library service, with further support available from their neighbouring Core Plus library.

The proposal would establish four Partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network retaining the Barnet library branding.

The transition to the new provision and service would mean some disruption to the library in the short term. There would be more volunteers, meaning a different level of support would be required than is currently on offer.

Quantitative views on Element 5

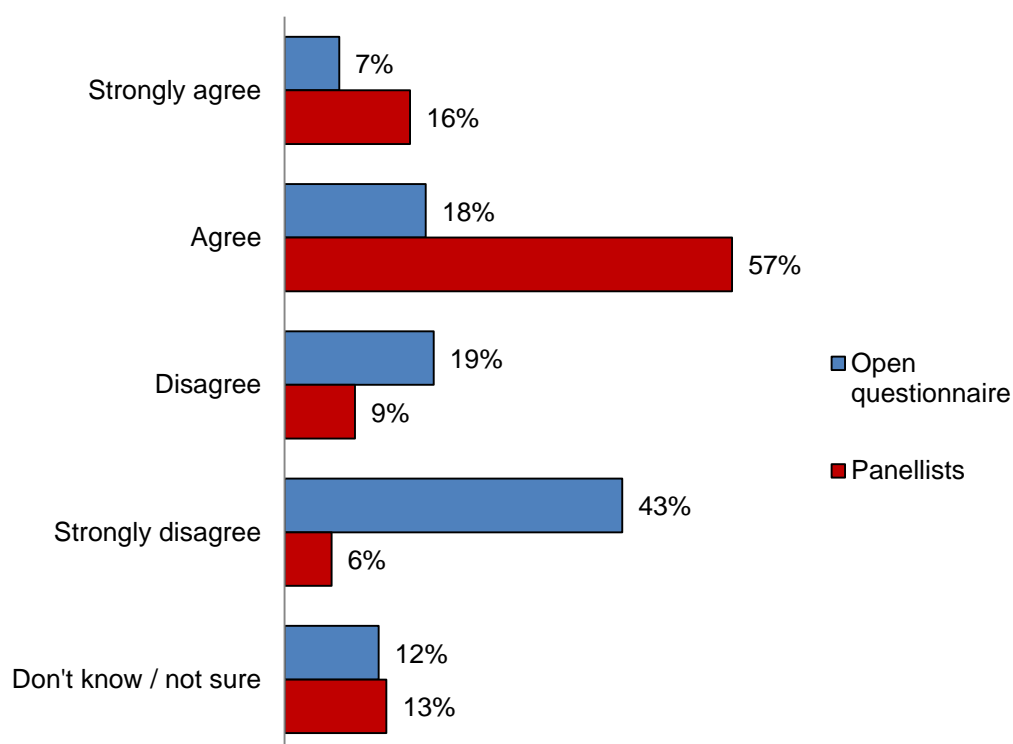
When asked to what extent they agreed or disagreed with Partnership libraries, panellists were far more in favour of the proposal than respondents to the open questionnaire. Almost three-quarters (73%) of panellists said *agree* or *strongly agree*, compared with a quarter (25%) of respondents to the open questionnaire. This is shown in **Figure 27**.

Similarly to other proposals, library users (panellists) were slightly more negative towards this proposal than non-library users, with 21% saying they *disagree* or *strongly disagree* compared with just 6% of non-library users. Younger panellists (under 24 and 25-34) were more in favour of the proposal, compared with other age groups.

In contrast, respondents to the open questionnaire over the age of 65 were more in favour of the proposal than other age groups. There were no other significant differences.

Figure 27 – To what extent do you agree or disagree with this approach to partnership libraries?

Base: All respondents providing a valid answer (730, 450)



Impact of the proposal

When asked what impact respondents thought partnership libraries would have on themselves and their family's use of the library service, panellists were the most positive with one in three (34%) saying it would have a *positive* or *very positive* impact on themselves and their family's use of the library service compared to just one in ten (10%) respondents to the open questionnaire. This is shown in **Figure 28**. Three in five (61%) respondents to the open questionnaire thought it would have a *negative* or *very negative* impact.

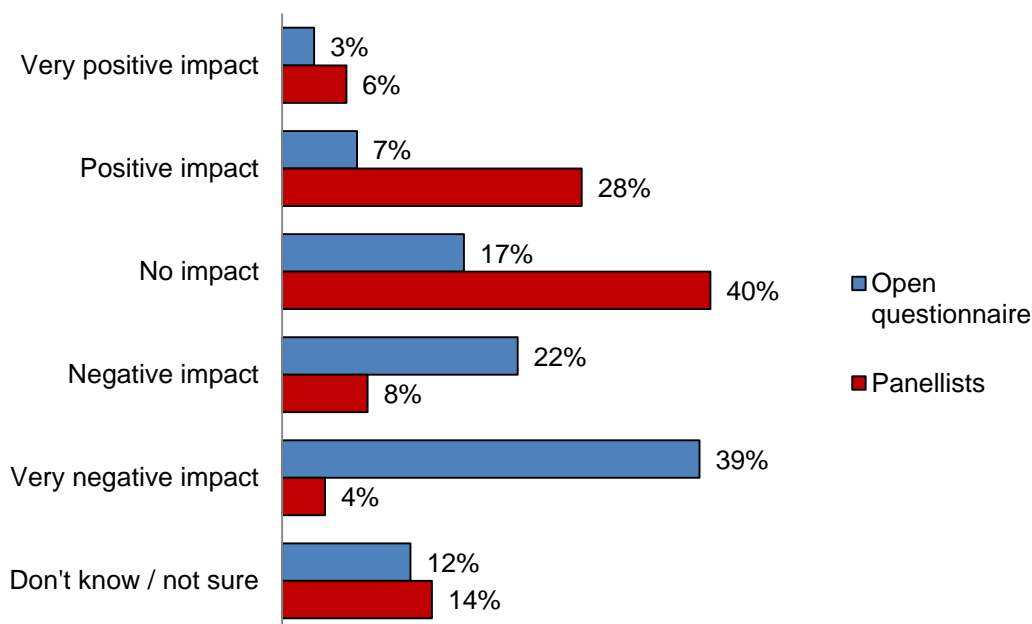
Library users (panellists) were slightly more negative than non-library users. Younger panellists (under 24 and 25-34) were more positive than other panellists in other age groups.

Respondents to the panel aged over 65 were more indifferent (*no impact*) than any other age group.

There were no other significant differences.

Figure 28 – What impact do you think the proposals in this element will have on you and your family's use of the library service?

Base: All respondents providing a valid answer (732, 450)



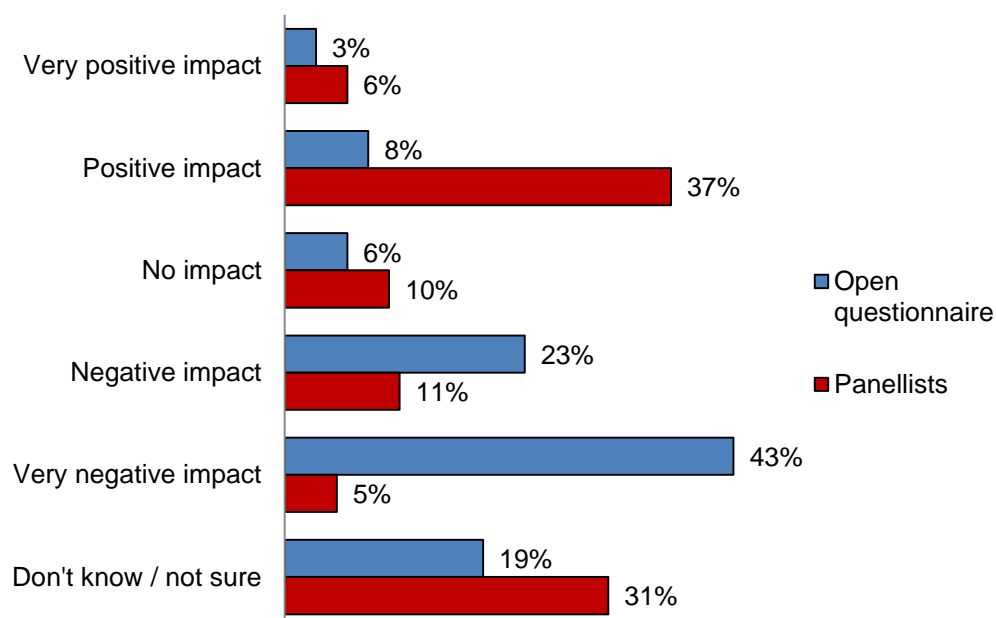
Respondents to the open questionnaire were slightly more negative in how they thought it would impact on other library users. Two-thirds (66%) of respondents to the open questionnaire thought that Partnership libraries would have a *negative* or *very negative impact* on other library users. In contrast, panellists were more inclined to believe that it would have a positive impact, with 43% saying it would have a *positive* or *very positive impact* on library users compared with just 11% of respondents to the open questionnaire. This is shown in **Figure 29**.

Similarly to the previous question, younger panellists (under 24 and 25-34) were more likely to say it would have a *positive* or *very positive impact* than any other age group. However, the majority of the same age group in the open questionnaire believed it would have a very negative impact.

There were no other significant differences.

Figure 29 – What impact do you think the proposals in this element will have on other library users?

Base: All respondents providing a valid answer (727, 450)



Qualitative Feedback to Element 5

Generally there was mixed response to Partnership libraries. Some participants acknowledged that this was an opportunity for organisations to run libraries and meet the needs of their local community whilst others believed there could be problems with inexperienced community groups taking the lead and trying to operate a library without success.

New opportunities in meeting the needs of the community

Many respondents spoke favourably about how Partnership libraries could meet the needs of the local community as they would be managed and delivered by local community groups that already know the community and what is needed.

We consider that as a consequence of the need to reduce expenditure on the Library Service, the compromise of a "Partnership" library is appropriate to the evolving needs for such service locally.

(Stakeholder response)

Rather than see a library closed, I think partnership libraries are a good idea. I thought they would be the poorer relation, but now I know what they're about, I think they sound great and would really work.

(Physical disability group)

We believe that a new multi-use building in this location could be the best future location for a "Partnership" library and the building, as proposed would additionally have a café, bookable meeting/function rooms, a business hub, Customer Access facilities etc. stakeholder talking about - "Community Hub", in line with the Council's strategic direction.

(Stakeholder response)

A community library would be good as the community know a lot better than the council on what's needed by the community.

(Older person, in-depth interview)

Positive experience of a similar library

Two participants had experience of working in a community library that is managed and run in a similar approach to a proposed partnership library. Both spoke favourably about their experiences as both were volunteers at the library.

I think the Friern Barnet library is like a community centre. There's the Knit and Natter group, they talk more than anything else so it's a social thing. There's always things on the notice board that are happening locally.

(Physical disability group)

Opportunities for disabled groups to run libraries and provide training and work experience

Participants from the learning disability group discussed the positive benefits of a partnership library being managed by a learning disability group and how it would provide some excellent experience and training for people.

If a LD group could run a library, they could also run groups and sessions which would really help. They could provide education sessions on areas where these guys lack.

(Learning disability group)

HFT could apply for a grant and could run a library. They could have people with LD running the library. That would be really good. It would provide so many opportunities.

(Learning disability group)

If a library is run by LD it might put people off from using it.

(Learning disability group)

Community groups lack experience of running a library

Some participants were concerned, however, about the ability of community groups to manage and run a library. Participants spoke around the heavy reliance that community groups have on volunteers who may not have the skills and experience of running a library, supervising volunteer librarians and managing the library budget provided by Barnet Council.

I'm dead against partnership libraries – they won't be able to provide the right volunteers as they're not professionals – they won't have the same qualifications or knowledge.

(Older people focus group)

It's a no no. Libraries must be run by people who know what they're doing.

(Older person, in-depth interview)

Insufficient budgets

One concern highlighted by a small number of participants and a stakeholders was that they did not believe the £25,000 grant that would be awarded each to run the partnership library would be sufficient.

The grant is not sufficient to run a library. Our other financial concern is that the Council is suggesting that the Partnership Library should operate for 15 hours per week, and are offering £25,000 per annum to the organisation that operates it. This is roughly the cost of 1 part-time employee but is unrealistic in the context of Barnet meeting their statutory commitment to providing libraries as set out above. It would be more acceptable, as a minimum, if £50,000 were to be provided so that adequate staffing of the library for say 30 hours a week could be provided as the minimum.

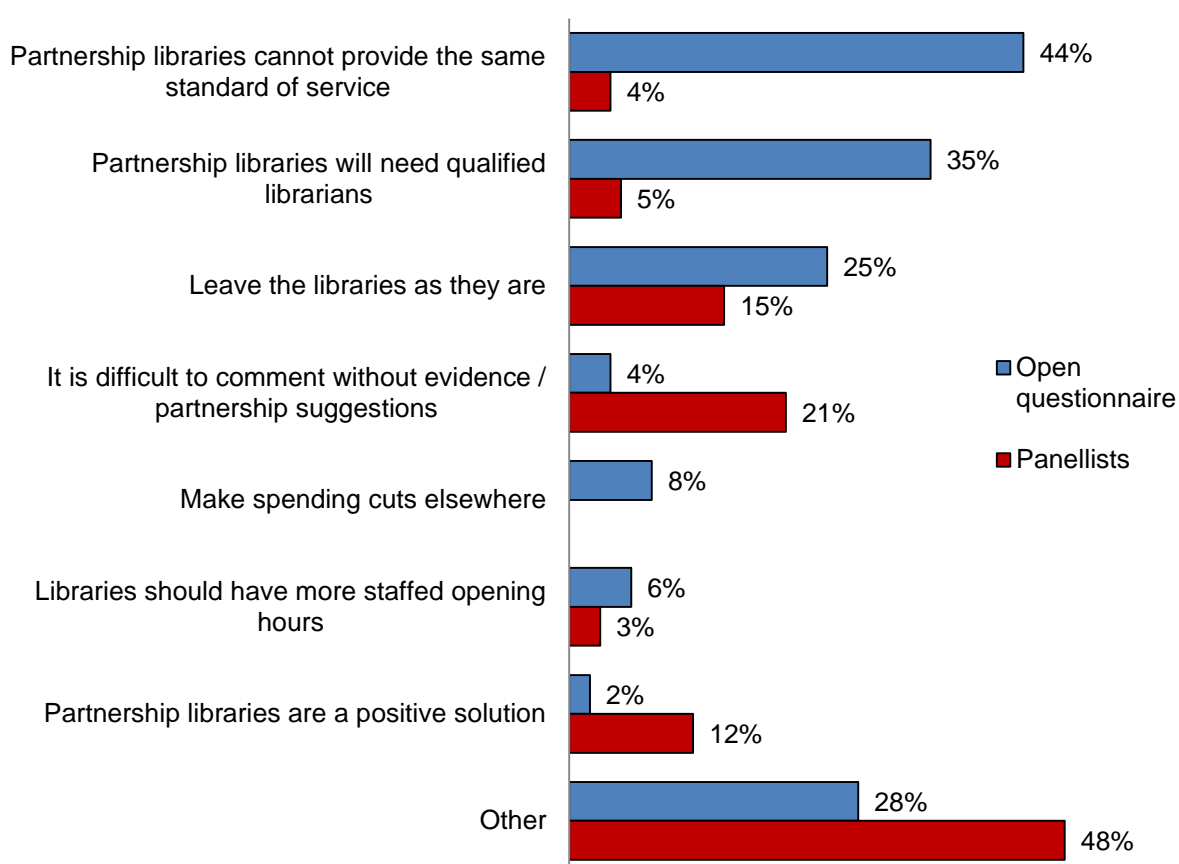
(Stakeholder response)

Other ideas or approaches to minimise the impact or improve the proposals

When asked if respondents had any ideas of approaches to minimise the impact or improve the proposal for partnership libraries, the most common response, provided by 44% of respondents to the open questionnaire was that *partnership libraries cannot provide the same level service as the libraries that are in place now*. Just over a third (35%) of respondents to the open questionnaire also believed *partnership libraries need a qualified librarian* in place to help manage it. Fewer panellists provided these responses, with just 4% and 5% doing so respectively). This is shown in **Figure 30**.

Figure 30 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council’s savings commitment?

Base: All respondents providing a valid answer (301, 60)



Overall view of the proposals

Given the level of savings required, respondents were asked if they thought the council had balanced the factors effectively. Panellists were far more positive than respondents to the open questionnaire, with two-thirds (67%) saying *yes fully* or *yes partly*, compared with just a quarter (25%) of respondents to the open questionnaire. Two-thirds (66%) of respondents to the open questionnaire said *no, not at all*. This compares to just 14% of panellists. Interestingly, one in five (20%) of panellists said they *don't know*, compared with 9% of respondents to the open questionnaire. This is shown in **Figure 31**.

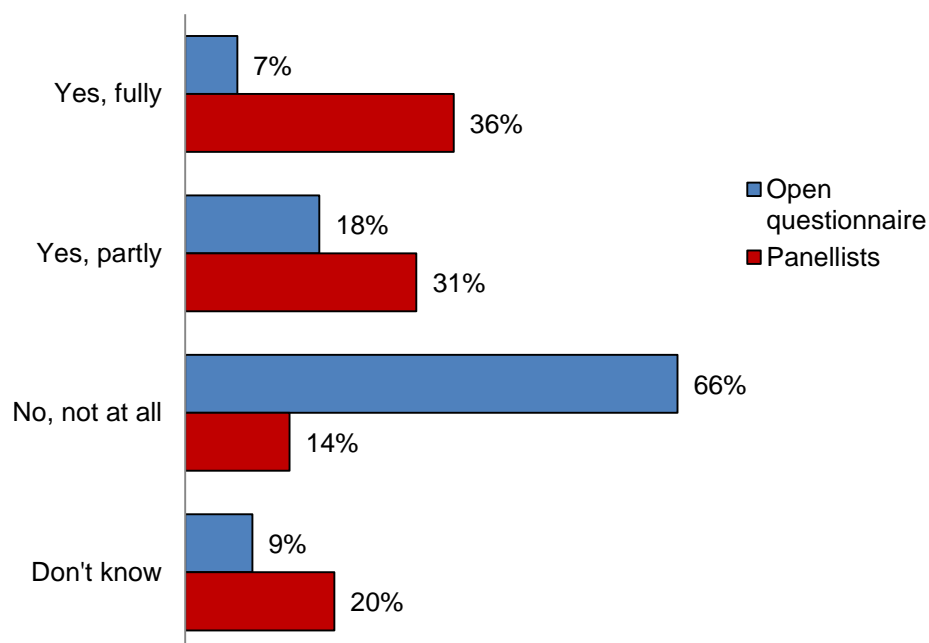
Non-library user panellists were more indecisive than library users, with 27% saying don't know, compared with 16%.

Panellists and respondents to the open questionnaire, aged 65 +, agreed more than any other age group that the council has balanced the factors effectively.

There were no other significant differences.

Figure 31 – Given the level of savings required, do you think that the council has balanced these factors effectively?

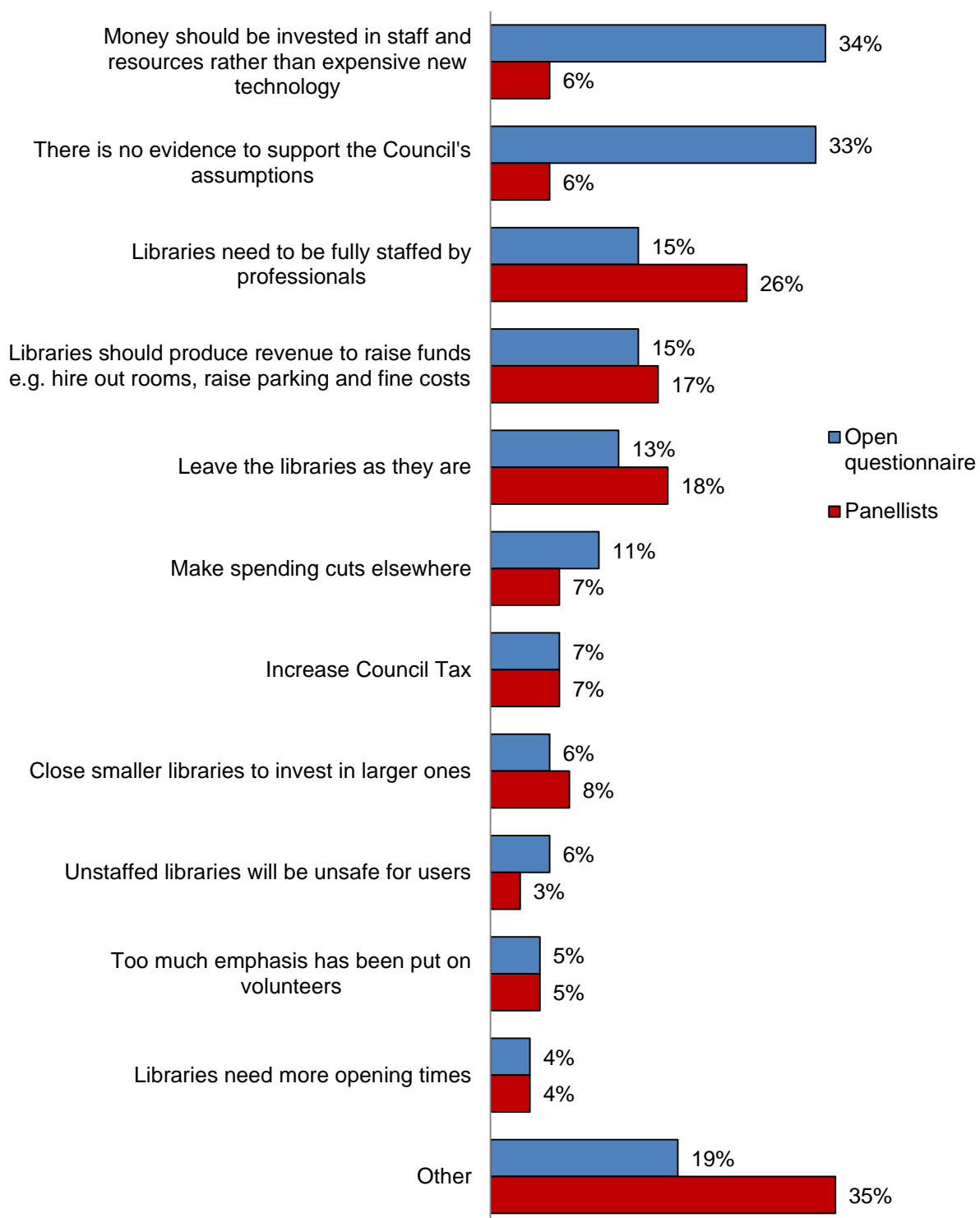
Base: All respondents providing a valid answer (729, 445)



Those responding to the consultation were asked to outline any suggestions on how the council could have effectively balanced the factors. The most common responses provided were to *invest the money in staffing and resources rather than new technology* (mentioned by 6% panellists and 34% respondents to the open questionnaire), *no evidence to support the Council's assumptions* (6%, 33%) and *libraries need to be fully staffed by professionals* (26%, 15%). This results are shown in **Figure 32**.

Figure 32 – Please outline how you feel the council could have more effectively balanced the factors.

Base: All respondents providing a valid answer (424, 99)



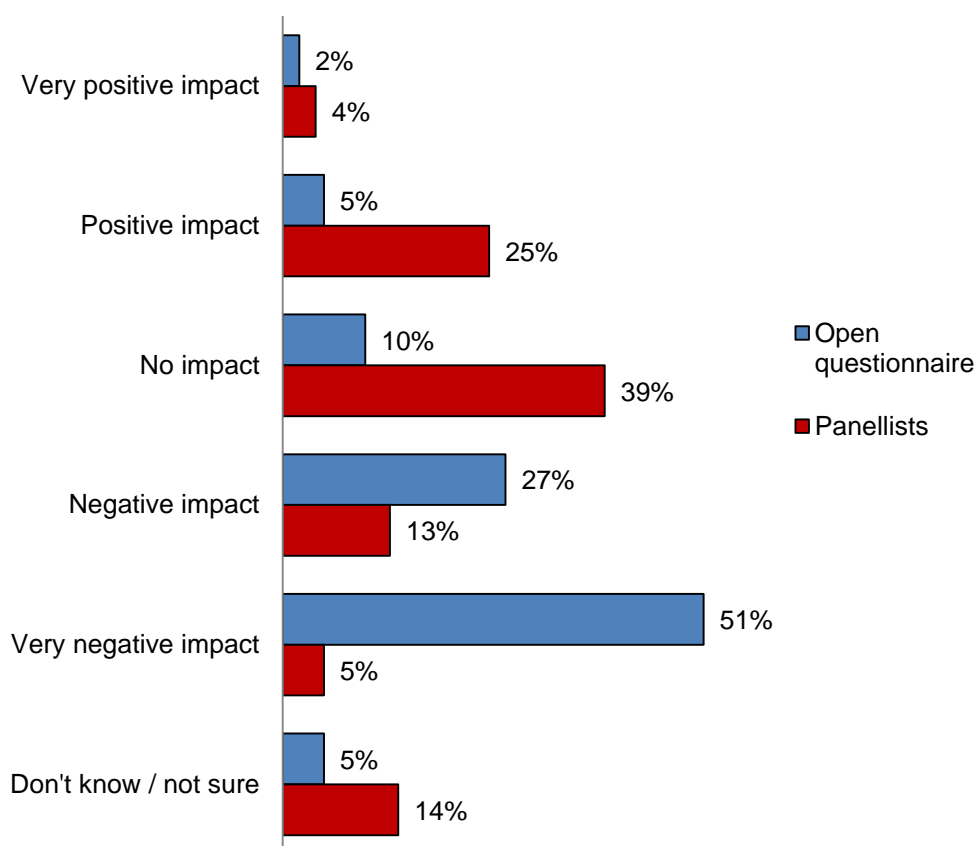
Overall impact of the proposals

Those responding to the consultation were asked what impact they thought the overall set of proposals will have on them and their family's use of the library service. Panellists were the most positive, with three in ten (29%) saying they believed the overall proposal would have a *positive* or *very positive* impact on themselves and their family's use of the library services. This compares to just 7% of respondents to the open questionnaire. Similarly to previous results, library users (panellists) were more negative, with 26% saying it would have a *negative* or *very negative* impact compared with just 5% of non-library users. In contrast, younger panellists (under 24 and 25-34) were more inclined to say it would have a *positive* or *very positive* impact than any other age group.

There were no other significant differences.

Figure 33 – What impact do you think the proposal overall will have on you and your family's use of the library service?

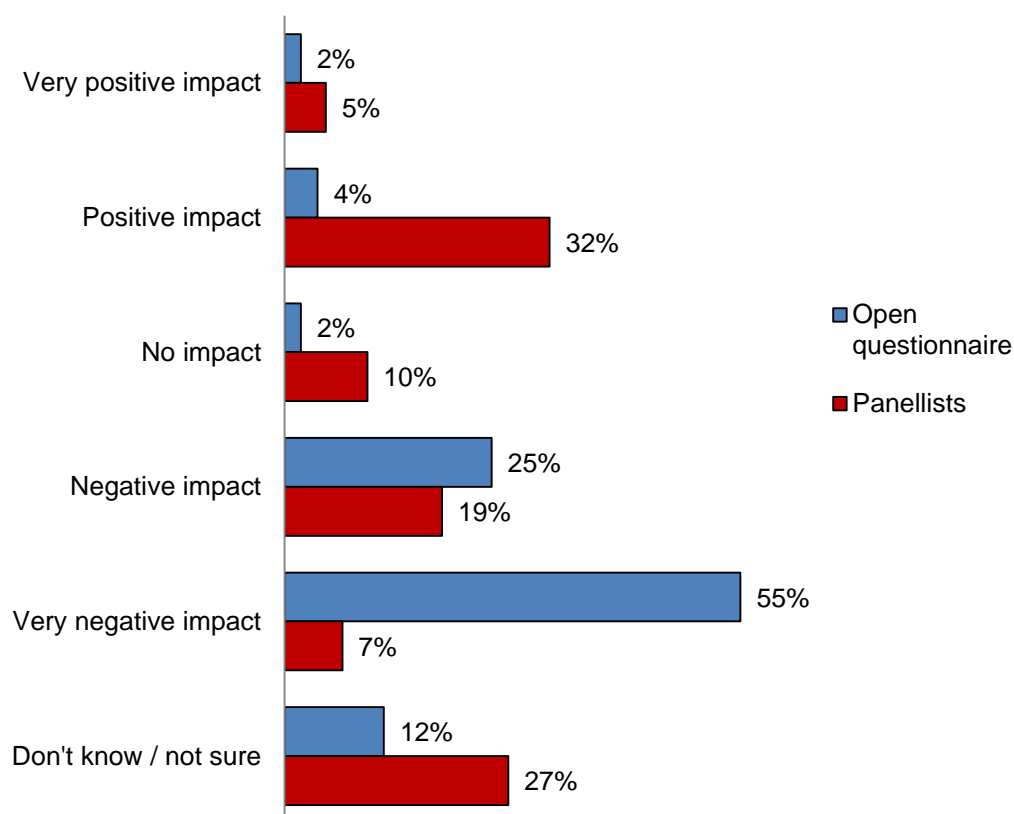
Base: All respondents providing a valid answer (727, 442)



When asked what impact they thought the overall proposals would have on other library users, 37% of panellists and 6% of respondents to the open questionnaire said it would have a *positive* or *very positive* impact. This is shown in **Figure 34**. Similarly to the previous question, younger respondents (under 24 and 25-34) were more likely to say it would have a *positive* or *very positive* impact on other library users. There were no significant differences between gender or library user type.

Figure 34 – What impact do you think the proposal overall will have on other library users?

Base: All respondents providing a valid answer (727, 443)



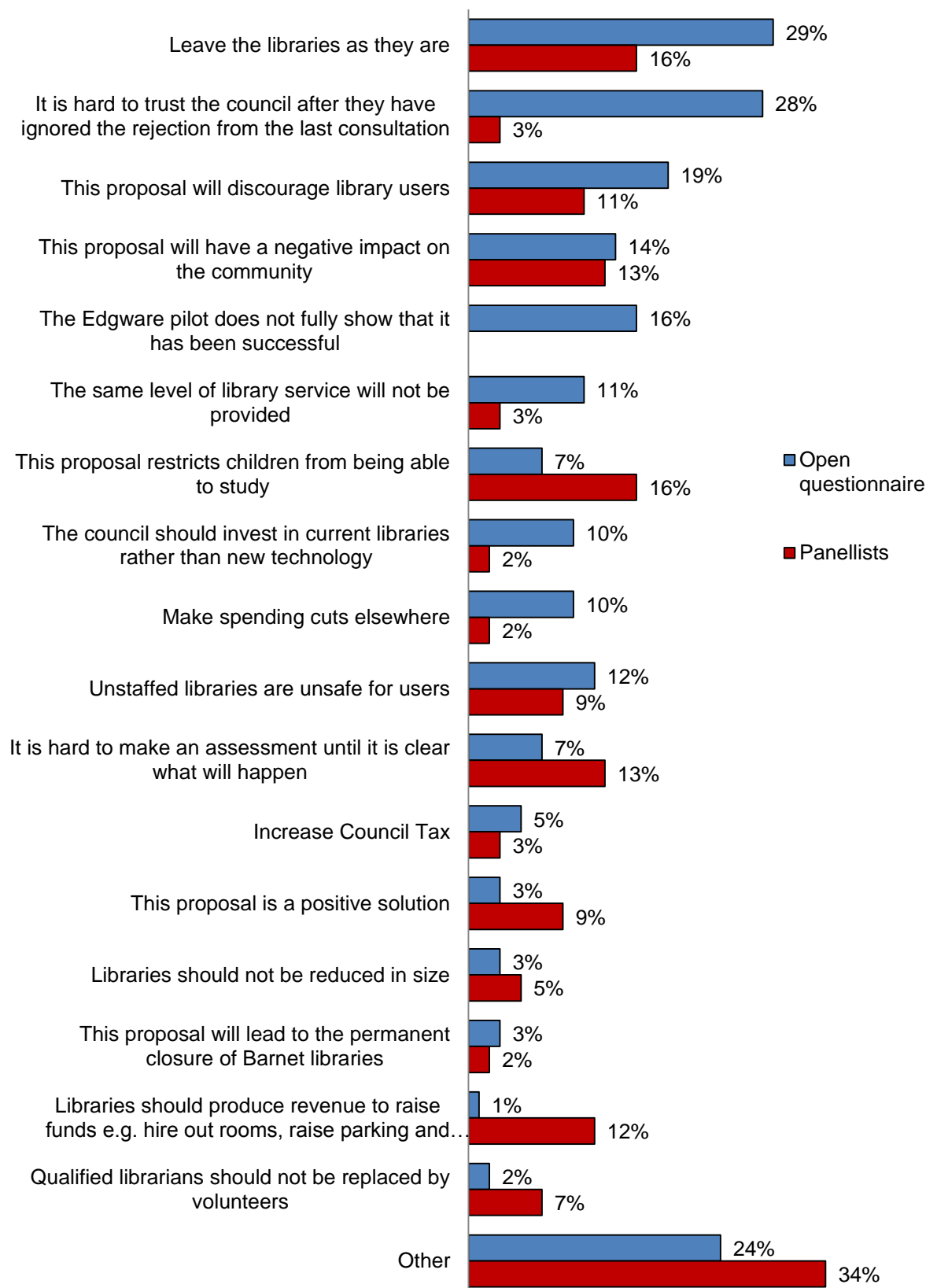
Other comments

Those responding to the consultation were finally asked if they had any other comments on the proposals. One in six (16%) panellists and three in ten (29%) of respondents to the open questionnaire that answered this question said to *leave libraries as they are*. Interestingly, almost three in ten (28%) respondents to the open questionnaire said that *it was hard to trust the council after they had ignored the rejection from the last consultation*, however, this compares with just 3% of panellists.

One in five (19%) of respondents to the open questionnaire said they believed the proposals will discourage library users and a further 14% said it will have a negative impact on the community.

These results are shown in **Figure 35**.

Figure 35 – Do you have any other comments you wish to make on the proposals?
Base: All respondents providing a valid answer (398, 85)



Appendices

Appendix 1: Revised library proposal

Appendix 2: Questionnaire

Appendix 3: Focus group discussion guide

Appendix 4: Profile of respondents

Appendix 1: Revised library proposal

Consultation

Proposal for Barnet's future library service

28 October 2015 – 6 January 2016



Introduction

Barnet is a great place to live. We want a 21st century library service that is in tune with the changing lifestyles of our residents.

Libraries are a universal and unique service, offering learning opportunities from the early years through to retirement.

Our ambition is for libraries to:

- help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills, and developing a love of reading from an early age
- provide residents with the skills to live independently, to improve their health and wellbeing, and to get a job and progress while in work
- bring people together, acting as a focal point for communities, and helping resident groups to support their local area.

However over the next five years, the council will need to continue to save money from across all services - including libraries - in order to meet an overall budget gap of £98.4 million to 2020. The Children Education Libraries and Safeguarding Committee (CELS) is expected to save £14.5 million across its portfolio. The revised libraries proposals are expected to save £2.27 million by 2020, against the requirement of the council’s Medium Term Financial Strategy to save £2.85m.

As part of developing a proposal for the future of Barnet’s library service within this reduced budget we have already consulted with residents extensively over the last four years. In particular, this consultation follows an extensive consultation exercise that took place between November 2014 and February 2015 which asked residents to consider a number of issues relating to the future delivery of library services.

Over 3,800 responses were received and considered. Background information from the last round of consultation as well as a detailed account of feedback can be found at: engage.barnet.gov.uk/consultation-team/library-review

In summary, the following received some support:

- utilising library space to generate income
- locating library services alongside other services
- increasing the use of technology
- recruiting more volunteers to enhance the service.

However, there was less support for:

- library closures
- reduction in library size
- reductions in the number of staffed library opening hours.

The responses to the consultation have helped inform an alternative proposal for the future of Barnet’s library service. This document summarises the alternative proposal, with the detailed proposal set out in full, in a report that was considered by the council’s Children, Education, Libraries and Safeguarding Committee (CELS) on the 12 October 2015.

The report can be found here:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MIId=8512>.

This consultation seeks your views on this new proposal. Throughout this document we have also included questions we would like you to consider before completing the questionnaire.

You can share your views by:

- completing a questionnaire online at engage.barnet.gov.uk
- completing a paper questionnaire – available in libraries.

Please either return completed questionnaires to any Barnet library, or return using reply paid envelope available at Barnet libraries. Or, alternatively you can post directly to:

London Borough of Barnet
Building 4
North London Business Park
Oakleigh Road South
London N11 1NP

If you require this questionnaire in another format or you would like someone to help you to complete the questionnaire please email: libraryconsultation@barnet.gov.uk or call 020 8359 7100.

Consultation runs from:
28 October 2015 – 6 January 2016.

Key features of the revised proposal

The new proposal aims to achieve a balance between the views of residents expressed through consultation and the council’s pressing need to achieve a reduction in spending across a wide range of services as it seeks to deal with an overall budget gap of £98.4m by 2020.

Key features of the revised proposal are that:

- all 14 of the current library sites would remain and the library network would comprise of:
 - six Core Libraries offering a core collection of resources and services
 - four Core Plus Libraries offering a more extensive range of resources and services
 - four Partnership Libraries would be part of the council’s library network receiving an annual grant and support from Barnet’s central library service
- the home and mobile service would continue to support the network of static sites and provide services to vulnerable residents
- the digital library would be enhanced, providing 24 hour access, seven days a week to a catalogue of fiction, non-fiction and reference resources
- investment would be made in a technology-enabled¹ opening system at 10 sites which would allow the library to be open outside staffed hours and would increase the overall number of opening hours by over 40%
- a reduction in the number of hours when libraries are staffed, in total by around 70%
- volunteers would be recruited to support some technology-enabled opening hours

- the library estate would be re-configured to release space for commercial or community letting and, where possible, to co-locate services
- new and amended library fees and charges.

If all of these proposals were implemented, they would save circa £2.27m by 2019/20, rather than the £2.85m set out in the previous consultation, (following resident feedback and further financial modelling). This comprises revenue savings of £1.731m from within the library service, with income from commercial and/or community rentals accounting for the remaining £0.546m.

In order to develop the revised proposal, the following considerations have been taken into account:

- trends and patterns of use of libraries over time
- range of library services available within each library and locality
- extent of staffed and unstaffed opening hours at each site
- the library footprint² required to deliver the library offer
- release of space within library buildings to maximise income
- income raising opportunities through library charges

¹ technology-enabled-opening is where the use of new technology means visitors can access the library during unstaffed periods by scanning their library card and entering a unique PIN.

² Footprint is the surface space occupied by the library. This includes both public areas and staff areas.

- range of material available through digital channels
- availability of home and mobile services for more vulnerable residents
- availability of the Local Studies and Archive Service
- capacity within the community to support library services
- capacity within the voluntary sector and other partner organisations to support the delivery of the library service
- opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations
- views of library users and residents.

Other ways in which the council could make savings

To meet the £98.4 million funding gap by 2020 the council will need to look across all areas of spending to identify savings, as well as identifying how it can generate more income.

As outlined in the consultation that was carried out between November 2014 and February 2015, the council has considered a range of alternative options to achieve these savings including:

Increasing Council Tax – The council has frozen Council Tax up to 2016/17, in line with the administration’s manifesto commitment to help ease the financial burden on households. Our indicative budget plan includes annual Council Tax increases of 2% a year from 2017/18 to 2019/20, which is up to the maximum increase allowed before triggering a local referendum.

Making cuts to other services – The size of the budget gap means that the council will need to look across all service areas to find savings. Protecting the libraries budget from any savings would increase the burden on other services within the Children, Education, Libraries and Safeguarding Committee (CELS) remit. If libraries were instead included in the remit of any other committee, there would still be a trade-off between the libraries budget and funding for other services within that committee’s remit.

Use of financial reserves – The use of reserves is not a viable permanent alternative to making the current £98.4 million savings required to the council’s base budget by 2019/20.

You can find more information on other ways in which the council could make savings, which were outlined in the previous consultation, here <https://engage.barnet.gov.uk/consultation-team/library-review>

What do we want to know?

In the previous consultation we asked for residents’ views on a range of factors in relation to the library service (engage.barnet.gov.uk/consultation-team/library-review). This consultation is not designed to ask the same questions again. Rather, it is designed to seek the views of residents about how the range of factors set out above have been brought together and have been balanced within the new proposal in the light of the need to make savings. It also seeks your views about some specific aspects of the revised proposal. Finally, it asks for residents’ views on what they consider the impact of these proposals would be and additional ways to mitigate the impact.

Proposal components

The proposal has been split into five elements with each element described in more detail over the page. Your views are asked on each element.

These focus on parts of the proposal which have not previously been consulted on or where we require further feedback from residents.

The five key elements are:	
Element 1	Maintain the same number of static libraries in a locality model, with the library space reduced in size
Element 2	Invest in new technology to provide increased opening hours while reducing the number of staffed sessions
Element 3	Recruit more volunteers to support the delivery of the library service offer
Element 4	Co-locate libraries with other services
Element 5	Partner with other organisations and community groups to provide services through Partnership libraries

The consultation paper also includes the option to feedback your views on the proposal as a whole.

Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

Residents told us that they do not want libraries to close.

The proposal is to maintain a network of 14 static library sites with three types of libraries.

Each type of library would have a clear service offer. The type of library proposed on each site has been determined using the following main criteria: the use of libraries, demographic need of the local area, the quality of the access to the library, and the size and quality of the library site. This proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours).

The proposed library categories are:

- **Core Libraries** – these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge
- **Core Plus Libraries** – these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware
- **Partnership Libraries** – four partnership libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and would retain the council's Barnet library branding. Libraries would receive an annual grant

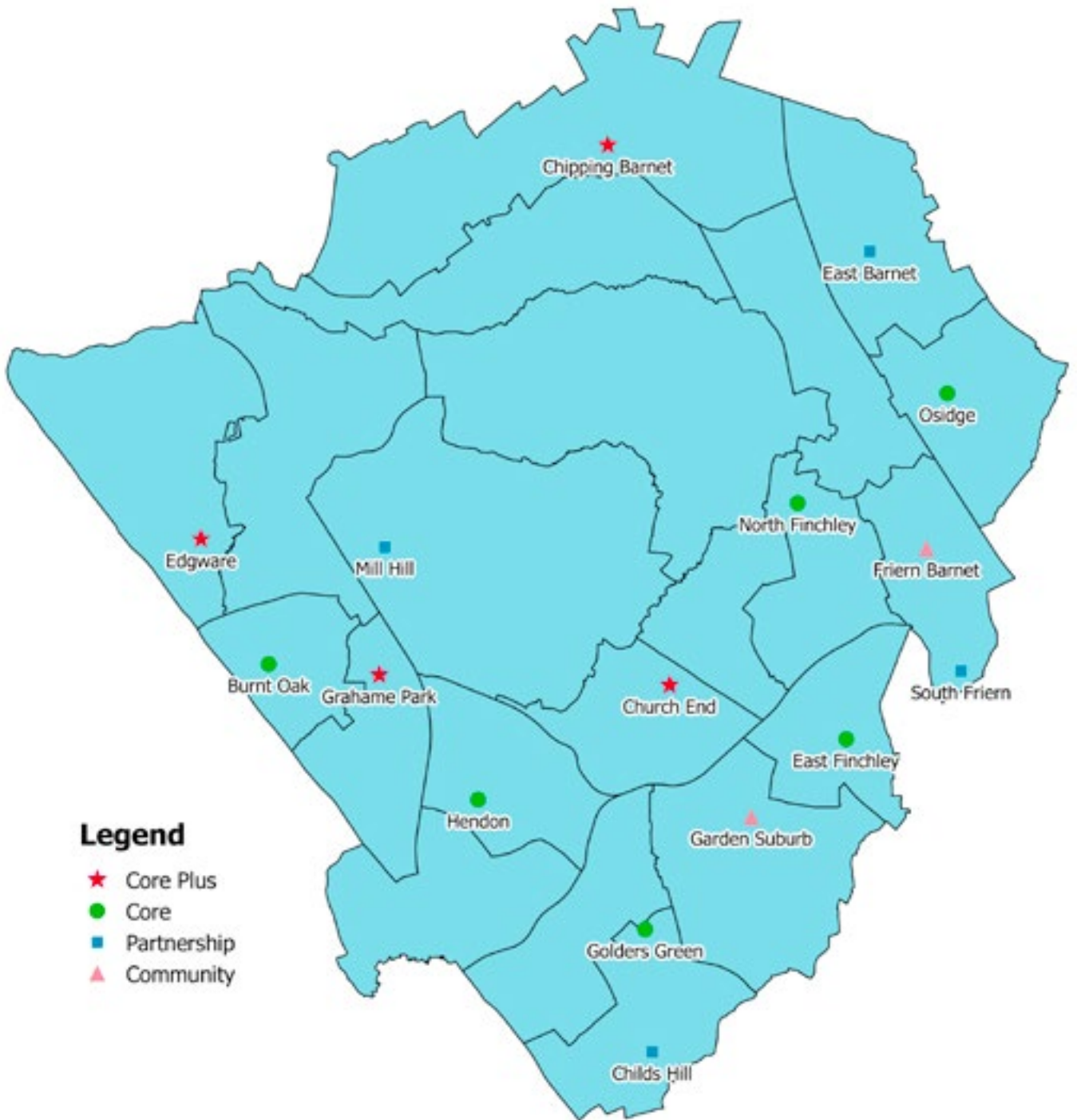
and support from Barnet's central library service.

The network of libraries would be organised on a 'locality model' with localities determined by the geography of the borough. Each locality would contain a mix of library provision and a spread of opening hours designed to maximise access to library services within a given area. The Core Plus libraries would provide additional support in terms of professional advice and expertise to Core and Partnership facilities.

These four localities would be:

- west: Grahame Park, Golders Green, Hendon, Childs Hill
- east: Osidge, East Barnet, Chipping Barnet
- north: Edgware, Burnt Oak, Mill Hill
- central: Church End, East Finchley, North Finchley, South Friern

Residents would continue to be able to access all library services across the borough.



Why are we doing this?

The four localities have been designed to ensure the full range of different libraries are offered in each of the areas, with each locality comprising a Core Plus library, at least one Core library and a Partnership library. While it is not proposed to close any libraries, the council still needs to make savings and this model ensures that resources are geographically allocated in an effective way.

What impact will it have?

The current network of 14 sites would remain and continue to be supported by the home, mobile and digital library. However, the library space in each building would be reduced. This could reduce the range of resources held in Core and Partnership libraries, with less frequently requested stock concentrated in Core Plus libraries. The locality model would ensure that categories of library are geographically distributed across the borough with opening hours and service offer balanced between sites.

Proposed changes in library footprint*		
Library	Existing footprint (sq. ft.)	Minimum proposed library footprint (sq. ft.)
Burnt Oak	2,713	2,153
Childs Hill	3,767	1,991
Chipping Barnet	17,222	15,069
Church End	6,405	5,382
East Barnet	5,834	1,991
East Finchley	5,081	2,153
Edgware	5,748	5,382
Golders Green	5,070	2,153
Grahame Park	7,040	5,382
Hendon	19,375	2,153
Mill Hill	5,597	1,991
North Finchley	6,512	2,153
Osidge	4,445	2,153
South Friern	4,445	1,991

* Footprint is the surface space occupied by the library. This includes both public areas and staff areas

How can we minimise the impact of this proposal?

We are proposing various measures to minimise the impact of this model. These include:

- enhancing the digital library offer
- providing free reservations to stock already held within the library network
- maintaining access to the home and mobile library service
- continuing to offer a wide range of learning-based activities during reduced staffed hours
- redesigning library spaces to make maximum and efficient use of the reduced footprint.
- using technology to extend opening hours.

What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

Element 2: Invest in new technology to provide increased opening hours while reducing the number of staffed sessions

More than two-thirds of the costs of running the library service is attributable to staffing.

In order to maintain the network of 14 library sites across the borough within a reduced budget, the number of staffed opening hours need to be significantly reduced while maintaining sufficient professional librarian expertise.

However, the increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed. We have successfully piloted the technology at Edgware Library to extend opening hours. We are proposing to introduce this (or similar) technology at all Core Plus and Core libraries.

The technology allows customers to access the library when it is unstaffed, using their library card and a PIN number. Customers are also able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing help and advice to use the technology and signposting to resources held within the library.

The table below outlines the the proposed changes in weekly opening hours:

Proposed change in weekly opening hours					
Library	Current configuration		Proposed configuration		
	Total opening hours per week (all staffed)	LBB staffed hours open per week	Technology enabled hours per week		Total opening hours per week
			Technology only	Volunteer supported	
Chipping Barnet	56.5	23.5	62.5	6	92
Edgware	53.5	23.5	62.5	6	92
Church End	50.5	23.5	62.5	6	92
Grahame Park	35	23.5	62.5	6	92
Hendon	56.5	16	63	6	85
Burnt Oak	51	15.5	29.5	6	51
Golders Green	46	15.5	63.5	6	85
North Finchley	43	15.5	63.5	6	85
Osidge	39	15.5	63.5	6	85
East Finchley	40	16	63	6	85
East Barnet	50.5		15 hours minimum		
Mill Hill	43		15 hours minimum		
South Friern	35		15 hours minimum		
Childs Hill	35		15 hours minimum		

Why are we doing this?

Technology-enabled opening means that customers can use the library during hours when it would otherwise be closed. The number of staffed hours needs to be reduced, in order to maintain 14 library sites across the borough within a reduced budget.

What impact will it have?

A number of staffed hours will continue to be offered at Core Plus and Core libraries. However, the number of staffed hours would reduce by around 70%. The use of technology to enable libraries to open without staff means they can be open for longer and at times when the library would otherwise be closed. The number of hours library services would be available would increase from 596 staffed hours to 904 hours (a mix of staffed hours, technology-enabled hours and volunteer supported hours).

The proposal would allow for technology-enabled opening sessions to be accessible to all registered library users (over 16s and accompanied children) outside staffed hours. Children under 16 would need to be accompanied by an adult. Residents would need to adjust to new ways of accessing the building and engaging with the services that are delivered through the site.

How can we minimise the impact of this proposal?

- we will offer a clear timetable of staffed hours at each site
- staffed hours will be available at different times across the day and early evening
- staffed hours will be timetabled across the borough to maximise the number of staffed hours in each locality
- we will train volunteers so that they can support residents to use technology-enabled opening library sessions
- volunteers would be present at each site in two technology-enabled library sessions a week to support residents
- volunteer sessions will be supported remotely by paid staff working elsewhere in the network
- CCTV would be installed in all libraries offering technology enabled opening
- only registered users would be able to access libraries during technology enabled opening using a card and chip and PIN system
- we will enhance the digital library which provides a 24 hour, seven days a week service
- children under 16 can use technology-enabled opening sessions if accompanied by a registered library user over the age of 18 (including friends, relatives, teachers etc).

What feedback do we want from you?

- whether you would use libraries during technology-enabled opening hours?
- whether you think we have set the right age limit for using libraries during technology enabled opening hours?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

Element 3: Recruit more volunteers to support the delivery of the library service offer

Volunteers currently support Barnet's library services.

Since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

Why are we doing this?

Increasing the number of volunteers would increase their capacity to undertake support tasks such as shelving, helping residents to use technology, releasing staff time to concentrate on complex enquiries and supporting literacy and learning activities. Evidence shows that Barnet has a lower number of library volunteers than other boroughs, suggesting that there is significant potential for Barnet to make more use of volunteers in our libraries.

The proposal would see a new role created for volunteers to 'meet and greet' residents during technology-enabled opening. The role would provide support to customers during some of the technology-enabled opening hours, helping customers to use the new self-service systems, providing advice and help to those less comfortable with modern technology. The presence of volunteers was the most significant factor cited in the last consultation as something that would help them increase the use of a 'technology enabled' library sessions.

The council would work with its partners to recruit new volunteers with training and support provided by a newly created team

within the library service. The proposal would also see the establishment of a 'friends of library' scheme, establishing a local group to support and fund raise for each library.

What impact will it have?

The proposal would provide an extended range of volunteering roles and advisory groups enabling more opportunities for local people to shape and support library services. Using volunteers to support additional technology-enabled opening sessions will help to increase opening hours across the borough.

How can we minimise the impact of this proposal?

The proposal would see the council working with partner organisations to recruit new volunteers and to develop capacity within the community to support local libraries. The proposal would see an investment in a new small team of library staff, employed to recruit, train and support volunteers.

What feedback do we want from you?

- what is your view on this proposal?
- whether the proposal would encourage you to use libraries during technology-enabled opening hours?
- whether you would like to be a library volunteer?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

Element 4: Co-locate libraries with other services

Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership library with proposed new leisure facilities in the area and the Mill Hill Partnership library with other community-led services.

Why are we doing this?

Co-locating libraries and developing library services in partnership with community groups or other organisations, offers an opportunity to retain library services at a lower cost and encourage use of the library.

What impact will it have?

Co-locating library services would enable residents to access more than one service from each location. It would offer the potential for financial efficiencies in relation to sharing building and operational costs.

What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

Element 5: Partner with other organisations and community groups to provide services through Partnership libraries

Residents told us that they do not want libraries to close.

To maintain the network of 14 library sites as well as the home, mobile and digital library services, we can reduce costs by partnering with other organisations or community groups to provide library services. The proposal would see the establishment of four Partnership Libraries within the libraries network. Partnership Libraries would have no council staff on site but would receive support from Barnet's central library service. Partnership Libraries would remain part of the Barnet libraries network and would receive an annual grant to provide a minimum of 15 hours public library service per week.

Why are we doing this?

Partnership Libraries would harness capacity within the community, voluntary and other public services to develop services that more closely meet the needs of the community. The proposal for Partnership Libraries to be part of the library network within the locality model will ensure that they receive professional support from the library service, with further support available from their neighbouring Core Plus library.

What impact will it have?

The proposal would establish four partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network retaining the Barnet library branding.

The transition to the new provision and service would mean some disruption to the library in the

short term. There would be more volunteers, meaning a different level of support would be required than is currently on offer.

How can we minimise the impact of this proposal?

- Partnership libraries would be part of the libraries network
- an annual grant of circa £25,000 would be available to each Partnership library
- a service level agreement would be in place for each Partnership library setting out a minimum number of public opening hours
- professional support and expertise would be provided by Core and Core Plus libraries within their locality and by a centralised support service which would include set-up guidance and an annual training package
- Partnership libraries would be able to respond to local needs and would be able to deploy its funding as it feels most appropriate to meet the agreed service level agreement, for example on resources, events, staff support etc.

What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

Your view on the overall proposal

What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?

For more information:

tel: 020 8359 7100 email: libraryconsultation@barnet.gov.uk
or visit engage.barnet.gov.uk

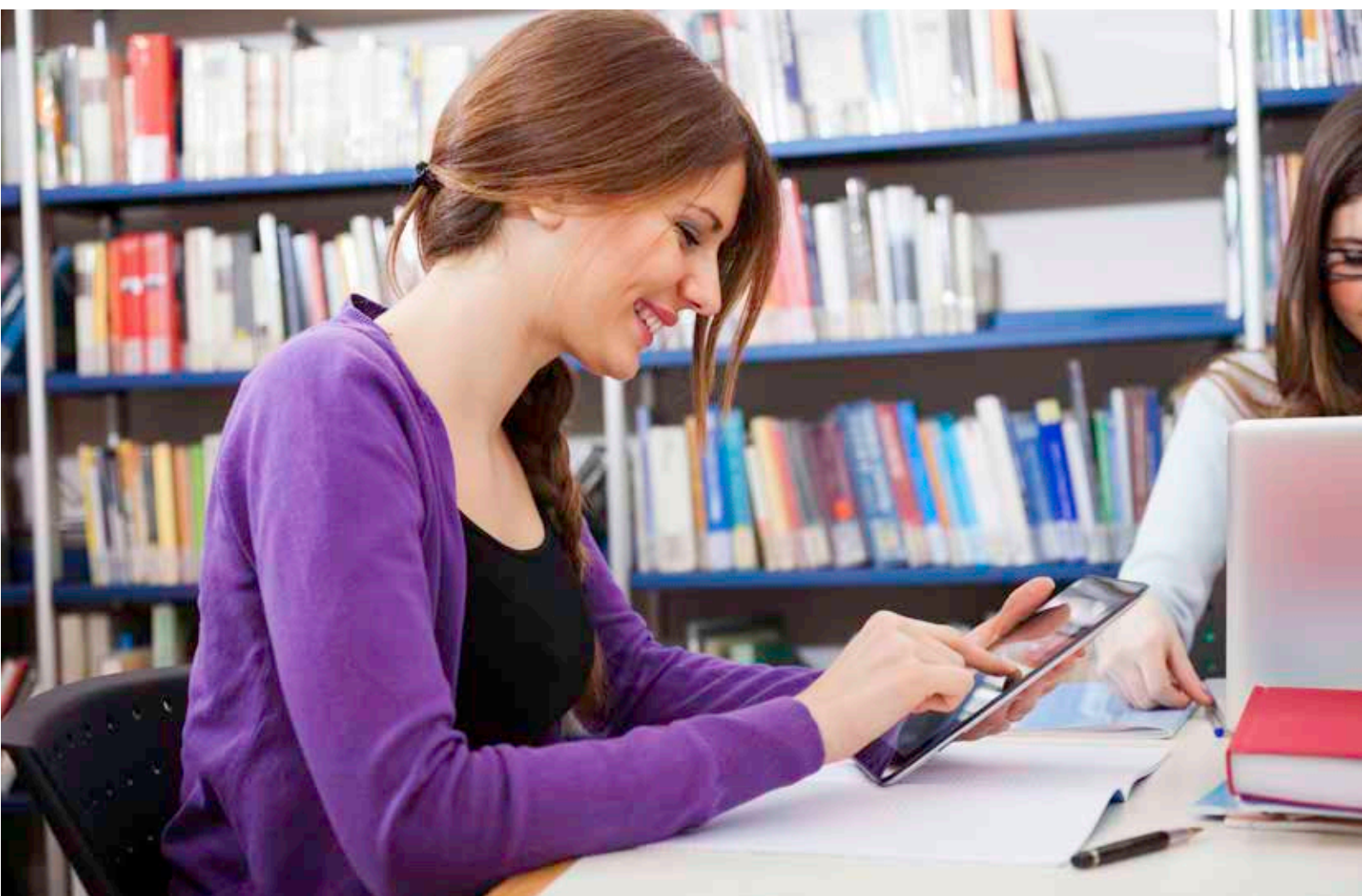
Appendix 2: Questionnaire

Questionnaire

Proposal for Barnet's future library service

28 October 2015 – 6 January 2016
Your chance to give us your views

Before completing this questionnaire, please read the accompanying document
– **Consultation: Proposal for Barnet's future library service.**
This is available at all libraries and online at engage.barnet.gov.uk



Introduction

Following an extensive consultation exercise earlier this year which involved asking residents to consider a number of issues relating to the future delivery of library services, Barnet Council has developed a new proposal for Barnet's library service. The council is now inviting Barnet residents – both users and non-users of the library service – and people from outside of the borough who use Barnet libraries to take part in this additional consultation on the new proposal.

Before completing this questionnaire

To take part in this consultation, please read the consultation document before answering any questions. Summaries of the different elements of the proposal have also been included within this questionnaire for you to consider as you complete each question.

You can complete this questionnaire and return it in the reply-paid envelope provided. Alternatively you can return it to any Barnet library, or you can post it directly back to:

London Borough of Barnet
Building 4, North London Business Park
Oakleigh Road South
London N11 1NP

Alternatively you can complete the questionnaire online at <https://engage.barnet.gov.uk>

If you require this questionnaire in another format or you would like someone to help you to complete the questionnaire please email: libraryconsultation@barnet.gov.uk or call 020 8359 7100.

The consultation runs from: 28 October 2015 – 6 January 2016.

Instructions

The questionnaire has been designed to make it as easy as possible for you to fill in. Most questions only require you to tick one box. The following guide describes the other instructions you may encounter.

Go to Q	Go to the question number indicated. This may mean you miss out one or more questions, or even the rest of the section, but these questions are probably not relevant to you.
Tick all that apply	Here you may tick as many boxes as you want.
Tick one box on each row	Tick one box in the series of boxes going across each row.
Tick one box in each column	Tick one box in the series of boxes going down each column.
Other <input type="checkbox"/> Write in...	If you tick 'other', write your own answer in the space provided.

Please check that you have answered all the questions that apply to you.

If you tick the wrong box by mistake, please cross it out completely and then tick the right box.

Confidentiality

This questionnaire is being carried out independently by Enventure Research on behalf of Barnet Council. Enventure Research is a market research agency, bound by the Market Research Society's Code of Conduct. All completed online responses and all paper questionnaires are sent to Enventure Research for processing. This ensures that your personal details and other information will only be used for the purposes of the questionnaire and will not be disclosed to any third parties.

Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

The proposal is to maintain a network of 14 static library sites with three types of libraries. Each type of library would have a clear service offer.

The type of library proposed on each site has been determined using the following main criteria: the use of libraries; demographic need of the local area; the quality of the access to the library; and the size and quality of the library site. This proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours). The proposed library categories are:

- Core Libraries: these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge.
- Core Plus Libraries: these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware.
- Partnership Libraries: four Partnership Libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and will retain the London Borough of Barnet library branding.

For more information on Element 1, please refer to page 8 in the consultation document.

- 1. The council needs to reduce the cost of the library service. Residents have said that they do not want any library to close. To what extent do you agree or disagree with the council's proposed locality model comprising of smaller libraries designated as either Core, Core Plus or Partnership Libraries as a way to reduce costs and maintain all 14 static sites?** (Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly Disagree	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

2. What impact do you think these proposals will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

3. What impact do you think the proposals in this element will have on other library users?
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

4. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment? (Please write in your answer)

Element 2: Invest in new technology to provide increased opening hours whilst reducing the number of staffed sessions

More than two-thirds of the costs of running the library service is attributable to staff costs. In order to maintain the network of 14 library sites across the borough within a reduced budget, the number of staffed opening hours need to be significantly reduced whilst maintaining sufficient staff expertise.

However, the increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed.

Barnet Council has successfully piloted the technology at Edgware library to extend opening hours. We are proposing to introduce this (or similar) technology at all Core Plus and Core Libraries. The technology allows customers to access the library when it is unstaffed, using their library card and a PIN number. Customers are also able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing assistance and advice to use the technology and to provide signposting to resources held within the library.

For more information on Element 2, please refer to page 11 in the consultation document.

5. How likely or unlikely are you to use a Barnet library during technology-enabled opening sessions? (Please tick **one** box only)

Very likely	<input type="checkbox"/>	1	Go to Q7
Likely	<input type="checkbox"/>	2	Go to Q7
Not sure yet	<input type="checkbox"/>	3	Go to Q7
Not likely	<input type="checkbox"/>	4	
Very unlikely	<input type="checkbox"/>	5	

6. If 'not sure', 'not likely' or 'very unlikely', what would encourage you to use technology-enabled opening? (Please tick **all** that apply)

Presence of volunteers	<input type="checkbox"/>	1
Training	<input type="checkbox"/>	2
Additional security	<input type="checkbox"/>	3
On site access to toilets	<input type="checkbox"/>	4
Nothing would encourage me	<input type="checkbox"/>	5
Other (please specify)	<input type="checkbox"/>	6

7. We are currently proposing that under 16s wishing to use a library during technology enabled opening, must be accompanied by a registered library user over the age of 18. Do you agree with this? (Please tick **one** box only)

Yes	<input type="checkbox"/>	1	Go to Q8
No	<input type="checkbox"/>	2	
Don't know	<input type="checkbox"/>	3	Go to Q8

8. If 'no' to Q7, what age do you think children / young people should be able to use technology enabled opening hours unaccompanied? (Please tick **one** box only)

Age 13 or older	<input type="checkbox"/>	1
Age 14 or older	<input type="checkbox"/>	2
Age 15 or older	<input type="checkbox"/>	3
Age 16 or older	<input type="checkbox"/>	4
Age 17 or older	<input type="checkbox"/>	5

9. What impact do you think the proposals in this element will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

10. What impact do you think the proposals in this element will have on other library users? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

11. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment? (Please write in your answer)

Element 3: Recruiting more volunteers to support the library service offer

Volunteers currently support Barnet's library services, and since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

For more information on Element 3, please refer to page 13 in the consultation document.

12. The proposal would see an investment in a small team of library staff to recruit, train and support volunteers. To what extent do you agree or disagree this is an effective way to encourage and support volunteers? (Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly disagree	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

13. The proposal would see volunteers 'meeting and greeting' residents during some technology enabled opening hours, supporting and assisting residents to use new technology. How likely or unlikely do you feel that this role would encourage residents to use technology enabled opening? (Please tick **one** box only)

Very likely	<input type="checkbox"/>	1
Likely	<input type="checkbox"/>	2
Not likely	<input type="checkbox"/>	3
Very unlikely	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

14. In the last consultation a quarter of respondents said that they would be interested in volunteering. Would you be interested in volunteering at a library? (Please tick **one** box only)

Yes	<input type="checkbox"/> 1
Possibly	<input type="checkbox"/> 2
No	<input type="checkbox"/> 3

15. If 'yes' to Q14, what role would you be interested in? (Please tick **all** that apply)

Assisting and supporting residents to use technology enabled opening in unstaffed libraries	<input type="checkbox"/> 1
Routine support tasks such as shelving, supporting events in staffed libraries	<input type="checkbox"/> 2
One-off or short-term volunteering opportunities such as supporting the Summer Reading Challenge	<input type="checkbox"/> 3
Other (please specify)	<input type="checkbox"/> 4

If you are interested in volunteering, please email: libraryconsultation@barnet.gov.uk with your contact details and state that you are interested in volunteering.

16. What impact do you think these proposals in this element will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

17. What impact do you think these proposals in this element will have on other library users? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

18. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment? (Please write in your answer)

Element 4: Co-locate libraries with other services

Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership Library with proposed new leisure facilities in the area and the Mill Hill Partnership Library with other community led services.

For more information on Element 4, please refer to page 14 in the consultation document.

19. To what extent do you agree or disagree with the approach of co-locating libraries with other services? (Please tick **one** box only)

Strongly agree	<input type="checkbox"/> 1
Agree	<input type="checkbox"/> 2
Disagree	<input type="checkbox"/> 3
Strongly disagree	<input type="checkbox"/> 4
Don't know	<input type="checkbox"/> 5

20. What impact do you think the proposals in this element will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

21. What impact do you think the proposals in this element will have on other library users?
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

22. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment? (Please write in your answer)

Element 5: Partner with other organisations and community groups to provide services through Partnership Libraries

Residents told us that they do not want libraries to close. To maintain the network of 14 library sites as well as the home, mobile and digital library services, we can reduce costs by partnering with other organisations or community groups to provide library services.

The proposal would see the establishment of four Partnership Libraries within the libraries network. As part of the network, Partnership Libraries would receive professional support from Barnet's central library service.

For more information on Element 5, please refer to page 15 in the consultation document.

23. The proposal would see Partnership Libraries remaining part of the Barnet Library network. They would receive support from Barnet's central library service. To what extent do you agree or disagree with this approach to Partnership Libraries?

(Please tick **one** box only)

Strongly agree	<input type="checkbox"/> 1
Agree	<input type="checkbox"/> 2
Disagree	<input type="checkbox"/> 3
Strongly disagree	<input type="checkbox"/> 4
Don't know	<input type="checkbox"/> 5

24. What impact do you think the proposals in this element will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

25. What impact do you think these proposals in this element will have on other library users? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

26. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment? (Please write in your answer)

Your view on the overall proposals

The council has balanced these factors in order to develop a proposal that maintains all static libraries as well as the home, mobile and digital libraries whilst delivering savings of £2.27m. A link to the proposals can be found here: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8512>

Reference copies are available in libraries.

27. Given the level of savings required, do you think that the council has balanced these factors effectively? (Please tick **one** box only)

Yes, fully	<input type="checkbox"/>	1	Go to Q29
Yes, partly	<input type="checkbox"/>	2	
No, not at all	<input type="checkbox"/>	3	
Don't know	<input type="checkbox"/>	4	Go to Q29

28. If 'Yes, partly' or 'no' to Q27, please outline how you feel the council could have more effectively balanced the factors (eg number of sites, opening hours, staffed hours, use of technology, use of space, income raising)? (Please write in your answer)

29. What impact do you think the proposals overall will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

30. What impact do you think the proposals overall will have on other library users?
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

31. Do you have any other comments you wish to make on the proposals?
(Please write in your answer)

About you

When consulting with our residents and service users Barnet Council needs to understand the views of our different communities.

Please be assured that all the answers you provide will be treated in the strictest confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

32. So that we can analyse the findings by different locations in the borough, please can you provide the first three characters (e.g. N11) of your postcode (excluding the last half of your postcode means that we will not be able to identify your address and your survey responses will remain anonymous):

(Please write the first three letters/numbers of you postcode in the box below)

33. Are you responding as a: (Please tick **one** box only)

Barnet resident	<input type="checkbox"/>	1	Go to Q36
A resident from outside the London borough of Barnet	<input type="checkbox"/>	2	Go to Q36
Business based in Barnet	<input type="checkbox"/>	3	Go to Q36
Barnet resident and business based in Barnet	<input type="checkbox"/>	4	Go to Q36
A member of library staff	<input type="checkbox"/>	5	Go to Q36
Representing a voluntary/community organisation	<input type="checkbox"/>	6	Go to Q34
Representing a public sector organisation	<input type="checkbox"/>	7	Go to Q35
Other (please specify below)	<input type="checkbox"/>	8	Go to Q36

34. Please specify the type of stakeholders or residents your community group or voluntary organisation represents: (Please write in your answer)

35. Please specify the type or name of public sector organisation you are representing:

(Please write in your answer)

--

36. Have you used a library in Barnet in the last 12 months? (Please tick **one** box only)

Yes	<input type="checkbox"/> 1	
No	<input type="checkbox"/> 2	Go to Q38

37. Which library do you use most often? (Please tick **one** box only)

Chipping Barnet	<input type="checkbox"/> 1	Osidge	<input type="checkbox"/> 9
Edgware	<input type="checkbox"/> 2	East Finchley	<input type="checkbox"/> 10
Church End	<input type="checkbox"/> 3	East Barnet	<input type="checkbox"/> 11
Grahame Park	<input type="checkbox"/> 4	Mill Hill	<input type="checkbox"/> 12
Hendon	<input type="checkbox"/> 5	South Friern	<input type="checkbox"/> 13
Burnt Oak	<input type="checkbox"/> 6	Childs Hill	<input type="checkbox"/> 14
Golders Green	<input type="checkbox"/> 7	Home/ mobile library	<input type="checkbox"/> 15
North Finchley	<input type="checkbox"/> 8		

If you are representing a business or an organisation you do not need to complete the rest of the diversity monitoring questions

38. Are you currently employed, self-employed, retired or otherwise not in paid work?

(Please tick **one** box only)

An employee in a full time job (31 hours or more per week)	<input type="checkbox"/> 1	Unemployed and available for work	<input type="checkbox"/> 6
An employee in a part time job (Less than 31 hours per week)	<input type="checkbox"/> 2	Permanently sick or disabled	<input type="checkbox"/> 7
Self- employed (full or part-time)	<input type="checkbox"/> 3	Wholly retired from work	<input type="checkbox"/> 8
On a Government supported training programme (e.g. Modern Apprenticeship or Training for Work)	<input type="checkbox"/> 4	Looking after the home	<input type="checkbox"/> 9
In full- time education at school, college or university	<input type="checkbox"/> 5	Doing something else (please specify below)	<input type="checkbox"/> 10

Diversity monitoring

Barnet Council is required by law, under the Equality Act 2010, to pay due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people from different groups.

One way we do this is to assess the impact of our services and practices on different groups. The information collected here will help the council to ensure that our policies and services are fair and accessible, assess the impact of policies, services and decisions on the protected characteristics covered by the Act and demonstrate compliance with the law.

To assist us in complying with our duty under the Equality Act 2010 we are asking you some personal questions, which we would encourage you to complete. Collecting this information will help us understand the needs of our different communities.

Please be assured that all the answers you provide will be treated in the strictest confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

For the purposes of this questionnaire we are asking four of the protected characteristics included in the Equality Act 2010.

39. Are you male or female? (Please tick **one** box only)

Male	<input type="checkbox"/>	1	Female	<input type="checkbox"/>	2
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40. What is your age group? (Please tick **one** box only)

Under 18	<input type="checkbox"/>	1
18 – 24	<input type="checkbox"/>	2
25 – 34	<input type="checkbox"/>	3
35 – 44	<input type="checkbox"/>	4
45 – 54	<input type="checkbox"/>	5
55 – 64	<input type="checkbox"/>	6
65 – 74	<input type="checkbox"/>	7
75 and over	<input type="checkbox"/>	8
Prefer not to say	<input type="checkbox"/>	9

41. What is your ethnic origin? (Please tick **one** box only)

Asian or Asian British	
Bangladeshi	<input type="checkbox"/> 1
Chinese	<input type="checkbox"/> 2
Indian	<input type="checkbox"/> 3
Pakistani	<input type="checkbox"/> 4
Any other Asian background (please specify below)	<input type="checkbox"/> 5
<input type="text"/>	
Black or Black British	
African	<input type="checkbox"/> 6
Caribbean	<input type="checkbox"/> 7
Any other Black /African/Caribbean (please specify below)	<input type="checkbox"/> 8
<input type="text"/>	
Mixed	
White and Asian	<input type="checkbox"/> 9
White and Black African	<input type="checkbox"/> 10
White and Black Caribbean	<input type="checkbox"/> 11
Any other Mixed/Multiple ethnic background (please specify below)	<input type="checkbox"/> 12
<input type="text"/>	

White	
British	<input type="checkbox"/> 13
Greek/Greek Cypriot	<input type="checkbox"/> 14
Gypsy or Irish Traveller	<input type="checkbox"/> 15
Irish	<input type="checkbox"/> 16
Turkish/Turkish Cypriot	<input type="checkbox"/> 17
Any other White background (please specify below)	<input type="checkbox"/> 18
<input type="text"/>	
Other ethnic groups	
Arab	<input type="checkbox"/> 19
Other ethnic group (please specify below)	<input type="checkbox"/> 20
<input type="text"/>	
Prefer not to say	<input type="checkbox"/> 21

42. What is your religion or belief? (Please tick **one** box only)

Agnostic	<input type="checkbox"/> 1
Atheist	<input type="checkbox"/> 2
Baha'i	<input type="checkbox"/> 3
Buddhist	<input type="checkbox"/> 4
Christian	<input type="checkbox"/> 5
Hindu	<input type="checkbox"/> 6
Humanist	<input type="checkbox"/> 7
Jain	<input type="checkbox"/> 8

Jewish	<input type="checkbox"/> 9
Muslim	<input type="checkbox"/> 10
Sikh	<input type="checkbox"/> 11
No religion	<input type="checkbox"/> 12
Other religion/belief (please specify below)	<input type="checkbox"/> 13
<input type="text"/>	
Prefer not to say	<input type="checkbox"/> 14

Disability

The Equality Act 2010 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities’.

In this definition, long-term means more than 12 months and would cover long-term illness such as cancer and HIV or mental health problems.

43. Do you consider that you have a disability as outlined above?

(Please select the definition(s) from the list below that best describes your disability/disabilities.

(Please tick ALL that apply or ‘Prefer not to say’ ONLY).

Yes	<input type="checkbox"/> 1	No	<input type="checkbox"/> 2	Don't know/ not sure	<input type="checkbox"/> 3	Prefer not to say	<input type="checkbox"/> 4
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Hearing (such as deaf, partially deaf or hard of hearing)	<input type="checkbox"/> 4	Severe Disfigurement	<input type="checkbox"/> 9
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	<input type="checkbox"/> 5	Learning Difficulties (such as dyslexia)	<input type="checkbox"/> 10
Speech (such as impairments that can cause communication problems)	<input type="checkbox"/> 6	Mental Illness (substantial and lasting more than a year, such as severe depression or psychoses)	<input type="checkbox"/> 11
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	<input type="checkbox"/> 7	Physical Co-ordination (such as manual dexterity, muscular control, cerebral palsy)	<input type="checkbox"/> 12
Reduced Physical Capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)	<input type="checkbox"/> 8	Other disability (please specify below)	<input type="checkbox"/> 13
		<input type="text"/>	
		Prefer not to say	<input type="checkbox"/> 14

Thank you very much for taking part in this. Your views are very important to us.
Please return your questionnaire to a library by Wednesday 6 January 2016.

For more information:

tel: 020 8359 7100 email: libraryconsultation@barnet.gov.uk
or visit engage.barnet.gov.uk

Appendix 3: Focus group discussion guide

Focus Group Discussion Guide

Please note this discussion guide is intended as a guide to the moderator only. Sections may be subject to change during the course of the focus groups if, for example, certain questions do not illicit useful responses. Wording and explanations may change to suit the audience.

Introduction (2 mins)

My name is.....and I work for a company called Enventure Research.

We have been commissioned by Barnet Council to undertake a consultation exercise to find out what people think about the new proposal for Barnet's future library service. The proposal that we're going to talk about was developed by the Council following an extensive consultation exercise earlier this year. So essentially the Council wants to find out what people think about the new proposal for future library services.

I know there has been some campaign work from local residents around the closures of the libraries. We have been commissioned by Barnet Council to undertake an independent consultation, which is being undertaken in two parts.

The first part is a survey which some of you may already have completed. The second part is speaking directly to people in small focus groups, such as this one.

The results to the survey are still being collected as it is open until the beginning of January. Once the survey finishes and we have completed these focus groups, we will analyse the results and write a full report for Barnet Council detailing the responses and putting forward recommendations.

Please be assured that everything you say during this session is totally confidential, so please be as open and honest as possible. There is no right or wrong answer. Enventure Research is an independent research agency, meaning that we are not part Barnet Council.

Enventure Research works to the Market Research Society Code of Conduct, which means that anything you say today will be treated in the strictest confidence, and nothing will be tied back to your name.

I will be recording the session so I do not need to take notes as you are talking. However, the recording is only used to help me write my report and is deleted once it has been used. Please speak clearly and do not talk over each other.

Please feel free to help yourself to drinks during the session.

The session will last for no more than 90 minutes.

Do you have any questions before we begin?

Warm-up exercise (5 mins)

Moderator to go around the group and ask respondents to introduce themselves.

- Just so we can get to know each other a bit, can you please introduce yourselves?

Ask a selection of questions

- First name
- Where do you live and who you live with
- What you do for a living
- What you do in your spare time
- What do you like about living in Barnet

The Proposal

We're now going to discuss various aspects of the proposals. It doesn't matter if you agree or disagree with them or think they'll have positive or negative impacts. I just want to hear what you think.

Changing the services and facilities at each library

(Locality model) (20 mins)

Moderator to provide some background to this element.

All

- What do you think about splitting the libraries into different categories (core, core plus and partnership) so that all 14 libraries can remain?
- What impact do you think this proposal will have on you/your family/others?
 - Why do you say this?
- Do you think the council could take any other steps to minimise the impact (but still meet the Council's savings commitment)?

Older/Physical disability/Learning disability

- How will this affect your use of libraries?
- Do you use / will you use the home and/or mobile library service?
- Do they meet your needs?
- How will smaller libraries impact on you?

Unemployed

- Will the different level of services impact on how you access the libraries?

CYP

- What services do you use at libraries?
- How can you see it working with having four 'core plus' libraries offering the full range of services?

All

- There will be a new charging structure for services, including a change in fines to charge for late return of children's books.
- What impact will this have on you? – Probe in particular CYP, unemployed
- What impact will this have on low income families?

New technology, increased opening hours, more volunteers, few staff (20 mins)

Moderator to provide some background to this element.

All

- What are your first impressions of using technology to support the libraries so they can stay open?
- Thoughts on opening times being extended – an increase of 50% overall
- Would you use this technology yourself?
 - Why do you say that?
- What support do you think people would want in place if they were using technology-enabled opening sessions?
- CCTV will be installed in all libraries – do you have concerns about security?
- What do you think the minimum age for children and young people should be to be able to attend during technology-enabled opening sessions
- What impact do you think this proposal will have on you/your family/others?
 - Why do you say this?

Older/Physical disability/Learning disability

- Confidence in the use of technology
- Support needed from staff and volunteers
- Happy with volunteers staffing libraries at certain times
- Will unstaffed libraries affect your use of them? Why?
- Would you need training on how to use new technology?
- What specific needs will you have in terms of your disability?
- Will you use the library when volunteers are there? Why?
- Would you want to be a volunteer? Why?

- How do you think the role of volunteers will differ from that of paid staff?
- What sort of support do you think might need from a volunteer?

CYP

- Is it feasible for young people to be accompanied by adults?
- What age should this start?
- How do you use libraries?
- Do you use libraries for private study?
- Do you use the e-resources?
- What support do you think will be needed to use new technology?
- How do you use your school library?

Unemployed

- Will the longer opening hours be better for you?
- Will the reduction of staff impact on the help you need or do you think the technology and volunteers will be sufficient?

Co-locate libraries with other services (15 mins)

Moderator to provide some background to this element.

All

- What do you think about locating libraries with other services such as leisure facilities?
- What advantages / disadvantages can you think of?
- Do you think this could work?
 - Why do you say that?
- What impact do you think this proposal will have on you/your family/others?
 - Why do you say this?
- Are there any buildings where co-locating would work well? Why?

Older/Physical disability/Learning disability

- When considering co-locating libraries with other services/buildings, what does Barnet Libraries need to consider to ensure the new location/library is accessible and meets your needs?

Partner with other organisations and community groups to provide services through Partnership Libraries (15 mins)

Moderator to provide some background to this element.

All

- What do you think of the library service partnering up with other organisations or community groups which would form a libraries network?
- Which type of organisation would do a good job in providing a library service? Why?
- What can this type of library/organisation do differently / better than existing libraries?
- What are your thoughts on local community groups and organisations receiving a budget and managing the delivery of a library?
- What impact do you think this proposal will have on you/your family/others?
 - Why do you say this?

Older/Physical disability/Learning disability

- Are there any specific aspects that a local community group would do better for you?
- Anything that they would need to play particular attention to?

Appendix 4: Respondent Profile

The following tables show the breakdown for the respondents to the open questionnaire and the citizen panel (panellists).

Profile of respondents to the open questionnaire

The general public consultation response cannot be compared to the borough's population in its entirety due the low completion rate of the diversity monitoring questions, as up to 15% of respondents did not answer these questions fully.

Characteristic	Unweighted Count	Unweighted %
By Age		
Under 24	19	3%
25 - 34	36	5%
35 - 44	123	19%
45 - 54	136	21%
55 - 64	135	21%
65 +	202	31%
Total valid responses	651	100%
<i>Prefer not to say</i>	54	
By Gender		
Male	274	42%
Female	384	58%
Total valid responses	658	100%
<i>Prefer not to say</i>	34	
By Ethnicity		
White	520	86%
Asian	41	7%
Black	15	3%
Mixed	13	2%
Other	13	2%
Total valid responses	602	100%
<i>Prefer not to say</i>	99	
By Disability Status		
Disability	63	10%
No disability	552	89%
Don't know / not sure	6	1%
Total valid responses	621	100%
<i>Prefer not to say</i>	63	

Profile of the respondents taking part from the Citizens Panel (panellists)

The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although panellists are selected at random and the panel is broadly representative of the wider population, the achieved sample was unbalanced owing to non-response. During the consultation, 473 responses were received from a total of 2,000 panel members, giving a response rate of 23.7%. This is a low response rate compared to typical Citizens' Panel surveys, hence the achieved sample profile was more unbalanced than usual owing to the non-response and is, therefore, less representative than usual.

However, under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.

The returned sample was checked against comparative data for age, gender, ethnic group, tenure, working status and ward, then subsequently weighted by age, gender and ethnicity.

The results of the panel survey are, therefore, likely to be more representative of the views of the wider population than those of the open questionnaire. The table below shows the unweighted and weighted profiles of the responses to the survey.

Characteristic	Unweighted Count	Unweighted %	Resident population (weighted %)
By Age			
18 - 24	10	2%	11%
25 - 34	61	13%	23%
35 - 44	66	14%	20%
45 - 54	84	18%	17%
55 - 64	107	23%	12%
65 +	144	31%	17%
Total valid responses	472	100%	100%
By Gender			
Male	218	46%	48%
Female	254	54%	52%
Total valid responses	472	100%	100%
By Ethnicity			
White	380	81%	64%
Asian	57	12%	21%
Black	16	3%	8%
Other	19	4%	6%
Total valid responses	472	100%	100%
By Disability Status			
Disability	75	16%	12%
No disability	397	84%	88%
Total valid responses	472	100%	100%

Type of respondent

Base: All respondents providing a valid answer (735, 436)

'N/A' – The Barnet Citizens' Panel is made up of Barnet residents only and, therefore, all other respondent types are not applicable

Type of respondent	Open questionnaire	Panel respondents
Barnet resident	94%	100%
A resident from outside the London Borough of Barnet	3%	N/A
Barnet resident and business based in Barnet	1%	N/A
A member of library staff	1%	N/A
Representing a voluntary / community organisation	1%	N/A
Representing a public sector organisation	0%	N/A
Business based in Barnet	0%	N/A
Other	0%	N/A

Religion

Base: All respondents providing a valid answer (696, 472)

Type of respondent	Open questionnaire		Panel respondents	
	Count	Percentage	Count	Percentage
Christian	177	33%	191	43%
Jewish	88	17%	104	23%
Atheist	72	14%	28	6%
Agnostic	52	10%	17	4%
Muslim	11	2%	16	4%
Humanist	8	2%	2	0%
Hindi	8	2%	19	4%
Jain	5	1%	4	1%
Sikh	0	0%	4	1%
Buddhist	4	1%	3	1%
Baha'i	0	0%	1	0%
No religion	95	18%	56	13%
Other	10	2%	3	1%
Total valid	530	100%	448	101%
<i>Prefer not to</i>	166		24	

Library usage – Have you used a library in Barnet in the last 12 months?

Base: All respondents providing a valid answer (725, 445)

In respect of library usage, the general public consultation response had a particularly high number of library users (96%) compared to the Citizens' Panel (62%), which is broadly representative of the population.

Type of respondent	Open questionnaire	Panel respondents
Library user	96%	62%
Non-library user	4%	38%

Which library do you use most often?

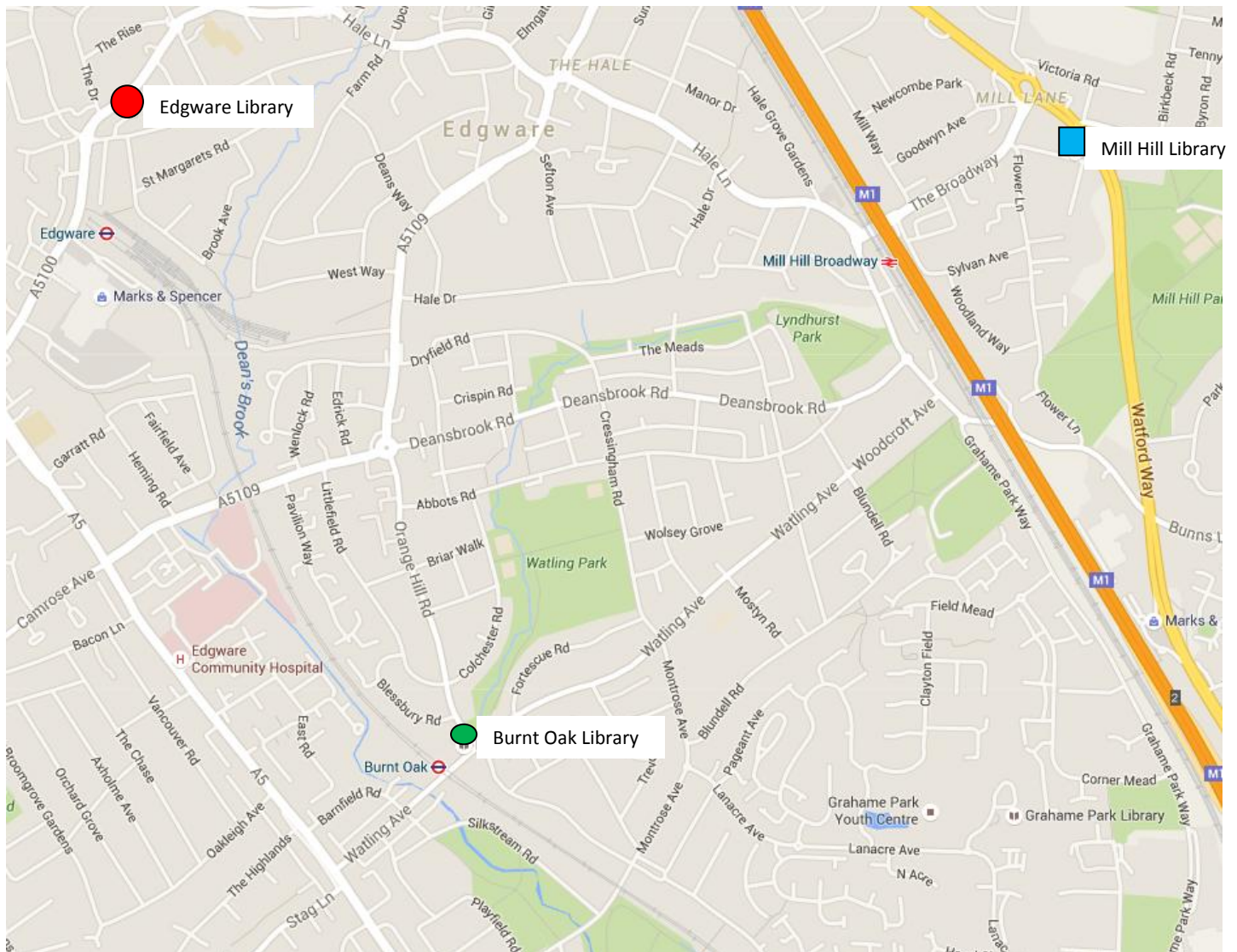
Base: All respondents that are defined as a library user (i.e. those who have used a library within the last 12 months) (669, 256)

Type of respondent	Open questionnaire	Panel respondents
Burnt Oak	1%	5%
Childs Hill	3%	1%
Chipping Barnet	13%	12%
Church End	8%	8%
East Barnet	12%	5%
East Finchley	20%	6%
Edgware	4%	9%
Golders Green	5%	7%
Grahame Park	1%	1%
Hendon	9%	17%
Home / mobile service	0%	0%
Mill Hill	8%	6%
North Finchley	8%	13%
Osidge	6%	8%
South Friern	3%	2%

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Appendix J: Future Barnet libraries locality maps

North Locality:



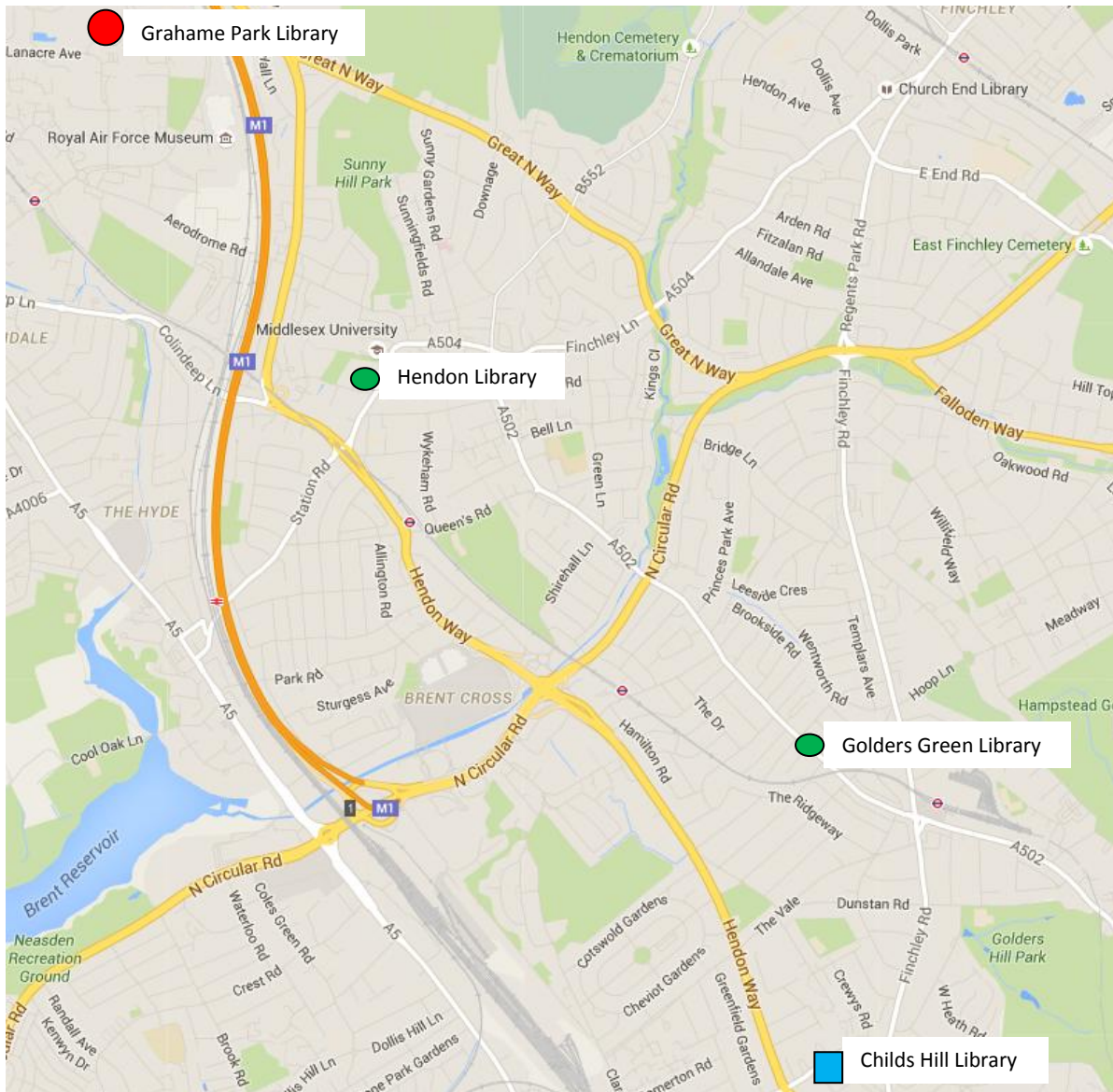
- Core Plus: Edgware
- Core: Burnt Oak
- Partnership: Mill Hill

Edgware Library is 1.62km from Burnt Oak Library, it is a 9 minute bus journey or a 2 minute tube ride on the Northern Line. Edgware Library is located 300m from the bus stop with Burnt Oak Library being directly adjacent to the bus stop. Underground stations are shown on the map, approximately 300m from Edgware Library and 160m from Burnt Oak Library.

The proposed Partnership library at Mill Hill is located approximately 15-20minutes away by bus from either Burnt Oak or Edgware.

In addition Grahame Park, a Core Plus library in the West locality is located 1.25km from Burnt Oak Library, a 7 minute bus ride.

West Locality:

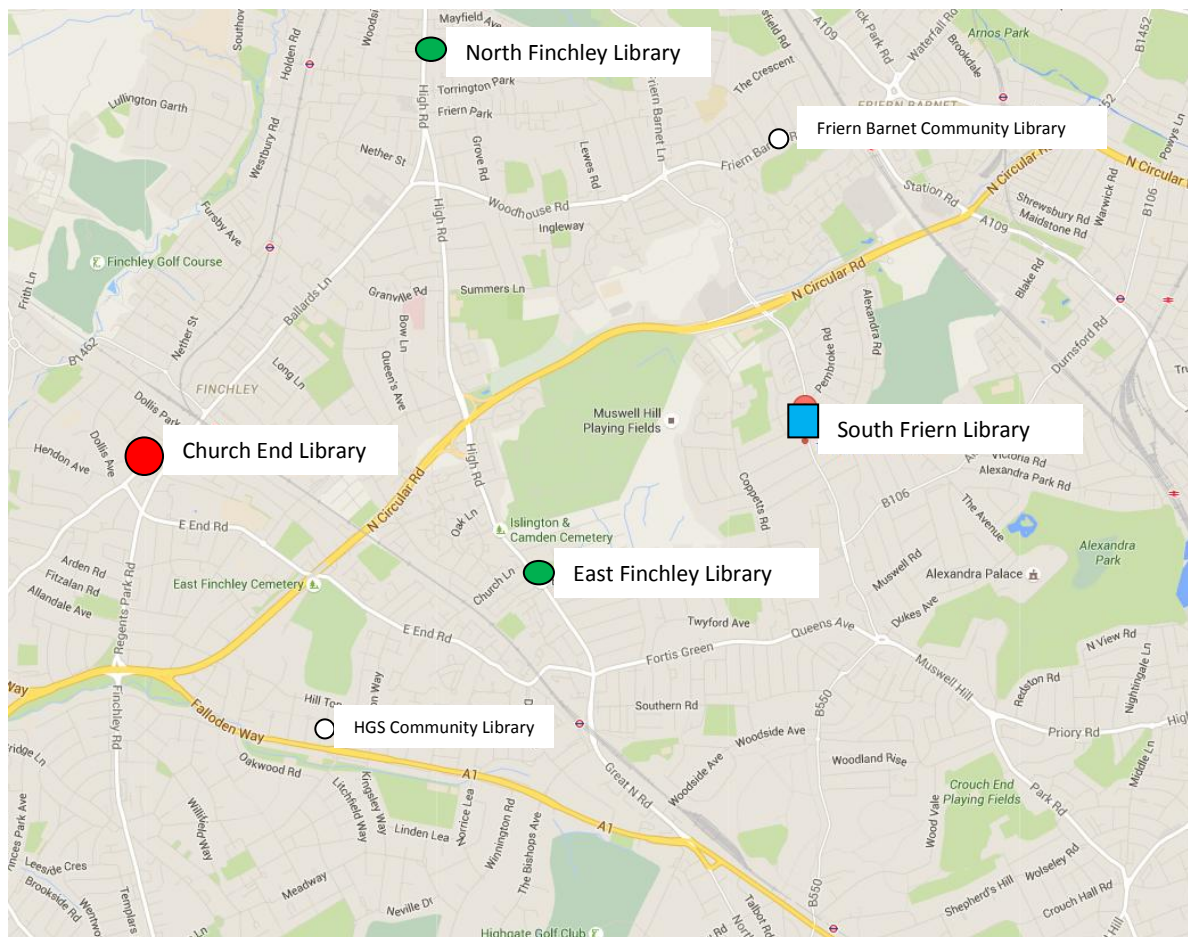


- Core Plus: Grahame Park
- Core: Hendon
- Core: Golders Green
- Partnership: Childs Hill

In the West locality, Grahame Park, Hendon and Golders Green libraries are each located within 300m of the bus stop for access to one another. Grahame Park to Hendon is an 8 minute bus ride; and Hendon to Golders Green is a 14minute bus ride. There is a direct route by tube linking Grahame Park to Golders Green in 7 minutes. Grahame Park Library is a 13 minute walk from Colindale station and Golders Green Library is a 7 minute walk from Golders Green station. Alternatively, these two libraries are linked by 2 buses (this route involves less than 200m walk either end).

Golders Green is 1.4km from the proposed Partnership library at Childs Hill, accessed by bus in 15minutes. Furthermore, Church End, the Core Plus library in the Central locality can be reached by bus in 12 minutes from Hendon Library or, with a 600m walk and 11minute bus from Golders Green Library.

Central Locality:



- Core Plus: Church End
- Core: North Finchley
- Core: East Finchley
- Partnership: South Friern

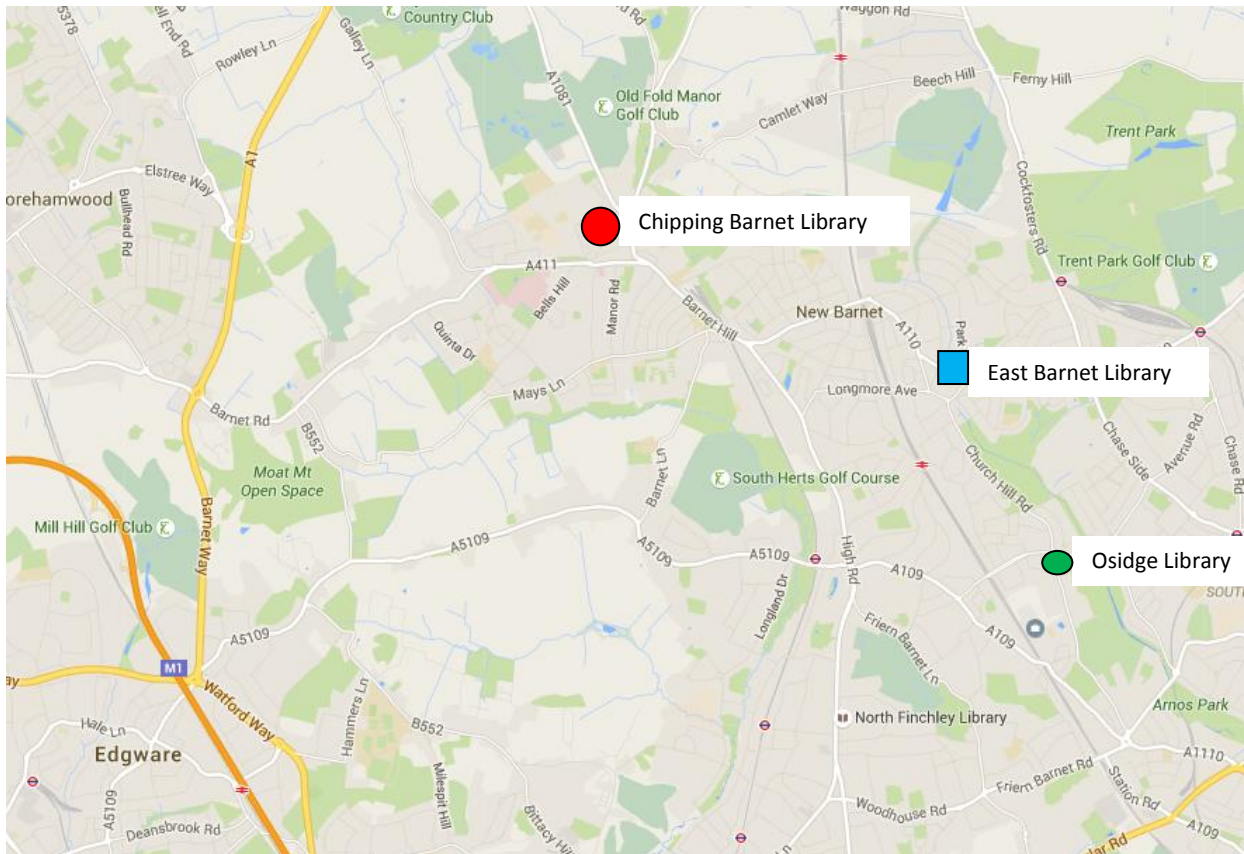
Each of Church End, North Finchley and East Finchley Libraries is located within 200m of a bus stop although the stop from which to get a bus from East Finchley to Church End is located just under 650m away from East Finchley Library. Church End to East Finchley is a 13minute bus ride; North Finchley to East Finchley is a 12minute bus ride; and North Finchley to Church End is a 14minute bus ride.

The proposed Partnership library at South Friern is a 20minute bus ride from North Finchley.

Furthermore, in this locality, the 2 Community Libraries are located. Friern Barnet Library is a 12minute bus journey from South Friern Library or 15minutes from North

Finchley Library. Hampstead Garden Suburb Community Library is a 17minute and 20minute journey from East Finchley and Golders Green Library respectively

East Locality:



- Core Plus: Chipping Barnet
- Core: Osidge
- Partnership: East Barnet

There is a direct bus route between Chipping Barnet and Osidge Library, the bus takes 15minutes. The appropriate bus stop at Chipping Barnet is located 800m from the library, at Osidge the distance is less than 150m.

Chipping Barnet Library is a 19minute bus ride from Edgware Library in the North locality, with less than 350m walk at either end.

Osidge Library is located 2.25km from North Finchley Library and can be accessed in a 15min bus journey with less than 150m walk at either end.

The proposed Partnership library at East Barnet is 1.8km from Osidge Library and 3.3km from Chipping Barnet Library. There is good public transport access: a 15minute bus journey from Chipping Barnet and a 4minute bus journey from Osidge.

Appendix K

Objective:

Risk Assessment and mitigation

Risk	Initial Assessment*		PRIORITY (Impact multiplied by Probability)	Mitigating Actions	Revised Assessment		PRIORITY (Impact multiplied by Probability)	Status
	Likelihood	Impact			Likelihood	Impact		

Programme Risks

Library Service-wide technical failure prevents TEO from being deployed across the network within agreed timescales	4	5	20	Review contractual arrangements to understand level of service commitments and escalation points; Review and test resilience and business continuity plans by undertaking scenario testing; Review infrastructure resilience, Business Continuity plans, escalation points and contacts and undertake remedial works as identified with contracted partners	2	5	10	Open
Insurance premiums could be increased to reflect latest TEO proposals	3	3	9	Insurers have visited Edgware Library to see first-hand how the existing system operates in Edgware, and to hear about future proposed changes. Having demonstrated the robustness of our proposals, our insurers have written to confirm that there will be no increase in premiums	1	1	1	Open
Legal challenge delays implementation phase	4	4	16	Develop transparent decision-making process and ensure that we are able to demonstrate consideration of all the options.	5	4	20	Open
TEO provider procurement takes longer than anticipated	3	4	12	Work with Procurement colleagues to understand procurement process and the maturity of the market;	3	4	12	Open
Delayed establishment of the Corporate Landlord Model	3	3	9	Agree contingency plan for transfer of assets into property services without corporate landlord model	3	3	9	Closed
Abnormal building costs emerge on site leading to increased return of investment period	4	4	16	Early site visits by Estates/IS teams, including engagement with architects; early contact with planning committee and English Heritage; full site-by-site cost estimates	4	4	16	Open
Buildings cannot be adapted within agreed budget, leaving spaces unviable for library operation or undesirable for potential tenants	3	3	9	Understand requirements of the Library Service (combination of desktop and site-by-site visits), and consider how the requirements can be merged with the need to maximise commercial space; initial site-by-site plans developed, which give consideration to construction work, IT modifications, internal fit-out, furniture, etc.); Estimated costs on site-by-site basis	3	3	9	Open

The market does not bear income estimate for lettable spaces	3	5	15	Estimates based on low-yielding "D1" use which means there is scope for potential uplift in rental income; development of Corporate Landlord strategy; configuring the building works to maximise commercial income; confirmation from Estates that original assumptions can be validated. The CELS proposal is also recommending that commercial income be separated from the library service savings targets resulting in the lack of commercial income not directly impacting on the library service	3	1	3	Open
Building works take longer than expected leading to longer than anticipated library closures	5	3	15	Site-by-site plans overlayed into a Phased Building Work structure; resource to oversee building works and act as clerk-of-works to monitor progress and report back;	5	3	15	Open
Insufficient interest in operating Partnership libraries	3	4	12	Quality of Service Specification for our external partners; annual grant provision; ongoing support package from the Library Service. If there is insufficient interest from organisations coming forward to run Partnership libraries then the decision will be referred back to CELS.	3	4	12	Open
£25k annual grant is insufficient to maintain Partnership libraries	3	4	12	Proposal being put forward to CELS Committee to provide a slightly larger Partnership Library grant available in year 1 (£35k) and 2 (£28k) with £25k provided annually thereafter. Furthermore, an interest-free transition loan will be offered to help community groups establish themselves as legal entities.	2	3	6	Open
Use of the Library Service by under 16s falls significantly	3	4	12	Emphasise that children are still able to access Open+ when accompanied by an adult/carer; Working with umbrella organisations; Continuing activities during staffed hours; Work with schools and parents to inform and raise awareness of parameters (e.g. school-based events); Propose to extend accessibility by allowing all Year 11 students access to TEO-equipped libraries, so long as students are able to demonstrate they have written permission from an adult, and their school is able to verify they are a Year 11 student;	2	2	4	Open

Technology-enabled opening risks

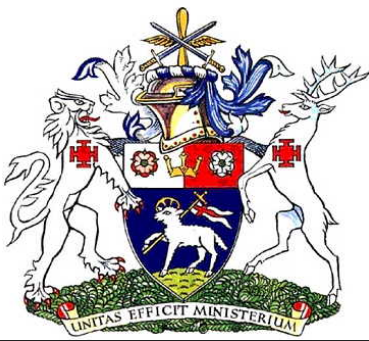
Concern caused to users by individuals loitering around entrances to some library buildings	2	3	6	If Live CCTV monitoring is introduced, an individual loitering near the entrance would be picked up as a trigger to alert the operator. If necessary the CCTV operator could send issue an "audible alert" to move on, or despatch a roving security. If CCTV monitor was given additional cause for concern, the police could be alerted to investigate.	1	3	3	Open
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Need to demonstrate that if a serious incident occurs, the emergency services would be able to access a Core and Core Plus library	4	5	20	Proposed enhancements to existing safety and security arrangements by: introducing live CCTV monitoring to support 'event' recording; Confirmation from prospective providers that they are able to automate access for emergency services via control centre; Ability for live CCTV monitors to send messages to send warning (or reassurance) messages to individual library users, depending on circumstances; ability for live CCTV monitors to despatch roving security. The metropolitan police have visited Edgware Library to see first-hand how the existing system operates, and to hear about future proposed changes. Invites also extended to London Fire Brigade and London Ambulance Service.	2	5	10	Open
Inadequate detail or coverage captured by CCTV cameras	2	2	4	Camera locations to be reviewed by TEO provider and taken into consideration by CCTV provider when considering pilot of live CCTV. Look to secure 97-99% coverage of all unstaffed areas. Under current provision, the library is patrolled on an hourly basis by an on-site security guard who covers both inside and outside the facility	1	2	2	Open
Live-CCTV failure at one or more libraries	2	4	8	Live CCTV will be installed at all TEO sites and its operation will be a requirement of opening. In the event that live CCTV monitoring is not operational at any time, opening will be maintained through the deployment of a security staff individual, which costs approximately £15 per hour.	2	2	4	Open
Individuals may inadvertently tailgate another TEO user without realising the library is unstaffed	3	2	6	Readily identifiable staff will be made available during the first three months following the introduction of TEO to provide support and guidance, as well as to remind users of the terms and conditions (where appropriate); Clear signage; Introduction of regular announcements to remind people that they are in a technology-enabled library during unstaffed periods. Signage to be added to design of library sites (interiors) along with emergency phone, etc.	1	2	2	Open
A user may follow another user into the library during unstaffed hours with the intent to do harm	3	4	12	User education; On-site security including card and PIN registration; Live CCTV and 'event' recording in publicly accessible areas in TEO libraries which will be monitored in real time; Audible link to enable CCTV centre to communicate with library users; CCTV centre to alert emergency services if required; CCTV operator able to control individual cameras to monitor incidents or track behaviour; CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes; Retains CCTV evidence for an agreed period; Emergency telephone and numbers.	3	3	9	Open

A user may follow another user into the library during unstaffed hours with no intent to do harm	3	1		User education; On-site security including card and PIN registration; Live CCTV and 'event' recording in publicly accessible areas in TEO libraries which will be monitored in real time; Audible link to enable CCTV centre to communicate with library users; CCTV operator able to control individual cameras to monitor incidents or track behaviour; CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes; Retains CCTV evidence for an agreed period; Emergency telephone and numbers.	3	1	3	Open
Vulnerable adults lack confidence in using TEO and are reluctant to use the sites during the unstaffed periods	3	4		Volunteer-supported sessions planned to take place; Work with umbrella organisations to build confidence and familiarity; Identify further mitigation actions through liaison with other Open+ authorities and specialist organisations for vulnerable groups; Consider dedicated drop-in sessions;	2	2	4	Open
Technical failure results in customers being unable to gain access during TEO hours	3	4		During the pilot, there have been three incidences of technical failure which resulted in the service being unavailable. At Edgware, building security measures in place to open and close exterior perimeter gate during pilot. In the unlikely event of a future whole system data failure, the contingency would include maintaining a core library service at Core and Core Plus libraries through the deployment of additional staff at an estimated cost of £75k per month. The core library service would operate from 9 to 5 over six days at Core Plus libraries and five days at Core libraries	1	2	2	Open
Public opposition to TEO leads to poor usage	3	4		Publicity developed; Readily-identifiable staff will be on-hand during the first three months to provide support and guidance whilst users become familiar with the new technology; Security features to be emphasised. 1115 registered users by 31st January 2016 with over 3800 entries since Pilot roll out on 29th June 2015	3	3	9	Open
Customers are unable to collect reserved items during unstaffed periods	1	2		Collection of reservations still possible during normal staffed hours. New method of collection introduced during unstaffed opening period with no problems reported. Will continue to monitor during pilot period.	1	2	2	Open
Customers are unable to join the library during unstaffed periods	1	2		Advertise the staffed hours in libraries located nearby so customers are aware of where/when they could obtain a library card.	1	2	2	Open
Some customers are unable to complete transactions due to lack of staff assistance	4	3		Printed user guides to be provided and FAQ's Response service provided whereby customers leave questions for staff to respond during staffed periods. Feedback forms been available throughout the pilot. Volunteer-supported opening will provide additional opportunity for unfamiliar users to receive support and guidance	3	2	6	Open

Some customers are unable to access required resources/resolve enquires due to lack of on-site assistance	4	3	12	Printed user guides to be provided and FAQ's Response service provided whereby customers leave questions for staff to respond during staffed periods. Feedback forms been available throughout the pilot. Readily-identifiable staff will be on-hand during the first three months to provide support and guidance whilst users become familiar with the new technology; Volunteer-supported opening will provide additional opportunity for unfamiliar users to receive support and guidance	3	2	6	Open
Unregistered TEO user takes the card of a registered TEO user to enter the library during unstaffed periods	2	4	8	Use of PIN system in addition to need for physical card; Live CCTV monitoring; User education	2	3	6	Open
Financial security is compromised during unstaffed periods	3	3	9	All cash held in locked safes in locked staff areas; Cash collections take place weekly; Live CCTV monitoring and CCTV 'event' recording systems	1	3	3	Open
Security of customer and staff data is compromised	2	4	8	All data secured in locked areas when staffed period ceases; live CCTV monitoring and CCTV 'event' recording systems	1	4	4	Open
Staff areas are accessed during unstaffed periods	3	3	9	Staff areas are locked during TEO; Live CCTV monitoring and CCTV 'event' recording systems	1	2	2	Open
Items/assets are stolen during unstaffed periods	3	3	9	User education; Live CCTV monitoring; integrated security gates linked to CCTV with 'event' monitoring (linked to assets and valuable items); emergency telephone and numbers; feedback cards). No incidences of security gate alarms being triggered during TEO pilot at Edgware.	2	3	6	Open
Library is vandalised during unstaffed periods	3	3	9	User education; Live CCTV monitoring; Live CCTV camera operators able to send audible messages direct to users of library via integrated speaker network; ability for CCTV operators to despatch roving security; CCTV 'event' recording; emergency telephone and numbers; feedback cards);	2	3	6	Open
A customer is reported to be accessing inappropriate material via a library PC	3	2	6	Current safeguards in place to restrict access to inappropriate material; live CCTV monitoring; CCTV with 'event' monitoring; Card and PIN access for PC access (including for Wi-Fi); emergency telephone and numbers;	3	2	6	Open
Evacuation procedures are not followed during unstaffed periods if there is an incident that requires the building to be evacuated.	3	5	15	Live CCTV monitoring; User education; Regular fire-drill tests; On-site security provision including fire alarm systems, fire evacuation signs, emergency lighting, automatic door release systems, fire extinguishers, emergency numbers and phone available; visual/audible alarm; updated building works to bring into DDA compliance	3	5	15	Open
Building fault or maintenance issue renders the library or part of the library unsafe	3	5	15	User education; some parts of library building out of bounds to the public during TEO hours, including toilets, upper floors (including mezzanine areas) and some meeting rooms; Emergency numbers and phone; Feedback cards available	3	2	6	Open
Customer has an accident during a non-staffed period	3	5	15	Live CCTV monitoring; Live CCTV camera operators able to send messages direct to users of library via integrated speaker network, providing reassurance to ill or injured patrons; ability for CCTV monitor to alert the emergency services (if needed) or despatch roving security; User education; Emergency numbers displayed and phone available;	1	5	5	Open

Some customers fail to leave the building at the time of its closure	3	2	6	Live CCTV monitoring; Live CCTV camera operators commissioned to undertake final check of building before final closure; Additional building Security for opening and closing building perimeter at Edgware and (possibly) East Finchley; Security call-out when building intruder alarms have been triggered via integrated motion sensors;	1	1	1	Open
Disputes occur between customers during non-staffed periods	3	3	9	User education; Provision of live CCTV monitoring and 'event' recording; Ability for live monitors to send messages direct to users of library by integrated speaker network; ability for CCTV monitor to alert the emergency services (if needed) or despatch roving security; emergency telephone; Feedback cards	2	3	6	Open
Pilot fails to gather informative data	3	4	12	Communications plan to be developed to generate interest. Pilot may need to be extended if insufficient data is gathered. Pilot extended in October 2015	2	3	6	Closed
Safeguarding of vulnerable adults is compromised	4	5	20	CCTV coverage in publicly accessible areas in TEO libraries; CCTV monitored in real time; Audible link to enable CCTV centre to communicate with library users; CCTV centre to alert emergency services if required; CCTV operator able to control individual cameras to monitor incidents or track behaviour; CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes; Retained CCTV evidence for an agreed period; User education including easy-read versions of user education materials and consent forms; Emergency telephone and feedback cards; Certain areas in some library buildings restricted during TEO hours (e.g. upper floors, including mezzanine areas; toilets; some meeting rooms); Building security for opening and closing building perimeter where required	2	5	10	Open
Safeguarding of children is compromised	4	5	20	Access restrictions - parental consent for 16-17yr olds; No unaccompanied children; CCTV coverage in publicly accessible areas in TEO libraries; CCTV monitored in real time; Audible link to enable CCTV centre to communicate with library users; CCTV centre to alert emergency services if required; CCTV operator able to control individual cameras to monitor incidents or track behaviour; CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes; Retained CCTV evidence for an agreed period; User education including easy-read versions of user education materials and consent forms; Emergency telephone and feedback cards; Certain areas in some library buildings restricted during TEO hours (e.g. upper floors, including mezzanine areas; toilets; some meeting rooms); Building security for opening and closing building perimeter where required	2	5	10	Open



**Children, Education,
Libraries & Safeguarding
Committee
23rd March 2016**

Title	Draft Barnet Children and Young People Plan 2016-2020
Report of	Director of Commissioning, Children and Young People
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix 1: Draft Children and Young Plan 2016-20
Officer Contact Details	Rebecca Johnson (Commissioning Strategy and Policy Advisor) e. rebecca.johnson@barnet.gov.uk t. 020 8359 3523

Summary

The new Children and Young People’s Plan 2016-2020 establishes the vision, key priorities and outcomes for children and young people in Barnet, providing a strategic framework for activity in the borough.

Barnet is the most populous borough in London, with a large and growing number of children, young people and families. Our vision is that Barnet is the best place to live for families in London by 2020. The concept of Family Friendly Barnet is introduced in this Plan and the outcomes and priorities focus on how partners can support families to be resilient and strengthen communities which evidence tells us is central to delivering the best outcomes for children and young people.

The Plan is not prescriptive but concentrates on the outcomes and priorities which will make the biggest difference to children, young people and families in Barnet.

The Plan's outcomes and priorities have been informed both by engagement with key stakeholders including children and young people, parents and carers, and professionals as well as quantitative analysis of need for example from the Joint Strategic Needs Assessment.

Recommendations

- 1. That the Children, Education, Library and Safeguarding Committee consider and comment on the draft Children and Young People's Plan 2016-20 including the revised vision and key outcomes as summarised in 1.1 to 1.11.**
- 2. That the Children, Education, Library and Safeguarding Committee agree that the draft Children and Young People's Plan 2016-20 contained in Appendix A and summarised in paragraph's 1.1 to 1.11 are approved for further public consultation.**

1. WHY THIS REPORT IS NEEDED

- 1.1. Barnet's Children and Young People Plan (CYPP) is a four year partnership plan setting out local priorities to improve outcomes for children and young people in the borough. The plan is developed by and owned by key partners including the council, NHS Barnet, Barnet Borough Police, schools and the voluntary sector.
- 1.2. Barnet has large and growing population of children, young people and families with numbers predicted to reach 98,914 by 2020. Data about the boroughs population has informed the plan with key objectives reflecting the boroughs changing demographics.
- 1.3. The Plan sets out a proposed vision for partners' across the borough which focuses on making Barnet an even better place for families to live. The vision for partners across the borough is that:

We want Barnet to be the most Family Friendly borough in London by 2020. Children, Young People and their families are safe, healthy, resilient, knowledgeable, responsible, informed and listened to.
- 1.4. Barnet is a good place to live for families, with excellent schools, open spaces and low levels of unemployment. Family Friendly Barnet is introduced in the Plan, a concept which builds on evidence showing that the resilience of

parents and families is a key determinant of improved outcomes for children and young people.

- 1.5. The outcomes and objectives in the plan focus on how partners can enable families to be resilient and strengthen communities.
- 1.6. The draft CYPP and its outcomes and objectives has been developed with input from a wide range of stakeholders including children and young people, parents and carers, health, police, voluntary sector, schools and the council to ensure that there is joint ownership of the priorities.
- 1.7. Children and young people have been actively engaged in the process through Barnet's Youth Convention held in November 2015. The plan has also been informed by quantitative data including from the 'Profile of Children and Young People in Barnet', and the Joint Strategic Needs Assessment - which both provide data to support key areas of need.
- 1.9. The Plan sets out four key outcomes for a borough to make it more Family Friendly where children and families are able to:
 - keep themselves safe
 - achieve their best
 - be active and healthy
 - have their say
- 1.10. Under these outcomes are a series of objectives and the plan describes how partners will work together to achieve these.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The recommendations in this report have been developed through a stakeholder engagement process, as well as review of quantitative data around the needs of children and young people in the borough.
- 2.2 The proposal contained in this report is recommended for further consultation, after which the Council will make a decision to approve the Children and Young People's Plan.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council has the option not to publish a Children and Young People's Plan as this is no longer a legal requirement, however it is seen as a valuable statement of intent and is a useful mechanism for partners to hold each other to account.

- 3.2 The Council has the option of not consulting on the draft Children and Young People's Plan, however, this will mean that the public will not have an opportunity to influence the vision and outcomes set out in the Plan. This is not recommended.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Committee approves the draft's release to public consultation, this will be carried out as described in paragraph 5.81.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.2 The implementation of these recommendations would work towards the achievement of our corporate objectives, which promote improving the opportunities that we offer to residents, creating more involved and resilient communities, and which aim to support Barnet's children and young people to have a great start in life.

5.3 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.3.1 The Children and Young People Plan sets out what all partners will do to improve outcomes for children and young people in Barnet. It has been developed in consultation with service managers and will inform service plans in the council and partner agencies.

- 5.3.2 Council budgets already support key partnerships in Barnet to achieve the desired outcomes in the Children and Young People's Plan. Key partnerships include Barnet Safeguarding Children Board and Health and Wellbeing Board which is supported by a wide variety of Council budgets.

- 5.3.3 Any financial implications of the Children and Young People's Plan will be contained within the existing budget.

5.4 Social Value

- 5.4.1 In taking forward the Children and Young People's Plan due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that our partners can bring to deliver desired outcomes.

- 5.4.2 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are

going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.5 Legal and Constitutional References

5.5.1 The Children Act 2004 (CA 2004) provides the legislative framework for integrated planning, commissioning and delivery of children's services and for lines of accountability through the appointment of directors of all Children's Services. It created a statutory framework for local co-operation between local authorities, key partner agencies (health, police, schools, housing, early years, youth justice, probation etc) and other relevant bodies including the voluntary and community sector, in order to improve the wellbeing of children in the area.

5.5.2 Specifically s10 Children Act 2004 imposes the following statutory duty on Local Authorities

"Each Local Authority in England must make arrangements to promote co-operation between—

(a)the authority;

(b)each of the authority's relevant partners; and

(c)such other persons or bodies as the authority consider appropriate, being persons or bodies of any nature who exercise functions or are engaged in activities in relation to children in the authority's area.

(2)The arrangements are to be made with a view to improving the well-being of children in the authority's area so far as relating to—

(a)physical and mental health and emotional well-being;

(b)protection from harm and neglect;

(c)education, training and recreation;

(d)the contribution made by them to society;

(e)social and economic well-being."

5.5.3 for the Children Act 2004 allows provides the framework for Children's Trusts within which agencies have been able to integrate commissioning and delivery of children's services with arrangements for pooled budgets. The Act also imposes a duty on the relevant agencies to carry out their functions having regard to the need to safeguard and promote the welfare of children and to guidance provided by the Secretary of State. The duty continues to apply including situations where services are contracted out.

5.5.4 The Children and Young People Plan provides a strategic framework from which to coordinate activities across the partnership and will assist the council in fulfilling its statutory duties.

5.5.5 This paper outlines the current arrangements to co-ordinate service provision to support children and young people to achieve good outcomes. Work is undertaken on an on-going basis to ensure that functions and services across the partnership enable Statutory Duties to be upheld.

5.5.6 Annex A of the Responsibility for Functions, outlined in the council's constitution, states that the Children, Education, Libraries and Safeguarding Committee has the responsibility to 'Approve the children and Young People and associated sub strategies promoting the following areas:

- Education
- Inclusion
- Child poverty
- Early intervention and prevention

5.6 Risk Management

5.6.1 There is a risk that key initiatives within the plan will not be carried out, which could adversely impact on the council's reputation. In order to mitigate this risk, extensive consultation was carried out with partners, early in the planning process with attention paid to the financial implications of plans.

5.6.2 Reducing resources may have an impact on partners' ability to undertake actions they have committed to, however, we have sought to mitigate this by developing actions alongside partners' business and finance planning.

5.7 Equalities and Diversity

5.8 Equalities and Diversity

5.9 In compliance with the council's statutory duties under the Equality Act 2010 and Public Sector Equalities Duties¹ (PSED) this report sets out how, as a Public Body, Barnet Council (and other organisations acting on its behalf) has approached its statutory obligation in relation to the proposed Children and Young People Plan.

5.10 As set out in the Equality Act 2010 the council pays active due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.11 The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil

partnership, pregnancy, maternity, religion or belief and sexual orientation.

Barnet's Fairness Agenda

- 5.12 At their first meeting on June 10 2014, Barnet's Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations and this has also been taken into account.
- 5.13 The Children and Young People Profile describes the demography of the current population of children and young people in Barnet on an annual basis helps us to ensure that actions accurately target the diverse needs of Barnet's children and young people. Equality and diversity issues were considered in the review of the Children and Young People Plan to ensure that such considerations are reflected in the design of policies and the delivery of services.
- 5.14 The Children and Young People plan contains the key principle of targeting resources to narrow the gap in achievement for those at risk of not achieving their potential. This principle aims to reduce the inequalities between groups of children and young people in the borough.

5.15 Consultation and Engagement

5.15.1 This report recommends that the committee approve the draft version of the Children and Young People's Plan to go out to public consultation. Such 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;
- 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;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- The consultation is clear on the reasons why, and the extent to which alternatives and discarded options, have been considered.

5.15.2 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved

- Feed in their views to the democratic decision making process.

Preliminary consultation and engagement

5.15.3 In developing the Children and Young People Plan the council has consulted widely with partners, children and young people across the borough, as well as parents and carers to inform and to develop the Draft Plan..

Formal Public Consultation

5.15.4 If the draft Plan is approved formal public consultation will commence following CELS on the 23 March before the final Plan is agreed by CELS on 14 June 2016.

5.15.5 This draft document will have its final design stage in January to ensure it meets corporate design guidance, before the consultation starts.

5.15.6 The consultation will run for eight weeks and will consist of an online consultation - published on Engage Barnet which will include a link to the full strategy and a consultation document which summarise the strategy and key questions. Residents will be able to give their views via an online questionnaire. Alternative formats will also be made available on request

5.16 Insight

5.16.1 In developing the Children and Young People Plan the council has drawn on insight from the 'Profile of Children and Young People in Barnet', and the Joint Strategic Needs Assessment - which both provided data to support identification of key areas of need across the borough.

5.16.2 In addition consultation workshops took place with partners, children and young people, parents and carers, whose feedback also informed the development of the Draft Plan.

6. BACKGROUND PAPERS

6.1 None.

Barnet Children and Young People's Plan

2016 to 2020

Barnet Children and Young People's Plan 2016-20

Barnet's Children's Partnership Vision

We want Barnet to be the most Family Friendly borough in London by 2020. Children, Young People and their families are safe, healthy, resilient, knowledgeable, responsible, informed and listened to.

Introduction

Working in partnership across Barnet is the only way organisations involved in the lives of children, young people and their families can be sure of jointly supporting the aspirations defined in our new Children and Young People's Plan. Barnet's strategic partners have high aspirations and believe that by working together we can continue to make a real difference to all our children and young people in Barnet, especially those who are most vulnerable.

This is a partnership plan, developed and shaped by partners from different sectors across the borough and represents our joint commitment to making Barnet London's most 'Family Friendly' borough where communities thrive and build their resilience.

Our focus on key priorities has helped target attention and resources on the most vulnerable, but there is still more that needs to be done.

Working in partnership and with children and young people from across the borough, we have produced a new child-friendly plan for 2016-20 that we think reflects the priorities, needs and aspirations of the local population and sets out how, together, we can make Barnet an even better, more Family Friendly place to live.

In Family Friendly Barnet, children and families are able to:

- keep themselves safe
- achieve their best
- be active and healthy
- have their say

This partnership approach to setting priorities is really important. Supporting families to address issues facing children and young people in Barnet is the responsibility of everyone who lives with, works with, and cares about them.

Our plan sets out how we will focus on increasing resilience in the community, helping families to help themselves. It focuses on how we will work in partnership with children, young people and their families, ensuring that we are helping them to do things for themselves, rather than to them or for them.

There is recognition however, that sometimes, for the most vulnerable in Barnet, there is a need for additional support from the partnership agencies. Where this is the case, partners will look at how they can build responses and services around these families' needs, and wherever possible intervene early, building family resilience to stop problems escalating.

Our hope is that by involving children and young people, their parents and carers in its development, this new plan will be something that is relevant and meaningful, and is something which children and young people in the borough read, engage with, and understand.

What is the Children and Young People's Plan?

The Children and Young People's Plan identifies the shared vision, priorities and objectives for partnership working for those across the borough who work with children and young people. The Plan sets out what those working with families in Barnet aim to do to help people improve their own lives.

Partners across the borough include the local authority, police authorities, Clinical Commissioning Groups and Public Health, children, young people, parents and carers, schools, and the voluntary and community sector.

The Plan covers children and young people aged 0-19 years and up to 25 years for those with special educational needs and disabilities. The Plan is aimed at those working with children, young people and families so they are aware of the priorities that need to drive their work. We want this to be a Plan that can be easily understood by parents, carers, children and young people.

The Plan doesn't cover everything we are doing but concentrates on the outcomes and priorities which will make the biggest difference to children, young people and families in Barnet.

Children and Young People in Barnet: key facts

Barnet is part of a successful and thriving London economy and has the largest population of any borough, with an estimated 393,000 residents. The Borough's population of 93,590 children and young people aged 0-19 remains the second largest in London and this group makes up a quarter of the overall Borough's population. This is estimated to grow by 6% between 2015 and 2020 when it will reach 98,914.

Each year, Barnet publishes information that sets out a wide range of demographic data in relation to children and young people and this information can be found ([here](#)). Some key highlights are:

- In 2015, Golders Green had the highest population of children and young people of any ward in Barnet at 6,218, followed by Colindale with 6,055 children. Projections suggest that by 2025 Colindale's children and young people population will be the highest of any ward. Colindale also has 30.9% of children living in low-income families, the largest proportion of all wards in Barnet. Neighbouring Burnt Oak currently has the highest number of children from low-income families in Barnet, and the highest number of out of work families.

- There are more children from all Black and Minority Ethnic groups in the 0 – 9 age group, than there are White children. Children and young people in the 10 – 19 age groups are predominantly White. This demonstrates a more diverse population shift in terms of ethnicity.
- Figure 1 shows that couples with dependent children are the largest single type of family unit in Barnet, representing 40% of all One Family Households.

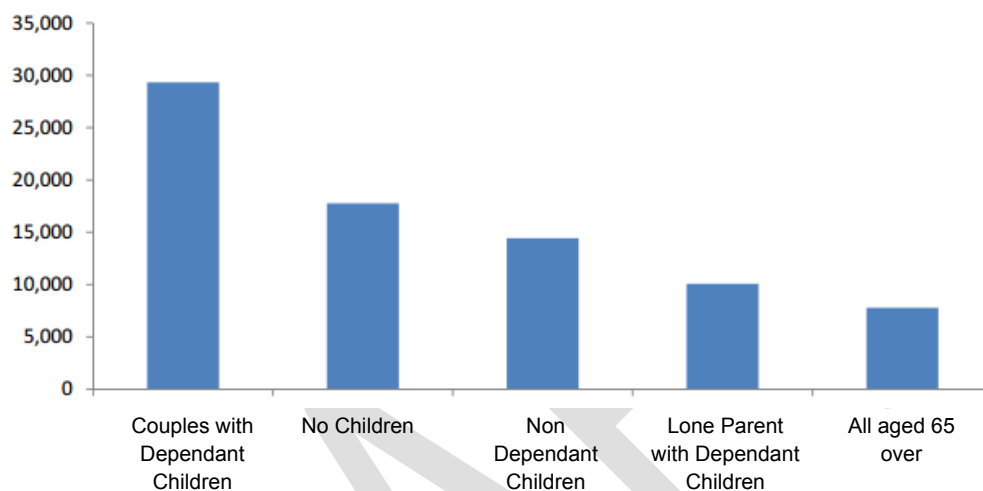


Figure 1: Barnet households by type, HMRC August 2010

- Data suggests that as a borough, Barnet has a larger proportion of families and has higher household incomes compared to the rest of London.
- Poverty is the most significant general indicator of risk and nationally it is recognised that children living in poverty and deprivation are more vulnerable to educational under-achievement, ill health, involvement in crime and social exclusion. There remain some children in Barnet that are at risk of poorer outcomes through poverty.
- 2010 HMRC data looked at all wards in London in terms of child poverty showing Barnet is the ninth least deprived borough in London, with a rate of around 21% (the least deprived has a rate of 10.7% and the most deprived 48.6%). Colindale and Burnt Oak have the highest proportion of children living in low-income families. Just over one third of the children in Burnt Oak and in Colindale are living in low-income families. East Finchley has an overall lower percentage at 18.9% despite having the most deprived LSOA in Barnet in the Strawberry Vale Estate. Golders Green, which has the highest number of children of all wards in Barnet has 14% of these living in low-income families. The Garden Suburb has the lowest percentage at only 7.9%.
- At any one time, there are around 315 children in care with around 800 children 'in need' at any one time, relatively low rates compared to elsewhere in the country.
- Around 5,912 pupils in Barnet have some form of Special Educational Need (SEN) with over 600 children and young people registered as having a disability. Almost

3,000 children and young people are known to provide unpaid care for their parents or other family members, although this is likely to be an underestimate.

What do we mean by Family Friendly?

We know that Barnet is a great place to live for most families, children and young people. Barnet has some of the best schools in the country, some of the best parks and open spaces in London, with low levels of unemployment among the adult population. The borough is benefitting from large-scale regeneration projects, which are creating more housing, infrastructure and opportunities for all. In Barnet, most children and young people achieve well and successfully transition into adulthood.

Our vision is focused on making Barnet an even better place to live for all families - whether a couple with dependent children, a single-parent family, a foster family, a blended family or any other kind of family. Our strategy to achieve this is to focus on developing families' resilience, which evidence tells us is pivotal to delivering the best outcomes for children and young people.

Resilience is a term used to describe a situation when good outcomes occur for individuals or families in the face of adversity. An approach based on resilience involves looking for strengths and opportunities that we can build on, rather than for issues or problems to treat.

“Parents, or alternative caregivers, play a pivotal role in promoting the knowledge, skills and environment that can help children cope with adversity.

Parents play a vital part in mediating individual and community factors, directly or indirectly. They can buffer children from some of the worst effects of adversity in the surrounding environment.

Warm, authoritative and responsive parenting is usually crucial in building resilience. Parents who develop open, participative communication, problem-centred coping, confidence and flexibility tend to manage stress well and help their families to do the same”

Clearly there are strengths and opportunities in Barnet we can build on. There is a growing body of evidence which outlines ways that we can support parents and families to be more resilient and these will need to be incorporated into practice across the borough.

These include:

Parents' role in helping children to cope with adversity:

Schools' central role in promoting resilience in relation to both poverty and family difficulties:

“Community factors can also promote resilience. Children are likely to find it easier to access support outside the home when they live in cohesive neighbourhoods with formal facilities that encourage participation and achievement.”

“Voluntary sector organisations play an important part in building the social networks and ties (both strong and weak) that are required for a community to be resilient to change and cope with crises.”

Community factors can also promote resilience.

Voluntary and Community sector have a key role in building communities resilience.

At the heart of promoting resilience is effective relationships, positive behaviour and social connectedness. Partners across the borough play an important role in helping to build this.

The diagram below models our strategy, at the centre of which is improving outcomes for children. The model shows how we will focus on building strong resilient families and communities that care for themselves and are capable of coping with difficulties they may face, avoiding problems from escalating and the need to access statutory interventions. Statutory interventions, however, are still there for those children who need them.

“Schools can play a central role in promoting resilience in relation to both poverty and family difficulties. This can relate to factors such as academic stimulus, support by teachers, learning opportunities and access to friends and peers.”

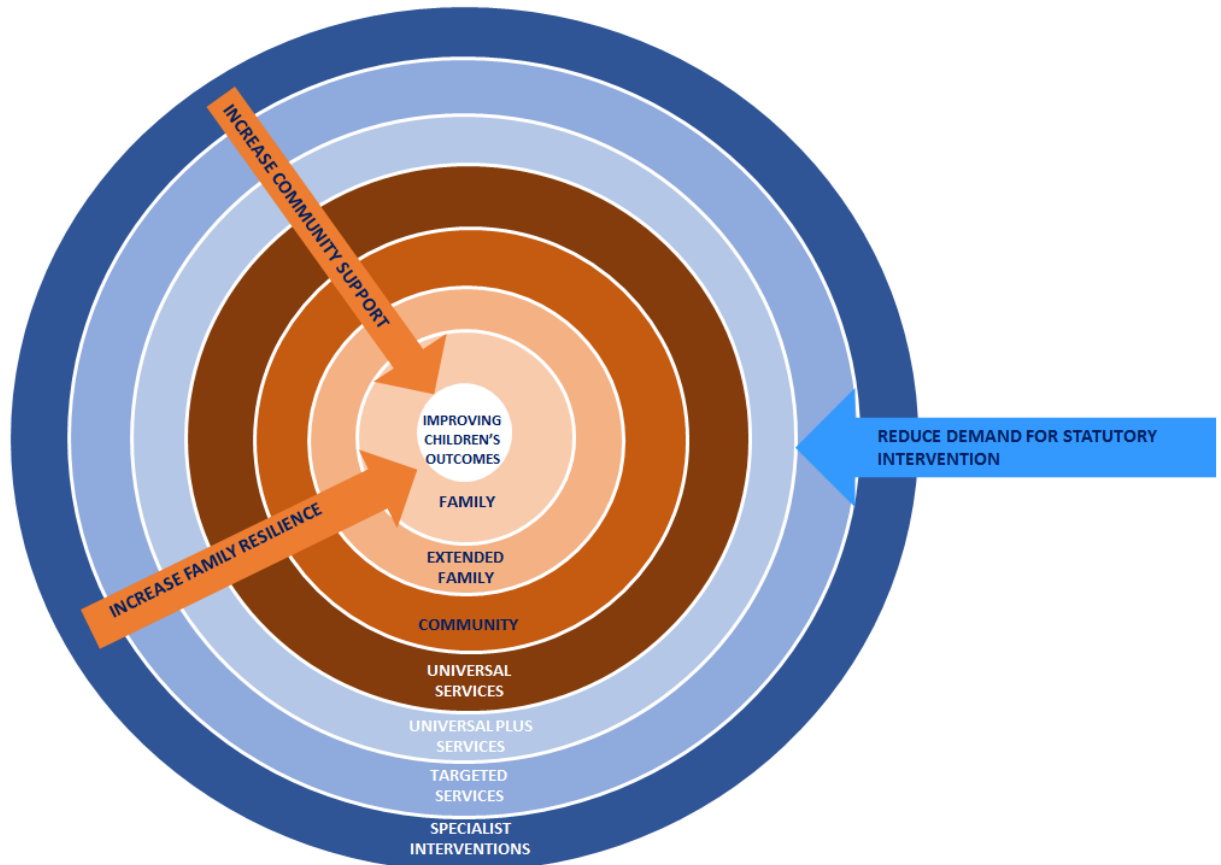


Figure 2: Family Friendly Barnet Model

More work will be done to understand how Family Friendly residents feel Barnet is so that we can measure how far we need to go to achieve our vision.

Our Evidence Base

The Plan's priorities are based both on quantitative analysis (data) that the Council has done which informed the JSNA and qualitative research (what people have told us) with children, young people and families across the borough.

Who did we ask?

We have explored the idea of Family Friendly Barnet with children, young people, their parents and carers, as well as professionals involved in their care. Consistent feedback has confirmed support for this aspiration.

This began with Barnet's first ever Youth Convention where around 200 young people aged between 10 and 25 from schools, colleges and organisations across Barnet's gathered to help develop a new Charter for Children and Young People in Barnet (appendix A).

Following this, we ran a series of small targeted workshops to find out how local residents think Barnet can become a more 'Family-Friendly' borough. We ran similar workshops with the voluntary and community sector, colleagues from the partnership organisations.

All of this information, both the data we have about families in Barnet and what people have told us, has been analysed, and has informed the outcomes and objectives of this new Children and Young People's Plan for 2016-20.

What did they tell us?

a) Emerging themes for making Barnet Family Friendly included:

Making full use of resources in the Borough, e.g. through:

- promoting services and activities provided by the Partnership
- utilising spaces and buildings, including schools, to their full potential
- harnessing people power through encouraging volunteering

Making some improvements to what's on offer in Barnet to make it more Family Friendly:

- making information about what is going on in the borough more accessible
- improving the local parks
- developing the cycle infrastructure
- more activities for youths
- increasing provision of childcare places

Where possible, making living in the borough affordable, especially in the following areas:

- housing
- child care
- leisure activities

b) Emerging themes from children and young people at the Youth Convention:

Making living in the borough more young people friendly e.g. through:

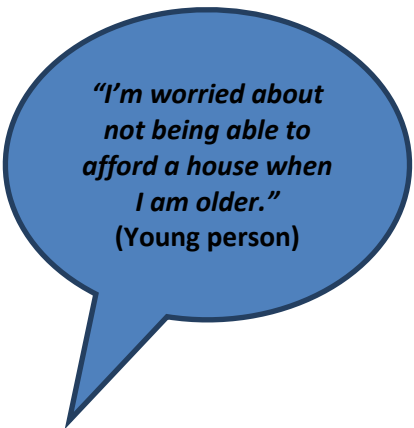
- free or subsidised travel for young people
- more and affordable youth activities
- space for studying
- taking steps or measures to make young people feel safer on the streets

Promoting active lifestyles and healthy living, e.g. through:

- raising awareness about healthy living
- improved health education for young people
- access to healthcare and support early, and at convenient times
- developing network of cycle lanes

Support young people to prepare for adulthood, e.g. through

- develop more opportunities to improve employability skills
- ensure there are enough houses for young people/ families to live in



*"I'm worried about not being able to afford a house when I am older."
(Young person)*

How are we addressing these in the plan objectives?

The priorities and objectives of the Plan are evidence based and have been informed by a range of factors, including:

- Reviewing the profile of children and families in Barnet (JSNA)
- Consultation/ Participation activities with children and young people, parents and carers, the voluntary and community sector
- Joint Health and Wellbeing Strategy
- Reviewing priorities in Children and Young People plan (2012-16)

From the analysis undertaken, there continues to be a group of children, young people and families in the borough who are struggling to achieve good outcomes.

The shared priorities set out below will refresh our collective determination across the borough to unravel the issues facing some of our children, young people and families, particularly those who are most vulnerable or who face significant challenges and, wherever possible, enable families to effectively meet those needs.

This sections sets out the four key outcomes, as well as identifying a number of key objectives, to strengthen our Family Friendly Borough in line with the vision of this plan.

Outcome 1: Families and Children are kept safe

Partnership objectives:

- We will work with families to build their resilience, providing information, advice and support
- Ensure we deliver the best outcomes for children in need of social care, looking at the models which promote an understanding of family strengths to achieve this.
- Help children to live in safe and supportive families, including increasing the percentage of children in care in Barnet foster care as a percentage of all children in care.
- Review and ensure that there is effective sharing of information between agencies
- We will review the targeting of early intervention and prevention work to ensure that the focus is on building family resilience, that needs are met and clearer pathways developed across the partnership
- Explore the development of Early Intervention hubs which focus on supporting family resilience.
- We will seek to work with families to ensure they help prevent young people from getting involved in violence, crime and anti-social behaviour.
- We will work to increase awareness of, and responsiveness to, Child Sexual Exploitation in the borough.

- We will work to increase awareness within our families and communities of, and responsiveness to the key factors that at young people at risk of radicalisation in the borough through PREVENT.

Outcome 2: Families and Children achieve their best

Partnership objectives:

- Support children to have the best start in life and be ready for learning by ensuring sufficient high quality early years places through working with partners to manage supply/ demand
- Promote free early education places to those that are eligible and increase take up
- Ensure all schools in Barnet are good or outstanding, maximising the opportunity presented by new partnership with Cambridge Education
- Working with partners to ensure there are sufficient high quality school places to meet demands
- Improve attainment for all young people, closing the attainment gap – highlighted in Barnet’s Education Strategy
- Assess provision to children with SEND and make sure this is meeting changing needs
- Improve outcomes for CYP with special educational needs and/or disabilities and support families access care through the new 0-25 disability service
- Support young people with the transition into adulthood providing advice and support for young people on options available for further education and/ or employment.
- Working with partners to develop more opportunities for work experience and apprenticeships.
- Working with partners to support Barnet’s looked after children (LAC) to achieve their goals and aspirations – as outlined in the Pledge for Children in Care and Care Leavers.

Outcome 3: Families and Children are active and healthy

Partnership objectives

- Focusing on specific areas of the health of children and young people identified as having poor outcomes in Barnet - including reducing incidence of dental cavities, reducing obesity and promoting sexual health

- Support families to access healthcare services, promoting support offered in a variety of settings such centres for children
- Education and health settings to promote health in young people and enable easy access to the school nursing service, advertising the School Health Matters website in schools and on the web
- Making healthcare accessible for children and young people by ensuring families can access to good quality Primary Care outside of school hours
- Encourage education settings to promote Healthy Living and encourage schools and early years settings to embed health and well- being measures, and achieve Healthy School/ Centre status
- Improving experiences and outcomes for Barnet's children, young people and their families with complex disabilities - demographic trends show a growth in the population of children and young people with complex disabilities, in parallel with better life chances for young people with complex disabilities as healthcare improves.
- Ensure the new 0-25 disability service fosters working together between agencies, and that children and young people using the services are supporting to become more independent and achieve their goals.
- Consider the expansion of special school provision in Barnet
- Consider whether there is a business case for a Child Development Centre in Barnet to more effectively work with families to intervene earlier for children with developmental delay
- Raise awareness of mental health and promote mental well-being across Barnet – adopt a new approach to promoting mental well-being across Barnet in line with the Annual Report of the Director of Public Health
- Review and re-commission Child and Adolescent Mental Health services
- Encourage physical activity, providing quality spaces for children, young people and families to be active and safe that are designed around their needs– highlighted in Parks and Open Spaces Strategy
- Provide play, leisure, culture and sporting opportunities.
- We will work with partners to provide opportunities for children of all ages and abilities to get involved in a range of activities that are affordable.

- Ensure future development of open spaces is informed by needs and requirements of children, young people and families, and accessible to them. Ensure these groups are also actively involved in the design of open spaces.
- We will develop in partnership a holistic youth offer, including through the new Youth Zone in Burnt Oak/Colindale area of Barnet
- We will seek to ensure the places where children, young people and families live promote active and healthy lifestyles – striving to increase housing supply, delivering homes that people can afford.

Outcome 4: Families and Children have their say and are active citizens

Partnership objectives

- Recognise and promote the rights of children as embedded in UK law Through Implementing the new Charter for Children and Young People which set out commitments to involving and engaging with children and young people
- Increase the numbers of disadvantaged children and young people participating through youth voice forums
- Promote opportunities for young people to be involved in volunteering, education settings to actively encourage volunteering
- Ensure children, young people and families have opportunities to have their say on how we are doing through resident perception surveys.
- Ensure children, young people and families have opportunities to be involved in decision making that will affect them, including the design of new housing developments and parks and open spaces.
- Working with UNICEF promote the voice of children and young people in decision making, increasing the number of opportunities for children, young people and families to participate and have their say –and embed the rights of the child through championing the voice of those children who are hard to reach.

How will we work together to achieve our vision?

The CYPP sets out our ambition to make Barnet the most Family Friendly borough in London by 2020. Our partners bring the plan to life, translating the CYPP into improved outcomes for our children and young people, their families and their communities.

Across Barnet there are a whole host of services, agencies and settings responsible for looking after children and young people. These come together in a diverse range of formal and informal partnerships, including through:

- Safeguarding Children’s Board
- Health and Well-being Board

How we will know how well we have done?

We have set four key outcomes to drive our work over the next four years to improve the lives of Barnet’s children, young people and families as we strive to achieve our vision of making Barnet the most Family Friendly Borough by 2020.

The difference the Plan is making will be monitored by:

- A detailed Action Plan with clear and measurable indicators for each priority.
- Children and Young people through the Young Commissioners
- Children’s Partnership Board
- Asking residents how well they think we are doing through the Resident Perception Survey

Further information and advice for Parents, Carers, Children and Young People

If you would like advice on accessing any of the services that relate to the Priorities and Objectives detailed in this Plan please contact XX.

Families and Young People Information Service

<https://www.barnet.gov.uk/citizen-home/children-young-people-and-families/fyi-families-and-young-peoples-information-service.html>

Glossary

Who are Barnet’s most vulnerable Children and Young People?

- **Children in Need (CIN)** - Barnet has a relatively low rate of CIN but there are around 346 CIN per 10,000 children.
- **Children subject to a child protection plan (CP)** – again Barnet has a relatively low rate of CP but there are around 42.1 children who are subject to a projection plan per 10,000 children.
- **Children In care (CIC)** - once more Barnet has a relatively low rate of CIC, with around 60 children in care per 10,000 children.

DRAFT

Appendix 1

Review of Child Poverty

The 2010 Child Poverty Act states that a child is defined as being in poverty when they live in a household with an income below 60% of the UK's average. Whilst a new national definition of child poverty is currently being developed, for the purposes of this review child poverty will be defined based upon the definition put forward by the 2010 Child Poverty Act.

It is estimated that third of all children in the UK live in poverty¹. Child poverty touches all areas of a child's life, from the home they live in to their health, educational attainment, involvement in crime and social exclusion. Indeed, poverty is the most significant general indicator of risk. The Government has a statutory requirement, enshrined in the Child Poverty Act 2010, to end child poverty by 2020.

Scale of the problem in Barnet

- 21.2% of children living in Barnet live in poverty; a total of 17,330 children.
- Barnet has a lower level of child poverty than the London average (36%), but a slightly higher rate than the England average (20.6%). There are geographic variations across Barnet, ranging from just 7.7% in Garden Suburb to 37.5% in Colindale.
- In general there is a propensity for a greater number of areas in the west of the Borough to be affected by child poverty and the factors that directly and indirectly influence it.
- The following groups are likely to be more at risk of poverty than others: lone parents, large families, families affected by disability, and black and minority ethnic groups.

Who most affected

Research at the national level indicates that the following groups are more at risk of poverty than others:

- Lone parents - In Barnet, there are 10,026 lone parent households² with dependent children. Of these lone parents, 46% are not in employment. National statistics show that women accounted for 92% of lone parents with dependent children and these percentages have changed little since 2001.
- Large families - Around half of Bangladeshi and Pakistani children, and around a third of black African children, are in families of three or more children compared to around a sixth of white British children³. A higher proportion of families from ethnic minority groups can be found in Barnet's more deprived wards. Furthermore, there is a minority of families living in Barnet, particularly in and around the Golders Green ward, where family sizes are typically larger.
- Families affected by disability - Four in every ten disabled children live in poverty⁴.

¹ Using the measure of household income less than 60 per cent of current median income. Source: HMRC snapshot as at 31 August 2012, IMD 2010, DoE Child Poverty Dataset

² 2011 Census

³ Palmer and Kenway (2007), 'Poverty Rates among Ethnic Groups in Great Britain'

⁴ <http://www.childrengsociety.org.uk/what-we-do/policy-and-lobbying/child-poverty/disabled-children-and-poverty-0>

- Black, Asian and minority ethnic groups - Nationally in 2010, nearly three-quarters of seven-year-old Pakistani and Bangladeshi children and just over half of those black children of the same age were living in poverty. Barnet has a Black, Asian and Minority Ethnic average of 39%. In Colindale, Burnt Oak and Hendon, Black Asian and Minority Ethnic residents make up over half of the population.

There is also a strong link between child poverty and unemployment or low levels of income. The percentage of low income families has decreased in Barnet since 2007 to 17.3% in 2012, a trend in line with the London and UK picture.

Partnership working

All services across the borough share a commitment to improving outcomes for children, young people and families in poverty. Reduced public sector spending will have a significant implication on the delivery of front line services, in particular the amount of preventative services and early intervention programmes that can make a difference and create efficiencies.

Services need to work together on a whole family basis in order to improve outcomes and wellbeing for children living in poverty. Evidence suggests that single agency responses are unlikely to affect the change a child and family requires to escape deep-rooted poverty.

Child Poverty Action Plan

Priority	Action
Closing education gap	Continue to monitor and review attainment and achievement data for a school Pupil Premium is additional funding given to schools so that they can support disadvantaged pupils and close the attainment gap between them and their peers
Getting families back to work	Support to find work experience, training, volunteering and paid employment – eg Job Centre Plus Adult education
Targeted intervention	Review impact of Welfare reform on most vulnerable families Targeted support through multi-agency working in localities e.g. Burnt Oak Opportunity Support Team Provide decent homes for Barnet families

Appendix 2

Barnet Youth Charter

Hearing the voices and views of children and young people is at the centre of our Family Friendly Barnet approach.

When setting out our vision to ensure that Barnet is truly Family Friendly we knew that we would need to listen to the ideas of hundreds of children and young people of all different ages and backgrounds.

They told us what their priorities were and what we would need to do through our partnership arrangements in order to make sure that Barnet is the best borough in London for families to be and for children and young people to thrive. This information was then blended with our desire to passionately promote a children's rights approach through our partnership working.

Within a Family Friendly Barnet...

Education, Training & Employment

The right to have the best education will be available for every child and young person. Our places of learning will identify and address barriers that prevent progress and the enjoyment of learning.

Children and young people will have the opportunity to learn about the values of democracy, the rule of law, mutual respect, tolerance and liberty in order to promote community togetherness and develop aspirations.

Health

The physical and mental health and wellbeing of children and young people will be supported by information which is presented in a way that is accessible and easy to understand and where appropriate providing access to good quality care and support.

There will be plentiful opportunity for children and young people to stay healthy and to participate in recreational and leisure activities during term time and school holidays in order to make new friends and to bring families together.

Recreation & Leisure

There will be plenty of high quality parks and open spaces for children and young people to come together, play and make friends within a safe environment.

We will seek to deliver cultural events that showcase and celebrate the talent of children and young people within the borough in order to encourage community cohesion and resilience.

Listening to Children

Every child and young person in Barnet will have the opportunity to have his or her voice heard, feel empowered and be involved with important decision making.

Safer Communities

Children and young people can feel safe and protected from harm within our communities. Education and raising awareness of risks will be at the forefront of our approach to supporting families to support one another and to stay free from harm.

Housing

Children and young people will be afforded a good standard of living within housing that is safe and where it is possible affordable.

Equality & Diversity

Children and young people's race, religion, ethnicity, sexuality or disability will not be a barrier to accessing services.

We will celebrate religion and children and young people's freedom of faith, so long as they do not affect the freedom of others.

Transport and Planning

Children and young people can make safer and easier journeys across the borough in order to explore what our borough has to offer.

Children and young people's views will be considered within re-generation projects to ensure that transport infrastructure is child and family friendly.

	<p>AGENDA ITEM 9</p> <p>Children, Education, Libraries and Safeguarding Committee</p> <p>23rd March 2016</p>
<p style="text-align: right;">Title</p>	<p>Children, Education, Libraries and Safeguarding Commissioning Plan 2016/17 addendum</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director – Children and Young People</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Children, Education, Libraries and Safeguarding Commissioning Plan 2016/17 addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Chris Munday – Commissioning Director, Children and Young People. Tel. 0208 359 7099 Email: Chris.Munday@barnet.gov.uk</p> <p>Tom Pike – Strategic Lead, Programmes and Performance Tel: 0208 359 7058. Email: Tom.Pike@barnet.gov.uk</p>

<h2>Summary</h2>
<p>In March 2015, the CELS Committee approved a five year Commissioning Plan for the period 2015-20, which sets out the Committee’s priorities and outcome performance measures across its core areas of responsibility. All Theme Committees agreed five year Commissioning Plans.</p> <p>This report presents updated targets for 2016/17 in an addendum to the Commissioning Plan (Appendix A).</p>

Recommendations

- 1. That the Committee review and approve the addendum to the CELS Commissioning Plan for 2016/17 (Appendix A).**

1. WHY THIS REPORT IS NEEDED

1.1 The council's **Corporate Plan 2015-20** was agreed by Full Council in April 2015. It sets the strategic priorities and direction for the council to 2020 and targets against which progress is measured. These targets will be refreshed for 2016/17 and will be presented to Full Council in April 2016 for agreement. The Corporate Plan is structured around the council's priorities of:

- **Responsible growth and regeneration** – which is essential for the borough, to revitalise communities and provide new homes and jobs – and for the council to generate revenue to spend on local services. The council will approach regeneration in a responsible way – replacing what needs to be replaced and protecting the things that residents love about the borough, such as its green spaces.
- **Managing demand for services** – with a growing population, demand for services is increasing which puts pressure on resources. Since 2010, we've successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we'll focus on doing more to manage demand for local services.
- **Transforming services and doing things differently** – we will continue to look at how local services can be redesigned to make them more integrated and intuitive for the user, and more efficient to deliver.
- **Community resilience** – as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.

1.2 Last year, the Children, Education, Libraries and Safeguarding (CELS) Committee agreed a 5 year Commissioning Plan. The Committee agreed in October 2014 that the critical outcomes for Barnet's Children and Young People are as set out in the following table:

Priority	Key Outcomes
Safeguarding	<ul style="list-style-type: none"> - Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others. - When children are at risk, by intervening early the Council will improve outcomes for children, young people and families, enabling them to thrive.

Education	<p>Excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults.</p> <ul style="list-style-type: none"> ● Every child attends a good or outstanding school, as judged by Ofsted. ● The attainment and progress of children in Barnet schools is within the top 10% nationally. ● The progress of the most disadvantaged and vulnerable pupils is accelerated in order to close the gap between them and their peers.
Health & emotional well-being	<ul style="list-style-type: none"> - Children and young people are physically, mentally and emotionally healthy. - Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment. - Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play. - Children and young people feel supported to achieve and engage, while developing their identities and resilience.
Preparation for adulthood	<ul style="list-style-type: none"> - Young people are ambitious for their futures, ready for employment and contribute positively to society. - Young people with special educational needs or disabilities and their families are able to plan for their future and enable growth.
Parenting	<ul style="list-style-type: none"> - All parents and carers are able to develop high quality relationships with their children, establishing effective boundaries and support physical and emotional well-being.
Libraries	<ul style="list-style-type: none"> - Children benefit from reading, literacy and learning opportunities. - Adults benefit from reading, learning opportunities and easy access to the wider world of knowledge and information. - A range of outcomes are achieved by community groups through community spaces, access and resources.

1.3 Moving into the second year of delivery of these Plans, each Theme Committee will be asked to agree a 2016/17 addendum to their plans, which sets out the Q3 position against 2015/16 targets and updated targets for 2016/17. This will give Committees the opportunity to review and consider their priorities for the year ahead and the associated targets against which progress will be measured. The addendum to the CELS Commissioning Plan for 2016/17 is provided at Appendix A.

1.4 Following the Chancellor's Autumn Budget Statement in November 2015 and the provisional Local Government Funding Settlement in December 2015, the council's overall budget forecast to 2020 worsened slightly. The updated 2016/17 targets, therefore, reflect the need for the Committee to make a more significant contribution to the council's overall savings in the next four years than previously anticipated.

Summary of Q3 position against 2015/16 targets

- 1.5 Performance in 2015/16 to date has been strong across a number of areas, with no delayed commissioning intentions having a medium or high impact. Key progress in 2015/16 has included implementing the new structure for Early Years, with children's centres arranged in three localities, and implementing the new 0 to 25 disabilities service model to improve service quality and promote increased independence of young adults.
- 1.6 In terms of performance indicators, the percentage of children in LBB foster care has been successfully increased, enabling a higher proportion of looked after children to benefit from local provision. In the coming year there will be continued focus on reducing the percentage of children in external residential placements. The number of Common Assessment Frameworks opened in a quarter has been consistently high throughout the year, which demonstrates a partnership commitment to effective early intervention and prevention.

The Annual Standards Report is being presented as a separate item to the Committee and this will cover the education performance against the targets.

Summary of the 2016/17 priorities and targets

- 1.7 In line with the draft Children and Young People's Plan the target is for Barnet to be the most Family Friendly borough in London by 2020. The vision is that children, young people and their families are safe, healthy, resilient, knowledgeable, responsible, informed and listened to.
- 1.8 In the coming year we will prioritise reducing the demand for high cost interventions in a number of ways. We will develop new models of social work practice and interventions in order to reduce the need for higher cost placements and the rate of adolescents in our care, especially in residential provision. We will also prioritise increasing the size and effectiveness of our in-house foster care service, helping a greater number of children and young people to move to foster care placements.
- 1.9 We will continue the reshaping of early intervention and prevention services, alongside our partners, to build the resilience of families, providing effective, targeted interventions to improve outcomes for children, young people and families and to reduce the demand for higher cost interventions. We will put hearing the voice of the child at the heart of all that we do, including through implementing the newly developed corporate parenting pledge.
- 1.10 On education, we will be entering into a strategic partnership with Cambridge Education, to sustain and grow services. The partnership will build on the strong relationship with local schools to generate income growth by selling services to more schools and other local authorities
- 1.11 We will continue the integration of health, social care and education services and resources to improve the experience of receiving care and support for disabled children and their families and reduce duplication.

- 1.12 We will use new technologies and community capacity to create a sustainable library offer for Barnet.

Next steps

- 1.13 The proposed addendum to the CELS Commissioning Plan, including updated targets for 2016/17, is set out in Appendix A. Members are invited to review and agree the document.
- 1.14 Following agreement, the Committee will receive a progress report during the year against this Plan and associated in-year targets. The Committee will be asked to agree updated targets for 2017/18 in March 2017 and this process will continue through to 2020.
- 1.15 Performance and Contract Management Committee will continue to review progress against the Council's Corporate Plan, and overview of the performance of both internal and external Delivery Units. This Commissioning Plan will enable Performance and Contract Management Committee to focus on the key areas of performance for different service areas.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive business plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be measured – to ensure that the council's vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 Revisions to the Commissioning Plan will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to review and approve the addendum to the Commissioning Plan for 2016/17.

5.2 Resources (Finance and Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.
- 5.2.2 The Commissioning Plan has been informed by the council's Medium Term Financial Strategy, which sets out the need to make savings of £81m by 2020. The CELS Committee is expected to save £14.5m across its portfolio.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

- 5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.2 Annex A of the Responsibility of Functions, as outlined in the council's constitution, states that the Children, Education, Libraries and Safeguarding Committee has the responsibility for those powers, duties and functions of the council in relation to Children's Services. The committee therefore has the responsibility for commissioning activity that falls under the remit of Children's Service, giving cause for the setting of a Commissioning Plan.

5.5 Risk Management

- 5.5.1 The council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

- 5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.
- 5.6.2 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; and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 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.

5.6.4 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.

5.6.5 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, the need to tackle prejudice; and promote understanding.

5.6.6 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.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

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

5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.7.3 To allow for an eight week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. Further consultation on the budget for 2016/17 has been undertaken following Policy and Resources Committee on 16 December 2015.

6 BACKGROUND PAPERS

6.1 CELS Commissioning Plan 2015-20, approved at CELS on Monday 9th March 2015.

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=7927&Ver=4>

APPENDIX A

**CHILDREN, EDUCATION, LIBRARIES
& SAFEGUARDING COMMITTEE**

Commissioning Plan 2015 – 2020

2016/17 addendum & targets

This document is an addendum to the [Children, Education, Libraries and Safeguarding Commissioning Plan 2015 – 2020](#), which sets out a revised narrative and updated indicators/targets for 2016/17. The full Commissioning Plan can be found here: [\[INSERT LINK\]](#)

1. CONTEXT FOR COMMISSIONING PLAN

Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally led investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well as providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it easy to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we'll consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet Taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £565 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over in the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Copthall – and the creation of 3 new ‘community hubs’ across the borough.

More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council’s Corporate Plan sets the framework for each of the Theme Committees’ five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled, and unemployed - benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to

live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offsets the impact of budget reductions and allows the council to invest in the future infrastructure of the Borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

We apply these principles to our Corporate Plan priorities of: **responsible growth and regeneration; managing demand for services, transforming services and more resilient communities.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision making.**

<p>Fairness</p>	<ul style="list-style-type: none"> • Fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer. • Managing demand for services – since 2010, we’ve successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we’ll focus on doing more to manage demand for local services. • This will require a step change in the council’s approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms. 	<ul style="list-style-type: none"> • Intervening early when needed to stop problems from escalating • Sharing information, including about Child Sexual Exploitation, so that needs are identified earlier • Increase the number of families fostering children locally to reduce the number of high cost placements. • Narrowing the gap between those children who are risk of underachieving and all children in our schools
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Responsibility

- **More resilient communities** – as the Council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities.
 - In doing so, the council will change its relationships with residents, with residents becoming more resilient and doing more to keep Barnet a great place. All parts of the public service system must play their part in helping to achieve priority outcomes with reduced resources.
 - The council will continue to take responsibility for **getting the basics right** we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it as easier to make transactions such as paying Council Tax or requesting a parking permit online.
 - We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities.
- Working with families to build their resilience, providing advice and support.
 - Promoting mental wellbeing of children and young people across the borough.
 - Promoting healthy living through our children's centres.
 - Implementing the new Charter for Children and Young People
 - Harnessing the capacity of volunteers to support local libraries
 - Drive all schools to be good or outstanding through a schools-led, self-sustaining school improvement system.

<p>Opportunity</p>	<ul style="list-style-type: none"> • The council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income. • Responsible growth and regeneration is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. It is also necessary to generate more money to spend on local services as the money received directly from Government reduces to zero. • As we continue to deal with budget reductions to 2020, we will explore the opportunity this presents to transform local services and redesign them, delivering differently and better. We will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the Council and the wider public sector. • As we focus on how to transform services, we will take the opportunity to make them as efficient as possible to drive out savings. 	<ul style="list-style-type: none"> • Making Barnet the most family friendly borough in which to live • Ensuring sufficient high quality, affordable early years places • Promoting the voice of children and young people in decision making , • Exploring alternative models to deliver services • Maximising apprenticeship, local labour and training opportunities available for young people through regeneration and development • Delivering new early years, primary secondary and special school places at a pace and scale to meet demand from demographic growth and regeneration
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4. VISION FOR CHILDREN, EDUCATION, LIBRARIES & SAFEGUARDING

Children

- The council will work with partners to make Barnet the most family friendly borough to ensure a great start in life for every child and that young people are well prepared for adulthood
- Safeguarding arrangements for vulnerable young people will continue to be effective and robust, with greater interface, including sharing information, between services
- There will be a range of services to identify and address, at an early stage, any issues that may impede a successful childhood, provided through a well-trained, high quality workforce

Education

- Education in Barnet will remain among the best in the country, with enough school places for all and with all children achieving the best they can, and the council’s excellent relationships with schools will be maintained
- Barnet will continue to have primary and secondary schools that are amongst the best in the country, with the council recognising that this is why many people choose to live here
- The attainment and progress of children in Barnet schools will be within the top 10% nationally and the progress of the most disadvantaged pupils will be accelerated

Libraries

- Barnet is a great place to live and we want a **21st Century library service** that is in tune with the **changing lifestyles of our residents**.
- Libraries are a universal and unique service, offering **learning opportunities** from the early years and through retirement.
- Our ambition is for libraries to:
 - Help all children in Barnet to have the **best start in life**, developing essential **language, literacy** and **learning skills** and developing a love of **reading** from an early age.
 - Provide residents with the skills to **live independently**; to improve their **health and wellbeing**; and to **get a job** and **progress whilst in work**.
 - Bring people together, acting as a **focal point for communities** and assisting resident groups to **support their local area**.

5. COMMISSIONING PRIORITIES

Over the next five years, the Council will need to **continue to save money from across all services** - including libraries - to meet an **overall budget gap of £98.4m to 2020**. The CELS Committee is expected to save **£14.5m** across its portfolio.

Children

- The effective **safeguarding of the borough's vulnerable children and young people** is, and always will be, at the heart of what the council does. As the council changes and local services evolve, **this commitment will not change**.
- When children are at risk, by **intervening early**, the Council will improve outcomes for children, young people and families, enabling them to thrive.
- Children placed with foster carers in Barnet tend to have better outcomes than those placed in residential care. The cost is also considerably **lower than the cost of placing a child in residential care**.
- We're increasing the size and effectiveness of our in-house foster care service, helping a greater number of children and young people to **move to foster care placements**.
- We're **intervening earlier to ensure needs are met through appropriate interventions** that prevent them from escalating
- The financial challenges facing the council means all services are being carefully looked at. However, as well as the need to make savings, it is also an opportunity to look at how we can **deliver services differently and better**
- We're exploring opportunities to develop a **social work-led, not-for-profit organisation** to provide some services for children and young people
- We will put hearing **the voice of the child** at the heart of what we do, including through implementing the newly developed corporate parenting pledge.
- We are, therefore, working with our social workers to consider the options to implement **models of good practice**, such as Signs of Safety, where they can help to achieve better outcomes.
- Children's social workers, as professionals, need to be at the heart of driving effective practice which **gets things right first time for children, young people and their families**
- We will consider **working with neighbouring authorities** and across London to drive good practice and efficiencies
- We're working with providers to deliver **high quality early education places** for 2,3 and 4 year olds

Education

- To maintain local authority education support functions in the face of the challenging financial climate, we're entering into a strategic partnership with Cambridge Education, to sustain and grow services. Head Teachers from Barnet schools have been involved throughout and **will continue to shape the growth and development of the partnership, enabling schools to commission the services they need**, including academies and free schools. The partnership will **build on the strong relationship with local schools** to generate income growth by selling services to more schools and other local authorities
- Cambridge Education is an employee-owned specialist education company and all 120 existing permanent council education staff, who will transfer on 1st April, will **continue to provide the full range of council services currently available to support schools and families**, including school improvement, school admissions, and services for children with special educational needs. Around 340 school catering staff have also transferred to ISS, a company subcontracted by Cambridge Education to provide school meals and civic catering.
- The partnership with Cambridge Education is **guaranteed to save the Council £5.4 million by 2019/20**. This will be achieved through a mixture of efficiency measures, and income growth as a result of marketing and selling services to more schools and to other local authorities
- Newly established School Improvement Partnerships are operating across the borough, leading a schools-led self-sustaining school improvement system, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding.
- Improving the range of alternative education support for children and schools is underway, with schools preparing to lead a new multi-academy trust, bringing together the borough's current offer to develop an improved spectrum of support for children at risk of underachieving in school.
- Recent government reforms to services for children and young people with special educational needs are now well underway and we will continue to develop appropriate education, health and care plans where required, to better co-ordinate services around the needs of each child.
- We will extend our close working with schools that identifies and provides early support to young people at risk of not making a successful transition into either education, employment or training to working with the Barnet and Southgate college to identify and support vulnerable college leavers.

Libraries

- We've listened to residents and we're proposing to **maintain the same number of libraries (14)**, as well as the **home, mobile, schools, archive** services and an extended **digital service**.
- We're proposing to **increase access to libraries** by using new technology to **extend opening hours** across the service, alongside a reduction in **staffed opening hours**.
- We're harnessing local community support through **more volunteering opportunities in libraries**, with four libraries proposed to be run by residents and community organisations. Financial support will also be maintained for the borough's two community libraries

- We're **maximising the income we generate** through better commercial and other use of library buildings. The remodelling of buildings to implementing the new proposed approach will take place during 2016/17.

6. TRANSFORMATION PROGRAMME

The Council's *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. The key benefits of the Children, Education, Libraries and Safeguarding Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Family Services ADM / Shared Service	Explore opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Theory of Practice/ Practice Improvement	Develop new social work practice approaches, (e.g. Signs of Safety), working with social workers and other children's services professionals to understand and meet the needs of children and young people as effectively as possible
Children in Care Demand Management	Safely reduce the rate of children in care through targeted and specialist interventions, considering therapies to support adolescents on the edge of care, reducing repeat admissions and removals and the time taken to permanence.
Early Years	Develop and deliver a new model for early years services which focuses on developing a more flexible, targeted model
Youth Services	Develop and deliver a new model for youth services, alongside the development of the new Youth Zone
Alternative Education	Develop a comprehensive spectrum of alternative provision education services where pupils engage in timetabled, educational activities away from school through bringing existing provision within a new Multi-Academy Trust.
NEET and Young People	Provide early personalised support to young people (14-19) who are highly vulnerable, at-high risk of or not taking up employment, education or training (NEET) to develop their employability
Libraries	Delivery of the library strategy, post consultation and Committee
Education and Skills Strategic Partnership	Commission services through a new strategic partnership with Cambridge Education and support a strategy to grow income through selling services to schools and others
Voice of the Child	Review the Role Model Army and ensure that the newly developed Corporate Parenting pledge is implemented

Programme cost and financial benefits

Project	Total cost	Total financial benefit
Family Services ADM / Shared Service	£625,000	Saving of £0.80m
Theory of Practice/Practice Improvement	£1,000,000	Saving of £2.20m
Demand Management Interventions	£1,600,000	
Early Intervention and Prevention	£100,000	

Project	Total cost	Total financial benefit
Children in Care Resource Management	£100,000	
Workforce and third party efficiencies	£100,000	Saving of £1.68m
Reforms to Early Years	£667,395	Saving of £3.04m
Reforms to Youth Services	£100,000	Saving of £0.80m
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Alternative Education Provision model	£120,000	
NEETS and Young People support	£185,000	
Reforms to Libraries	£342,700	Saving of £2.85m
Education and Skills ADM	£1,480,000	Saving of £1.15m
Total	£7.52m*	£12.87m

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7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and responsible growth and regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs).

Key:
CPI = Corporate Plan Indicator
SPI = Service Indicator

Children

Fairness: Managing demand for services

SAFEGUARDING - When children are at risk, by intervening early, the Council will improve outcomes for children, young people and families, enabling them to thrive

- Increase the size of in-house foster care service
- Provide intensive early intervention and support for families to prevent needs from escalating
- Safely reduce the rate of children in care through targeted and specialist interventions, such as therapies to support adolescents on the edge of care

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S6	Percentage of children in London Borough of Barnet foster care	41.3%	39%	42.5% (133/311)	53% (166/311)	Family Services
CPI	FS/S4	Number of referrals to social care (per 10,000 of the under-18 population)	374	Monitor	Monitor	Monitor	Family Services
CPI	TBC	Number of children in care per 10,000	34.5	Monitor	Monitor	31.4	Family Services
CPI	FS/S5	Number of children adopted	6 (Q2 2015/16)	20	10	20	Family Services

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	FS/S12	Number of new Common Assessment Frameworks opened in quarter	97	100	112	150	Family Services
SPI	FS/C14 (Annual)	Number of first time entrants to the Youth Justice System aged 10 to 17 (per 10,000 of the population).	298	330	326	315	Family Services

Responsibility: More resilient communities

BUILDING RESILIENCE – In children, young people, families, and communities

- Working with families to build their resilience through advice and support
- Improving the mental wellbeing of children and families
- Putting the voice of young people at the heart of what we do

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	NEW (Annual)	Percentage of young people in care who know about the Corporate Parenting Pledge	New	New	TBC	TBC	Family Services
CPI	New	Percentage of the target groups that are registered with the children centre within the area it serves	88%	65%	65%	65%	Family Services
CPI	FS/S15	Percentage of care leavers age 19 – 21 in education, employment or training	57%	Top 10% in England	55% Above our statistical neighbours	Top 10% in England	Family Services

CPI	NEW	Proportion of care leavers age 19 – 21 in suitable accommodation	New	New	90%	Top 10% in England (currently 95%)	Family Services
SPI	TBC	Percentage of families with child/ren under 5 within the borough are registered and accessing services at children's centres	93%	80%	80%	80%	Family Services
SPI	FS/C15	Young offenders in education, training or employment	72%	75%	Above London and National Averages	Above London and National Averages	Family Services

Opportunity - Transforming services

QUALITY SOCIAL WORK PRACTICE - Developing national models of good social work practice

- Explore opportunities and support development of a social work led, non-for-profit organisation to provide some services for children and young people
- Effective safeguarding of the borough's vulnerable children and young people
- High quality and efficient social work practices

	Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S1	Number of children made subject to Child Protection Plans	206	Monitor	Monitor	Monitor	Family Services

	Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	FS/S2	Children made subject to Child Protection Plan for a second or subsequent time	14.5% (Oct 2015/16)	9%	Perform in line with statistical neighbours (currently 15.6%)	Perform in line with statistical neighbours	Family Services
CPI	FS/S3	Number of children subject to Child Protection Plans for two or more years	2	Perform in line with statistical neighbours	Perform in line with statistical neighbours (currently 3.31%)	Perform in line with statistical neighbours	Family Services
CPI	FS/S7	Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place	52%	50%	63% (London average)	85%	Family Services
SPI	FS/S13 (Annual)	Annual social care quality assurance report	Qualitative	Improvement on baseline	Year on year improvement	Year on year improvement	Family Services
SPI	TBC	Number of Children Missing from Care (during reporting period)	7	Monitor	Monitor	Monitor	Family Services
SPI	FS/S11	Percentage of children in external residential placements	11.4%	10%	9.2% 29/311	5.5% 17/311	Family Services
SPI	TBC	Percentage of children in care with three or more placements during the last 12 months	4.2%	10%	10%	Perform in top 10% in country (currently 8%)	Family Services
SPI	TBC	Number of Children in Care further than 20 miles from Borough	66	Monitor	Monitor	Monitor	Family Services

Education

Opportunity - Transforming services

EDUCATION - Excellent school standards result in all children achieving their best, being safe and happy and able to progress to become successful adults.

- Improve educational outcomes through a schools-led, self-sustaining school improvement system.
- Through strategic partnership with Cambridge Education, provide services that are responsive to the needs of all schools

Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
CPI a) and b)	Formerly CES/S13 (Annual) a) Average attainment 8 score (new national measure) b) Average Progress 8 score (new national measure) c) Percentage of pupils achieving the threshold in English and mathematics (In 2016, the threshold is grade C GCSE, in 2017 the threshold is grade 5) (new national measure) d) Percentage of pupils achieving the English Baccalaureate (new national measure)	70% (previous equivalent measure)	68% (previous equivalent measure)	Top 10% in England for all measures	Top 10% in England for all measures	Education & Skills
CES/S8	Primary pupils' average progress in English Reading (new national measure)	95% (previous equivalent measure)	94% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
CES/S9	Primary pupils' average progress in English Writing (new national measure)	95% (previous equivalent measure)	94.5% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
TBC	Primary pupils' average progress in Mathematics (new national measure)	93% (previous equivalent measure)	93% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
CPI	New	The percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (new national measure)	82% (previous equivalent measure)	N/A (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
CPI	New Formerly CES/S11(a) (Annual)	% of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2 (new national measure)	76% (previous equivalent measure)	73% (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
SPI	CES/S11(b) (Annual)	b) Difference between achievement level of pupils eligible for free school meals in the past 6 years (FSM6) and their peers ('expected standard' in Reading, Writing and Maths combined) (new national measure)	12% (previous equivalent measure)	13%pts (previous equivalent measure)	Improve national ranking	Top 10% in England	Education & Skills
CPI	Replaces CES/S15/	Average Attainment 8 score of looked-after children (new national measure)	New	New	National average	National average	Education & Skills
CPI	Replaces CES/S16	Average Progress 8 score of looked-after children (new national measure)	New	New	National average	National average	Education & Skills
CPI	CES/S1	Percentage of primary schools rated as rated as 'good' or better	92%	92%	95%	100%	Education & Skills
CPI	CES/S3	Percentage of secondary schools rated as rated as 'good' or better	84%	87.5%	92%	100%	Education & Skills
CPI	New	Percentage attendance levels at primary schools	95.9%	London Average	London Average	London Top quartile	Education & Skills
CPI	CES/S18(a)	Percentage of 16-18 year olds who are not in education, employment or training	2.3% (2015)	2.3%	London Top Quartile	London Top Quartile	Education & Skills

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 School year 2015/16 Target	2019/20 School year 2018/19 Target	Service
SPI	CES/S18(b)	Combined percentage of 16-18 year olds who are not in education, employment of training and those whose current activity is not known to the local authority	TBC	New	London Top Quartile	London Top Quartile	Education & Skills
SPI	CES/S21	Percentage of children who applied on – time for a Reception place made an offer on national offer day	100%	99.8%	99.9%	99.9%	Education & Skills
SPI	TBC	% pupils with an Education, Health and Care Plan or statement of special educational needs achieving the ‘expected standard’ in English Reading, English writing and Mathematics at Key Stage 2 (new national measure)	25% (previous equivalent measure)	23% (previous equivalent measure)	Top 10% in England	Top 10% in England	Education & Skills
SPI	TBC (a)	Average attainment 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (new national measure)	13% (previous equivalent measure)	13% (previous equivalent measure)	Top 10% in England	Top 10% in England	Education & Skills
SPI	TBC (b)	Average progress 8 score for pupils with pupils with an Education, Health and Care Plan or statement of special educational needs (new national measure)			Top 10% in England	Top 10% in England	Education & Skills

Libraries

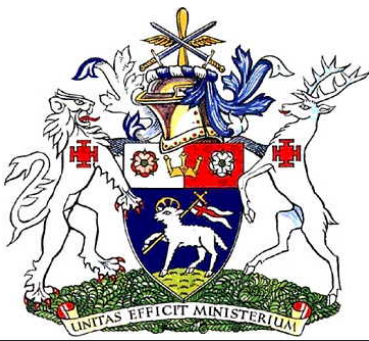
Opportunity - Transforming services

LIBRARIES - Children and adults benefit from reading, learning opportunities and easy access to the wider world of knowledge and information; and community groups are able to access community spaces and resources.

- Proposal for all current library sites to continue to offer a range of learning and resources supported by the home and mobile library service for vulnerable residents
- Enhance the digital library and exploit new technology to enhance access, alongside a reduction in staffed hours.
- Harness the capacity of volunteers

Ref	Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
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Library indicators will be developed as part of the library review



Children, Education, Libraries and Safeguarding Committee

23 March 2016

Title	Annual Report of Educational Standards in Barnet schools
Report of	Commissioning Director, Children and Young People and the Director of Children’s Services Education and Skills Director Head of School Improvement
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Report of Educational Standards in Barnet (Academic Year 2014-15)
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Summary

Barnet is well known for the quality of its schools and the diversity of its educational offer. The quality of Barnet’s schools is a significant contributory factor to making the borough a popular and desirable place to live. On 21st September 2015, the Children, Education, Libraries and Safeguarding Committee considered provisional results for Barnet’s state-maintained schools (including Academies and Free Schools). This report provides information on validated results for 2014/2015 assessments and national examinations, set out in Appendix A.

Recommendations

1. That the Committee note the validated results for school performance in Barnet for the academic year 2014/15 as set out in Appendix A: Report on Educational Standards in Barnet (Academic Year 2014/15)

1. WHY THIS REPORT IS NEEDED

- 1.1 On 21st September 2015, the Children, Education, Libraries and Safeguarding Committee considered provisional results for Barnet's state-maintained schools (including Academies and Free Schools). Appendix A provides validated results for the 2014/15 academic year, together with comparisons against statistical neighbours, the national average, and the London average (where available). It provides information on the attainment and progress of pupils across all key stages. Appendix A will be made available to schools and will be published on the council's website.
- 1.2 A new approach to school improvement was implemented in April 2015 which established a series of school improvement partnerships so that every school in Barnet is able to benefit from or contribute to system leadership and a self-improving school system.
- 1.3 For some years, Barnet has been among the top performing local authority areas in the country in relation to the achievement of children and young people and the quality of our schools. Barnet's aspiration is to be among the top 10% of local authorities in relation to the quality of provision in its schools.
- 1.4 **School standards and the attainment and progress of pupils in 2015**
Appendix A provides an analysis of school performance issues in Barnet based on the validated assessment and examination results over the past 3 years through national assessments and examination results. Headline results from this analysis include:
 - 91% of Barnet pupils are attending a good or outstanding school, above both the outer London (88%) and national average (82%).
 - Early Years Foundation Stage and Phonics outcomes show an increase from last year and remain above the national average
 - At Key Stage 1, attainment increased at a greater rate than national in all subjects and attainment in Reading, Writing and Maths is above all benchmark comparators. The national ranking for Reading, Writing and Maths have all improved to being either within, or just outside, the top 10% of Local Authorities.
 - Key Stage 2 results (at level 4+ in RWM) increased to 84%, and is just outside the top 10% of local authorities (17th nationally). Despite some falls in national rankings for attainment at Key Stage 2, the national rankings for

pupils making expected progress increased for Reading and Writing, and (remained stable for Maths). Progress for Reading increased to rank 3, and Maths remained stable at rank 12 (out of 152 local authorities), well within the top 10%.

- Attainment at GCSE for the headline measure (5 A*-C Grades including English and Maths) rose 5 rank positions from 10th to 5th out of 152 LAs. The attainment of both disadvantaged and not disadvantaged pupils in this measure was within the top 10% of LAs. The proportion of Barnet pupils who achieve the English Baccalaureate is the highest in the country. Key Stage 4 attainment is even more impressive given that progress is also ranked 2nd in the country for English, and 3rd in the country for Mathematics, indicating that Barnet schools enable pupils to make progress from all starting points.
- At Key Stage 5, the average point score per pupil and per subject entry in Barnet is above that of benchmark comparators. The proportion of pupils attaining grades AAB or better by the end of Key Stage 5 is ranked 5th nationally.

1.5 Strategic Priorities

Evidence from the analysis confirms the following main commissioning priorities for school improvement for the academic year 2015/16 that were approved by CELS on 21 September 2015:

- **The proportion of good and outstanding schools inspected since a new framework was introduced in September 2012**

Across all Ofsted inspections (old and new frameworks) 91% of pupils in Barnet's Primary and Secondary schools attend a Good or Outstanding school, which is above the national and Outer London averages (86% and 88%). This ranks Barnet 23rd nationally.

However, Barnet's national ranking for schools inspected since a new school inspection framework was introduced by OfSTED (the Office for Standards in Education) in September 2012 remains below the top quartile of local authorities. 82% of Barnet's schools inspected since September 2012 have been judged Good or Outstanding, which ranks Barnet 59th nationally. This is in line with the outer London average (82.1%) and above the national average (78.8%) but well below Barnet's ambition of being within the top 10% of LAs.

- **Primary Writing**

Barnet's attainment in Writing at Key Stage 1 entered the top 10% of local authorities nationally in 2015. Although Barnet's national ranking for attainment in Writing at Key Stage 2 fell slightly, the progress of pupils in Writing improved, and Barnet is ranked 44th nationally. This continues to be a Barnet focus.

- **The Free School Meals (FSM) gap**

The attainment gap between Barnet’s pupils eligible for free school meals (or disadvantaged pupils, depending on the key stage) and their non-FSM (or non-disadvantaged) pupils nationally has shown improvements across the Early Years Foundation Stage, Key Stage 1, Key Stage 2 and Key Stage 4. The only assessment phase where the attainment gap increased was Phonics, where the attainment gap in 2015 was wider than across London, but narrower than statistical neighbours and nationally. Despite the progress of schools in narrowing the attainment gap, FSM (or disadvantaged) pupils continue to perform below non-disadvantaged pupils nationally, and will remain a strategic focus for schools and the local authority.

- **Looked After Children**

The educational outcomes of Looked After Children remain significantly below those of their peers and therefore championing the attainment of this group of children and young people remains a strategic priority for Barnet’s partnership.

- **Primary attendance**

Although there has been some improvement, primary attendance remains a stubborn issue in Barnet schools. Primary authorised absence was high in Barnet over the past three years (compared to national and London), indicating a need to change the approach towards authorising absences among many groups of parents and within schools: a cross-Barnet working party and communication strategy have been developed to address this issue, which includes developing links between the NHS and education partners to decrease the amount of medical appointments taken during school hours.

2. REASONS FOR RECOMMENDATIONS

- 2.1 National assessments and examinations are used to report on and monitor schools’ performance. Data available in the public domain provides an opportunity for benchmarking Barnet’s performance, celebrate successes and identify areas for improvement to ensure Barnet’s schools remain popular and successful.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None.

4. POST DECISION IMPLEMENTATION

- 4.1 Data and the proposed school improvement priorities will be shared with schools. Appendix A will be published on the council’s website and available for parents and residents. The analysis will be used to continue to raise standards across Barnet schools, maximising the impact of Barnet’s school improvement approach.

5. IMPLICATIONS OF DECISION

- 5.1 **Corporate Priorities and Performance**

5.1.1 **Barnet's Corporate Plan**

The quality of the education offer is at the heart of Barnet's continuing success as a place where people want to live, work and study. It plays a crucial part in making Barnet a popular and desirable place with many families attracted to the area by the good reputation of Barnet's schools. Excellent educational outcomes and ensuring children and young people are equipped to meet the needs of employers are key to deliver the Council's strategic objectives set out in its Corporate Plan 2013-16 to:

- Support families and individuals that need it through promoting independence, learning and well-being: through high quality early years provision to give children the best start in life, ensuring support for children with Special Education Needs and/or disabilities and identifying and meeting the needs of vulnerable pupils.
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study: through ensuring that Barnet's schools are high performing and that every child can access a school that is at least good.
- Create the right environment to promote responsible growth, development and success across the borough: through ensuring that young people are equipped with the learning and skills to progress into adulthood and that schools work in partnership to identify and meet the needs of Barnet's current and future economy.

5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The work to respond to and drive school improvement is led from within existing resources of the Education and Skills Service. The council is entering into a strategic partnership with Cambridge Education from the 1st April 2016 to deliver the council's education support services including school improvement.

5.3 **Social Value**

5.3.1 Barnet's Education Strategy sets out Barnet's aim to ensure that all children and young people in Barnet have the opportunity to achieve their ambition and lead successful and happy lives through championing the attainment of vulnerable children and young people and those at risk of underachievement. The strategy provides a partnership framework to steer our combined efforts and resources in the context of a changing national and local education landscape with an increasingly diverse range of providers.

5.4 **Legal and Constitutional References**

5.4.1 As set out in the responsibility for functions (Annex A) of the Council Constitution (Section 15a), the Children, Education, Libraries and Safeguarding Committee has responsibility to lead the Council's responsibilities under the Children Act 2004 and Education and Inspection Act 2007.

5.4.2 Section 13 of the Education Act 1996 places a duty on local authorities to secure efficient primary, secondary and further education are available to meet the needs of the population of their area. Section 13A requires local authorities to ensure that their functions are exercised with a view of promoting high standards, ensuring fair access to opportunity for education and training and promoting fulfilment of learning potential for children and young people in its area. Section 14 requires local authorities to secure sufficient schools and sufficient is defined by reference to number, character and equipment to provide appropriate education based on age, ability and aptitude, as well as ensuring diversity of provision. These duties are overarching duties and apply regardless of whether schools are maintained by the local authority or independent of local authority support.

5.4.3 Part 4 of the Education and Inspections Act 2006 contains powers and duties in relation to schools causing concern. The powers of intervention apply in relation to maintained schools only. For Academy schools, local authorities should raise any concerns with the Department for Education. Section 72 of this Act requires local authorities to have regard to Government guidance when exercising its functions under Part 4. The latest guidance, Schools Causing Concern – Jan 2015, confirms that school improvement should be led by schools. The local authority role should be to champion excellent education, including monitoring performance, taking swift and effective action in maintained schools, intervening early, encouraging good and outstanding schools to support others and securing strong leadership and governance.

5.5 Risk Management

5.5.1 Educational outcomes should be monitored and challenged to minimise the risk of:

- Reputational damage to Barnet, through poor educational outcomes or provision in the Borough. The school improvement team regularly monitor and challenge schools on the quality of their provision, and the success of Ofsted inspection outcomes indicates this is an area of low risk.
- Barnet's Education Strategy aims not being met: this is considered low risk as the school improvement team regularly monitor and challenge schools and report on outcomes to a range of stakeholders. Appendix A shows areas where Barnet's attainment and achievement for pupils continues to improve, and the strategic priorities set out above will steer further school improvement activity over the forthcoming year.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010; advance equality of opportunity between people from different groups; foster good relations between people from different groups.

5.6.2 The broad purpose of this duty is to integrate considerations of equality into

day to day business and to keep them under review in decision making, the design of policies and the delivery of services.

- 5.6.3 School improvement monitoring, supporting and challenging arrangements ensure that the quality of education in Barnet is maintained and improved. Outcomes for all groups of children and young people are monitored including children with special educational needs, children in receipt of free school meals and children looked after. Barnet's Children and Young People Plan and Barnet's Education Strategy, both have a strong focus on improving outcomes for disadvantaged groups of children and young people.

5.7 Consultation and Engagement

- 5.7.1 School data is routinely shared with head teachers and chairs of governors through half termly Learning Network Meetings, termly Director's briefings for head teachers and chairs of governors and individual school monitoring meetings. The Schools Standards Partnership Board, a strategic board with a membership of representative headteachers and chaired by the Commissioning Director for Children and Young People, reviews and uses data to shape shared priorities for improvement across the Barnet partnership of schools.

5.8 Insight

- 5.8.1 A range of data sources including national assessment results, school census returns, and pupil premium files have been interrogated to provide insight into Barnet's attainment and achievement across all key stages and for pupil groups (where this data is available).

6. BACKGROUND PAPERS

- 6.1 Children, Education, Libraries and Safeguarding Committee, 15th September 2014 (Item 9) School Improvement in Barnet – an update and a new approach.
- 6.2 Children, Education, Libraries and Safeguarding Committee, 21st September 2015 (Item 9) School Performance in Barnet 2015 (Provisional)

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APPENDIX A

Report on educational standards in Barnet

Academic Year 2014/15

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Summary of Education in Barnet

Barnet enjoys excellent relationships with all its schools, and provides support and challenge to all State-funded schools, including Academies and Free Schools. In the 2014/15 academic year, Barnet established a series of school improvement partnerships so that every school could be a member of a partnership and be able to benefit from or contribute to system leadership and a self-improving school system. The existing structure of school networks was revised to be aligned to these new school improvement partnerships.

Schools in Barnet had another successful year in 2015 and this is reflected in their Ofsted ratings: In February 2016, 91% of pupils in Barnet Primary and Secondary schools attended a good or outstanding school.

In the Early Years Foundation Stage and Phonics, attainment increased again and is above the national average.

At Key Stage 1, results increased across all subjects, placing Barnet's attainment in the top 18 local Authorities nationally for Reading, Writing and Mathematics.

Headline attainment results at Key Stage 2 remained fairly stable, just outside the top 10% (Level 4+ RWM); this was achieved through increases in the proportion of pupils making expected progress from their individual starting points in all KS2 subjects. Progress in both Reading and Maths is within the top 10% of local authorities (LAs) nationally (ranked 3rd and 12th respectively).

Headline attainment at Key Stage 4 was ranked 5th nationally (5 A*-C Grades including English and Maths) and was within the top 10% for disadvantaged pupils, a number of ethnic minority groups, and SEN pupils without a statement or Education, Health and Care Plan (EHCP). For the proportion of pupils attaining the English Baccalaureate, Barnet was ranked 1st in the country. Pupil progress in secondary schools was ranked 2nd and 3rd nationally in English and Maths, reflecting Barnet's success at meeting the needs of all pupils from their starting points.

At Key Stage 5, Barnet's academic results remain amongst the best in the country, and a high proportion of young people remain engaged in education, employment or training post-16.

Throughout the report, Barnet's strategic priority outcomes have been identified.

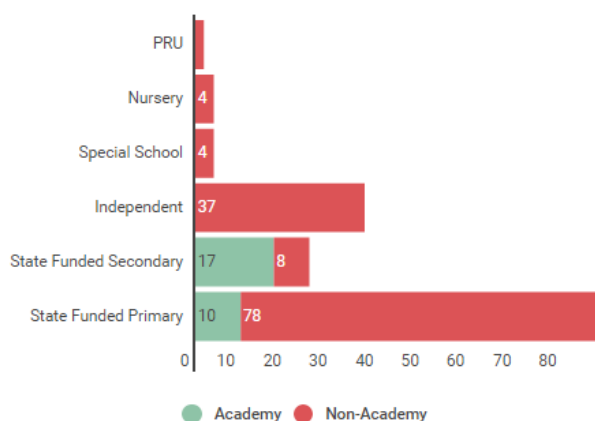
Despite Barnet's many successes, there remain a few areas which have been identified for improvement:

- An integrated communication and improvement strategy has been developed to improve primary school attendance
- A few key groups perform below their national or London counterparts
- Writing achievement at Key Stage 2 remains below that of statistical neighbours

Barnet's Family of Schools¹

Barnet has a range of schools to meet the needs of its diverse population, including 4 nursery schools (3 of these are now federated and form the Barnet Early Years Alliance), 2 Pupil Referral Units (PRU) and 4 Special Schools. There are 17 Academy or Free Schools in Barnet's secondary sector, and 10 Academy or Free Schools in Barnet's Primary Sector.

Number of Barnet Schools



91%² of pupils in Barnet's Primary and Secondary schools attend a good or outstanding school - this shows an improvement on the previous year and ranks Barnet in the top 20% of Local Authorities nationally.

Percentage of Pupils in Good or Outstanding Schools



Strategic priority: Schools inspected since a new framework was introduced in September 2012

Barnet's national ranking for schools inspected since September 2012, when OfSTED introduced a new school inspection framework, remains below the top quartile of LAs. 82% of Barnet's schools inspected since September 2012 have been judged Good or Outstanding, which ranks Barnet 59th nationally. This is in line with the outer London average (82.1%) and above the national average (78.8%), but well below Barnet's ambition of being within the top 10% of LAs.

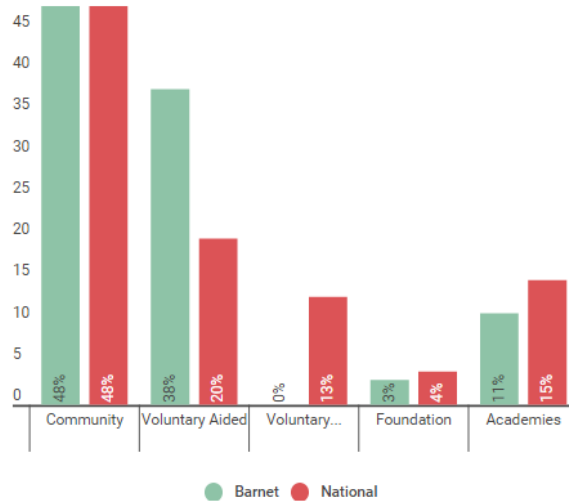
¹ Based on the January School Census, 2015

² As of 15.02.2016, data extracted from Watchsted.co.uk

Primary Schools¹

In the primary sector, Barnet has a higher proportion of voluntary-aided schools, and a lower proportion of voluntary controlled and academy/free schools than national.

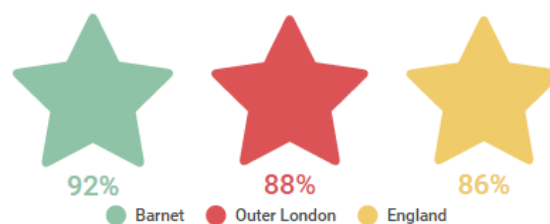
Barnet's State Maintained Primary Schools



Quality of Schools²

92% of Barnet's primary schools are rated good or outstanding, which is above Outer London and National, and places Barnet 23rd out of 152 LAs.

Percentage of Good or Outstanding Primary Schools



Contextual Factors¹

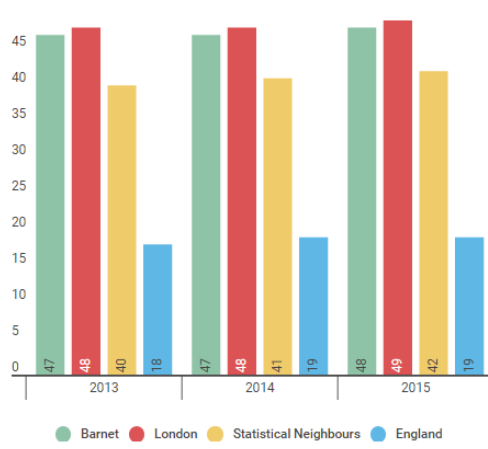
Barnet's primary population has a much higher proportion of pupils who speak English as an additional language compared to the national average, and has a similar proportion of pupils who have been eligible for free school meals in the past 6 years.

Barnet has a higher proportion of SEN pupils attending state maintained schools, for both pupils with a statement of SEN or Education Health and Care Plan (EHCP) and pupils with SEN but without a statement or EHCP.

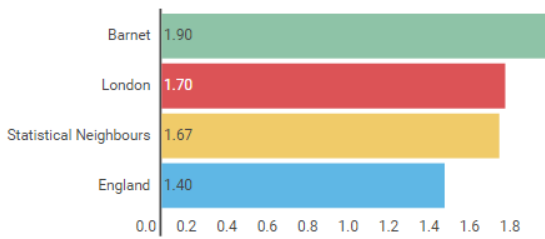
% of Primary-Age Pupils who have claimed Free School Meals in the Past 6 Years (FSM6)



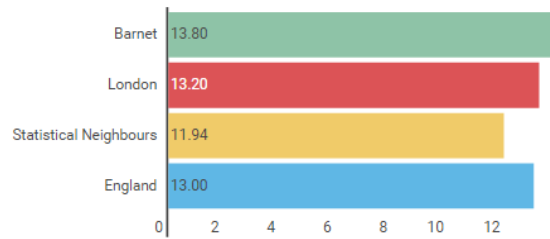
% of Primary-Age Pupils who speak English as an Additional Language (EAL)



% of Primary-Age Pupils with SEN and a Statement (or EHCP)



% of Primary-Age Pupils with SEN and without a Statement (or EHCP)



Secondary Schools¹

In the secondary sector, a higher proportion of schools are voluntary aided or academy schools compared to national.

Barnet's State Maintained Secondary Schools



Quality of Schools²

84% of Barnet's secondary schools are rated good or outstanding, which is below Outer London but above the National average, and places Barnet 46th out of 152 LAs.

Percentage of Good or Outstanding Secondary Schools



Contextual Factors¹

Barnet's secondary population has a much higher proportion of pupils who speak English as an additional language compared to the national average, and has a similar proportion of pupils who have been eligible for free school meals in the past 6 years.

Barnet has a higher proportion of SEN pupils with a statement of SEN or an EHCP attending state-maintained schools, and a lower proportion of pupils with SEN but without a statement or EHCP.

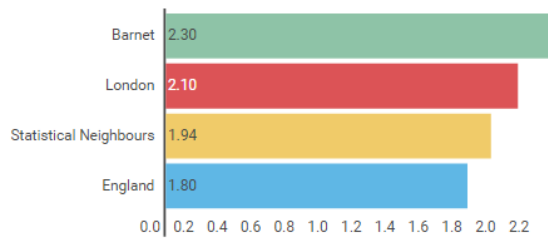
% of Secondary-Age Pupils who have claimed Free School Meals in the Past 6 Years (FSM6)



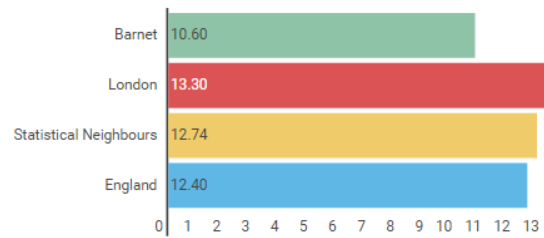
% of Secondary-Age Pupils who speak English as an Additional Language (EAL)



% of Secondary-Age Pupils with SEN and a Statement (or EHCP)



% of Secondary-Age Pupils with SEN and without a Statement (or EHCP)



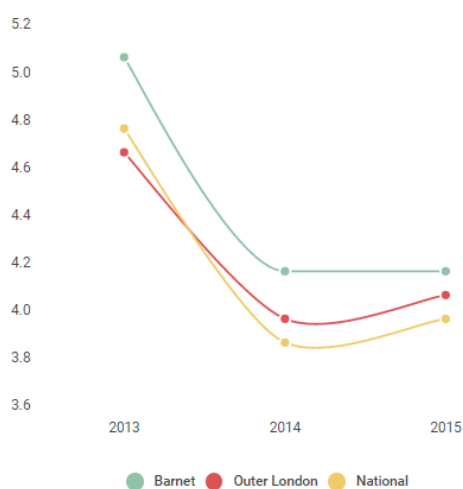
Strategic Priority: Primary School Attendance

Attendance is a major school improvement issue, as there is a clear correlation between regular attendance and good achievement at every key stage. Primary school attendance in Barnet is a major cause of concern. Whilst pupil attendance in Barnet secondary schools was above the national average in 2014-15 (absence below the national average) attendance at primary schools was below the national average (95.8% compared to 96%) and below the London average (95.9%).

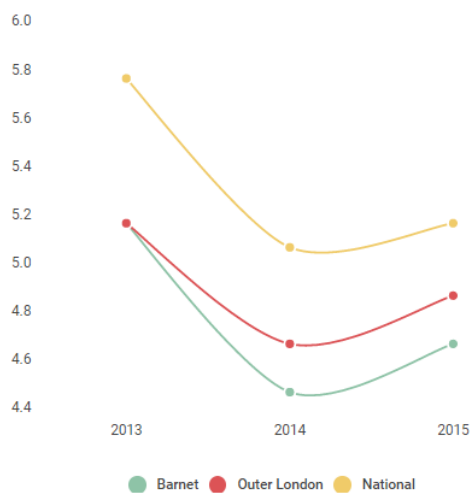
Although Barnet's national ranking improved from rank 114th in 2012-13 to rank 98th in 2014-15, more needs to be done to improve primary attendance levels towards the top quartile of local authorities, where Barnet should be, given its demographic profile.

Primary authorised absence was higher in Barnet over the past 3 years (compared to national and London), indicating a need to change the attitude towards authorising absences among many groups of parents and within schools: a cross-Barnet working party and a communication strategy have been developed to address this issue, which includes developing links between the NHS and education partners to decrease the amount of medical appointments taken during school hours.

Primary School Absence: % of Sessions Missed (Autumn and Spring Term)



Secondary School Absence: % of Sessions Missed (Autumn and Spring Term)



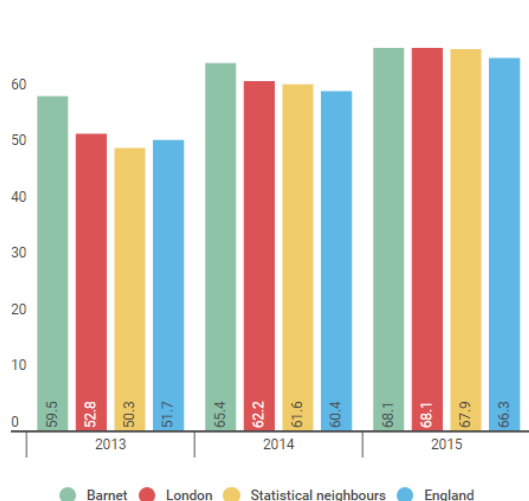
Primary School Results Early Years Foundation Stage³



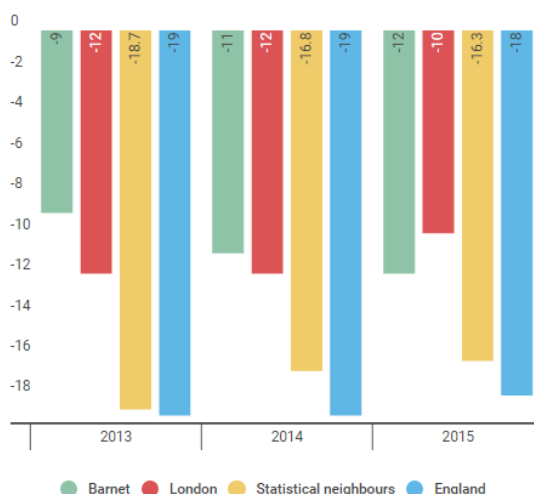
In 2015, 68.1% of Barnet's reception cohort attained a Good Level of Development (GLD) – although this was an improvement from 2014, the national and London average increased more than Barnet leading to Barnet's national ranking dropping from 22nd to 49th (out of 152 LAs). Barnet's attainment remains above that of all comparators.

The attainment gap between Barnet's FSM and national's Non-FSM pupils widened from 11 percentage points to 12 percentage points: this is narrower than for Barnet's statistical neighbours and national, however, this is a wider attainment gap than London. This gap has widened in Barnet for the past 3 years.

% of Pupils Attaining a Good Level of Development in the Early Years Foundation Stage



% Good Level of Development: Gap between FSM pupils and National Not FSM pupils



Strategic Priority: FSM Gap (EYFS)

The attainment gap between Barnet pupils eligible for Free School Meals (FSM) and non-FSM pupils nationally has widened over the past three years from 9 percentage points to 12 percentage points. Although the attainment gap of 12 percentage points in 2015 is narrower than it is nationally and for statistical neighbours, the gap has narrowed nationally, in London and for statistical neighbours.

³ SFR36/2015 – Early years Foundation Stage Profile Results 2014-2015 (DfE)

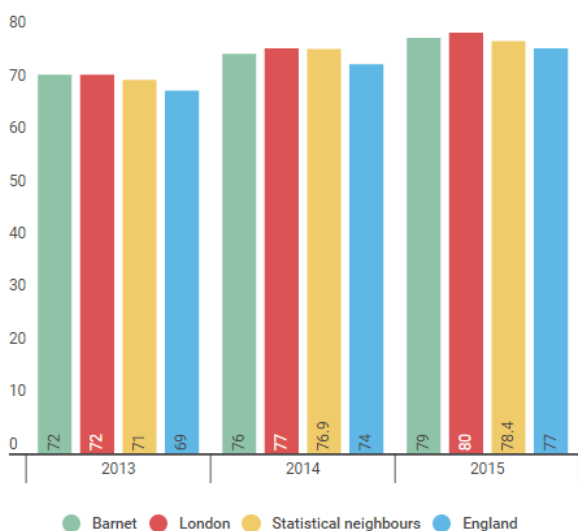
Phonics (Year 1)⁴



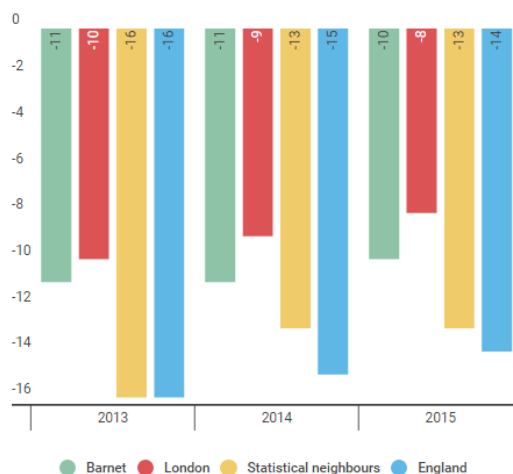
In 2015, 80% of Barnet's year 1 pupils were working at the expected standard in Phonics, and Barnet's ranking improved from 38th nationally, to 34th. Although Barnet's attainment is above that of statistical neighbours and the national average, it remains below the London average for the second year in a row.

The attainment gap between Barnet's FSM pupils and national's Not-FSM pupils narrowed to -10 percentage points which is narrower than statistical neighbours and national's gaps, but remains wider than the London average.

% Working at the Expected Standard in Phonics (Year 1)



% Working at the Expected Standard in Phonics (Year 1): Gap between FSM pupils and National Not FSM pupils

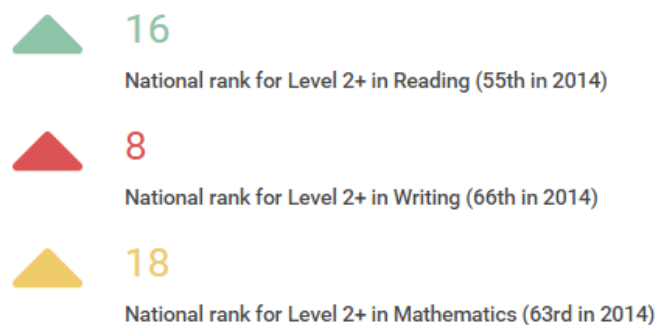


Strategic Priority: FSM Gap (Phonics)

The attainment gap between Barnet pupils eligible for Free School Meals (FSM) and non-FSM pupils nationally has narrowed over the past three years from 11 percentage points to 10 percentage points and is narrower than the attainment gap for pupils nationally and for statistical neighbours. The attainment gap remains larger than the attainment gap for London.

⁴ SFR32/2015- Phonics screening check tables (DfE)

Key Stage 1⁵



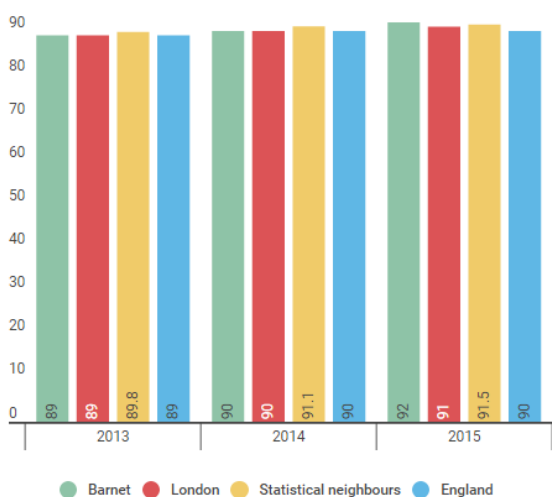
At Key Stage 1, attainment increased at a greater rate than national in all subjects and attainment in Reading, Writing and Maths is above all benchmark comparators.

The national ranking for Reading, Writing and Maths have all improved to being either within, or just outside, the top 10% of Local Authorities.

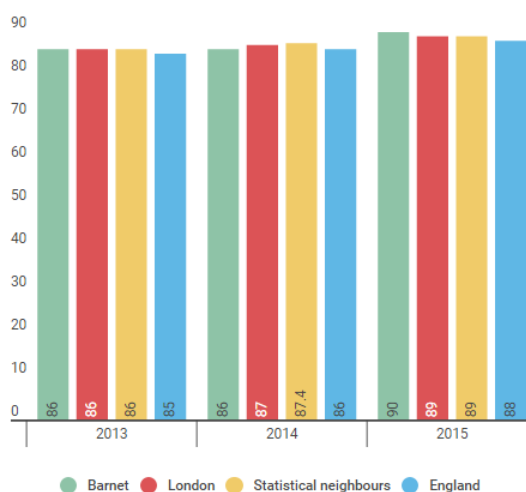
Strategic Priority: Primary Writing (KS1)

Attainment in Writing at Key Stage 1 increased from rank 66th to 8th, placing Barnet well within the top 10% of LAs nationally.

Percentage of Pupils Attaining Level 2+ in Reading at Key Stage 1



Percentage of Pupils Attaining Level 2+ in Writing at Key Stage 1



⁵ SFR32/2015 – Key Stage 1 local authority and regional tables (DfE)

Percentage of Pupils Attaining Level 2+ in Mathematics at Key Stage 1



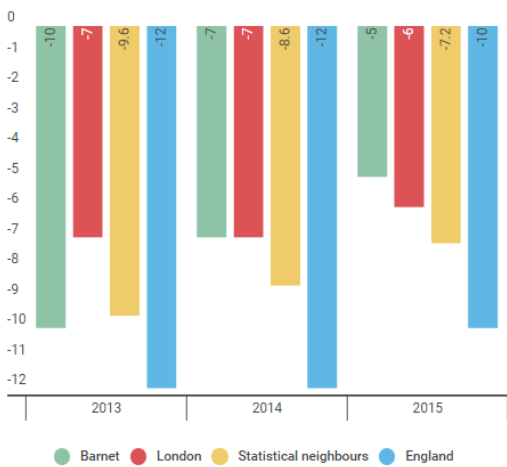
Percentage of Pupils Attaining Level 2+ in Speaking & Listening at Key Stage 1



Strategic Priority: FSM Gap (KS1)

The attainment gap between Barnet pupils eligible for Free School Meals (FSM) and non-FSM pupils nationally has narrowed over the past three years in all Key Stage 1 subjects. The attainment gap is narrower in Reading than the average in London, statistical neighbours and nationally; and in Writing the attainment gap is in line with the London average and narrower than the statistical neighbour and national averages. However, the attainment gap in Maths remains wider than the London and statistical neighbour average, although it is narrower than the gap is nationally.

% Attaining Level 2+ in Reading: Gap between FSM and national non-FSM pupils



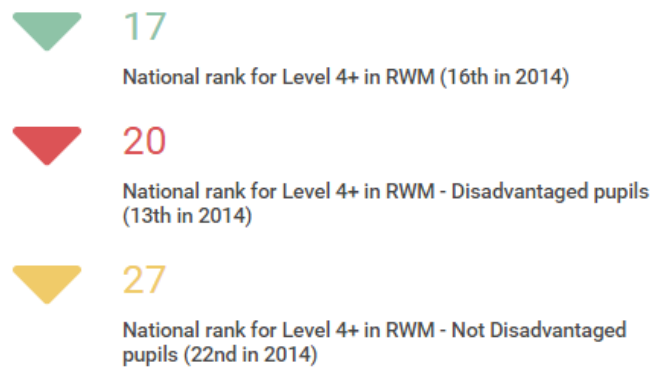
% Attaining Level 2+ in Writing: Gap between FSM and national non-FSM pupils



% Attaining Level 2+ in Mathematics:
Gap between FSM and national non-
FSM pupils



Key Stage 2⁶

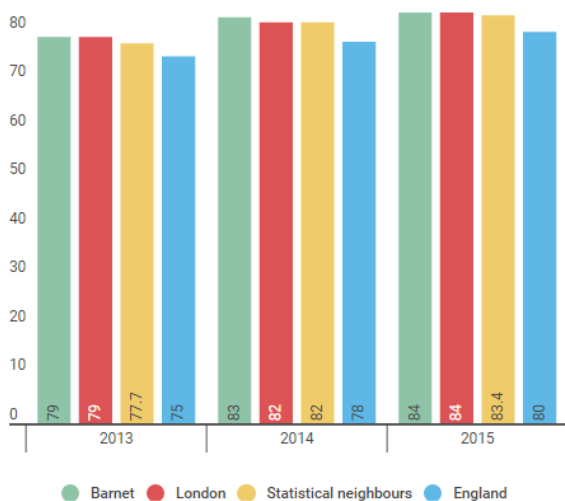


In 2015, 84% of Barnet's pupils at the end of Key Stage 2 attained a Level 4+ in Reading, Writing and Maths combined (RWM). This is above statistical neighbours and the national average, and in line with the London average. Barnet's national ranking remained fairly stable at 17th out of 152 (in 2014, Barnet was ranked 16th).

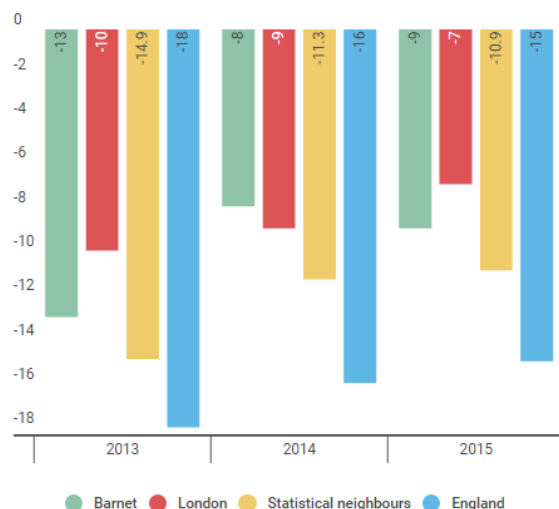
The attainment gap between Barnet's disadvantaged pupils (pupils eligible for Free School Meals any time in the last 6 years) and national Non-disadvantaged pupils widened from -8 percentage points to -9 percentage points: however, this attainment gap is narrower than that of Barnet's statistical neighbours and the national average. Barnet's disadvantaged attainment gap is wider than the London attainment gap.

There are differences in the attainment of different ethnic groups, with pupils of white ethnic backgrounds performing in the top 10% of LAs; pupils of mixed ethnic groups also performing very highly, just outside the top 10% of LAs; and pupils of Black or Asian ethnic backgrounds performing 46th and 47th nationally.

Percentage of Pupils Attaining Level 4+ in Reading, Writing and Maths at Key Stage 2



% Attaining Level 4+ in Reading, Writing and Maths: Gap between Disadvantaged pupils and National Not Disadvantaged pupils



⁶ SFR47/2015 – Local authority and regional tables (DfE)

14
National rank for Level 4+ in RWM for Ethnic Group = White pupils (7th in 2014)

17
National rank for Level 4+ in RWM for Ethnic Group = Mixed pupils (38th in 2014)

46
National rank for Level 4+ in RWM for Ethnic Group = Asian pupils (14th in 2014)

47
National rank for Level 4+ in RWM for Ethnic Group = Black pupils (46th in 2014)

15
National Rank for attainment of Level 4+ in RWM - SEN pupils without a Statement / EHCP (12th in 2014)

11
National Rank for attainment of Level 4+ in RWM - SEN pupils with a Statement / EHCP (13th in 2014)

Strategic Priority: FSM Gap (KS2)

The attainment gap between disadvantaged and non-disadvantaged pupils nationally widened compared to 2014 (from 8 percentage points to 9 percentage points in 2015). Over the past three years, however, there has been a general reduction in the attainment gap (from 13 percentage points in 2013). The attainment gap is narrower than the attainment gap for pupils nationally and for statistical neighbours, but remains larger than the London attainment gap.

Subject Attainment

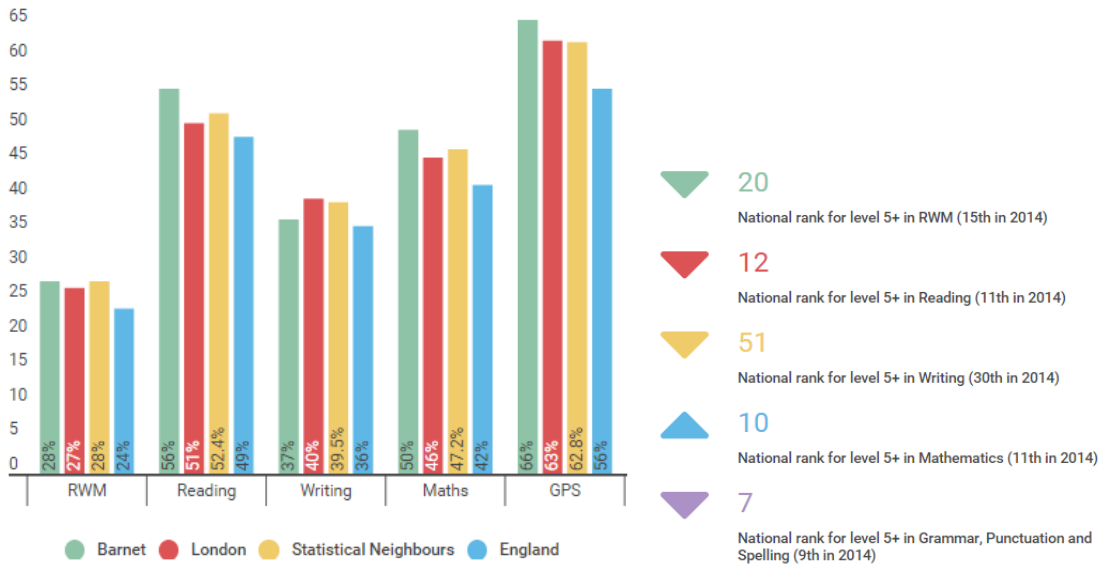
In 2015, attainment at Level 4+ was in line with or above all benchmark comparators, with the greatest over-performance in Reading when compared to statistical neighbours (a difference of +2.1 percentage points).

At Level 5+, attainment was above the London and national average in Reading, Writing and Maths (combined), Reading, Maths and GPS: however attainment in Writing was below the London average (37% compared to 40%).

% Level 4+ by Key Stage 2 Subject



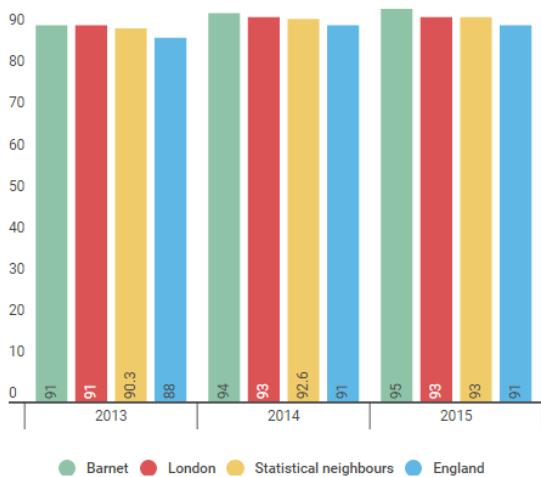
% Level 5+ by Key Stage 2 Subject



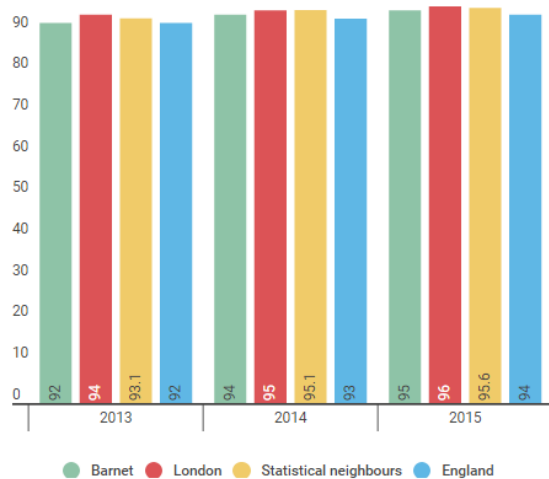
Key Stage 1 to Key Stage 2 Progress

Between the ends of Key Stage 1 and Key Stage 2, pupils in Barnet schools progress exceptionally well in Reading and Mathematics (ranked 3rd and 12th nationally). 95% of pupils make at least expected progress in Writing between Key Stage 1 and Key Stage 2 – although this is above the national average of 94%, it is below that of statistical neighbours and the London average (96%). Writing continues to be a focus for school improvement in Barnet.

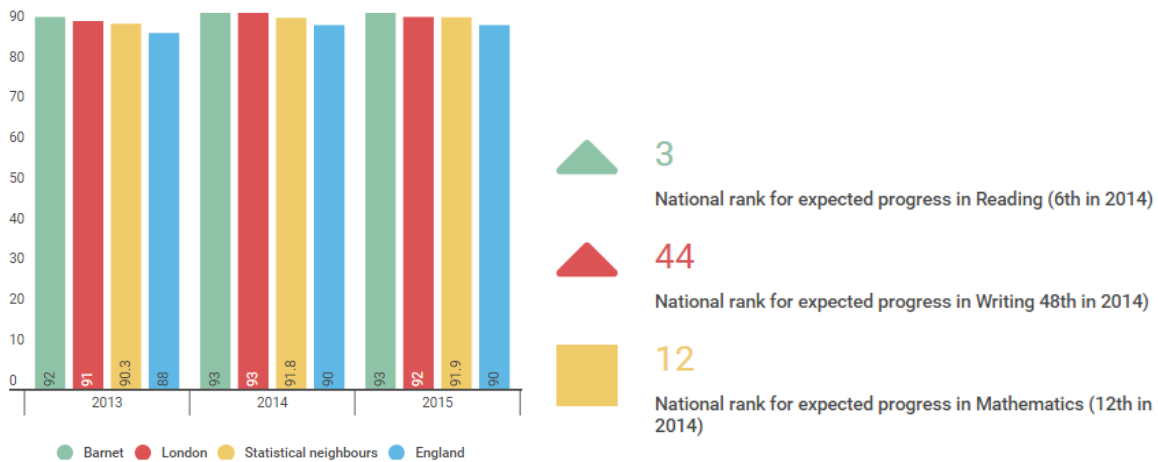
% of Pupils Making at least Expected Progress in Reading between Key Stage 1 and Key Stage 2



% of Pupils Making at least Expected Progress in Writing between Key Stage 1 and Key Stage 2



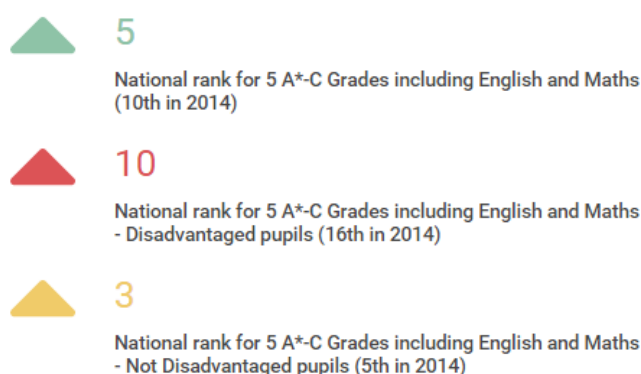
% of Pupils Making at least Expected Progress in Mathematics between Key Stage 1 and Key Stage 2



Strategic Priority: Primary Writing (KS2)

Attainment in Writing at KS2 increased from 88% to 89% level 4+, although attainment also increased nationally resulting in Barnet's national ranking decreasing slightly from 22nd to 26th. Despite the fall in national ranking for attainment, Barnet's ranking for progress increased slightly from 48th to 44th indicating some success for writing interventions in schools. Although this is above the national average of 94%, it is below that of statistical neighbours and the London average (96%). Writing continues to be a focus for school improvement in Barnet.

Key Stage 4⁷

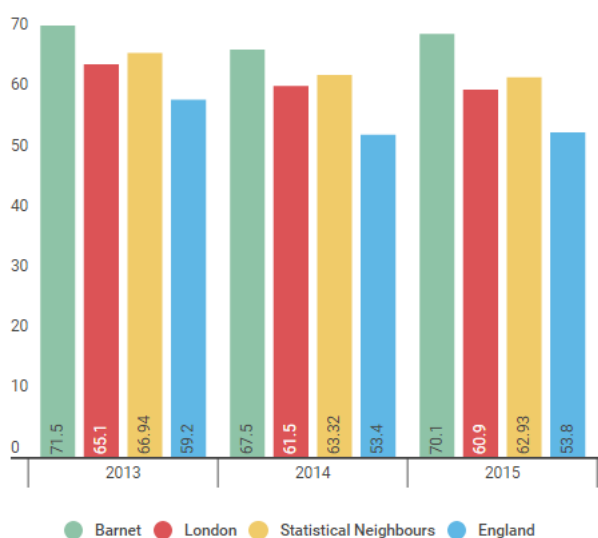


In 2015, 70% of Barnet's pupils attained the headline threshold measure of 5 A*-C Grades including English and Mathematics, placing Barnet ranked 5th nationally, and an increase from 2014 where Barnet was ranked 10th. This proportion is above all benchmark comparators.

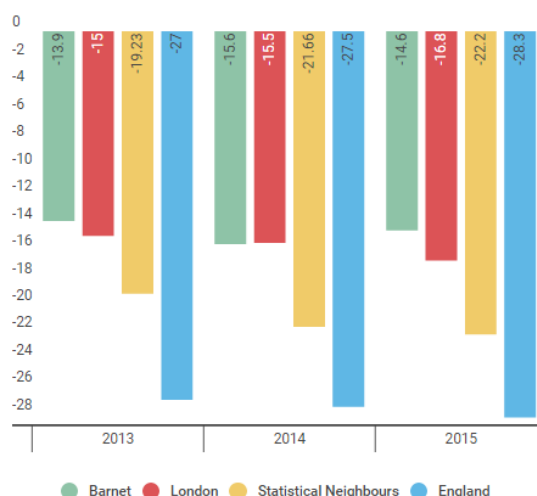
The attainment gap between Barnet's disadvantaged pupils and non-disadvantaged pupils nationally was -14.6 percentage points in 2015 which represented an improvement from 2014. Barnet's attainment gap is better than all benchmark comparators and attainment for both disadvantaged and non-disadvantaged pupils is in the top 10% of LAs.

There are differences in the attainment of pupils by ethnic group: pupils belonging to the ethnic groups White, Mixed, Asian and Chinese attain in the top 10% of LAs nationally, whilst the attainment of Barnet's Black pupils is ranked 35th nationally. Attainment for SEN pupils without a statement (or EHCP) is ranked 2nd nationally, and attainment of SEN pupils with a statement of SEN (or EHCP) is ranked 19th nationally.


% of Pupils Attaining 5 A*-C Grades including English and Mathematics





% Attaining 5 A*-C Grades including English and Maths: Gap between Disadvantaged pupils and National Not Disadvantaged pupils





⁷ SFR01/2016 – Local authority tables (DfE)


 **5**
National rank for 5 A*-C Grades including English and Maths for Ethnic Group = White pupils (8th in 2014)


 **12**
National rank for 5 A*-C Grades including English and Maths for Ethnic Group = Mixed pupils (44th in 2014)

 **3**
National rank for 5 A*-C Grades including English and Maths for Ethnic Group = Asian pupils (4th in 2014)

 **35**
National rank for 5 A*-C Grades including English and Maths for Ethnic Group = Other pupils (48th in 2014)

 **14**
National rank for 5 A*-C Grades including English and Maths for Ethnic Group = Chinese pupils (10th in 2014)

 **2**
National rank for attainment of 5 A*-C Grades including English and Maths - SEN without a Statement / EHCP (6th in 2014)

 **19**
National rank for attainment of 5 A*-C Grades including English and Maths - SEN without a Statement / EHCP (20th in 2014)

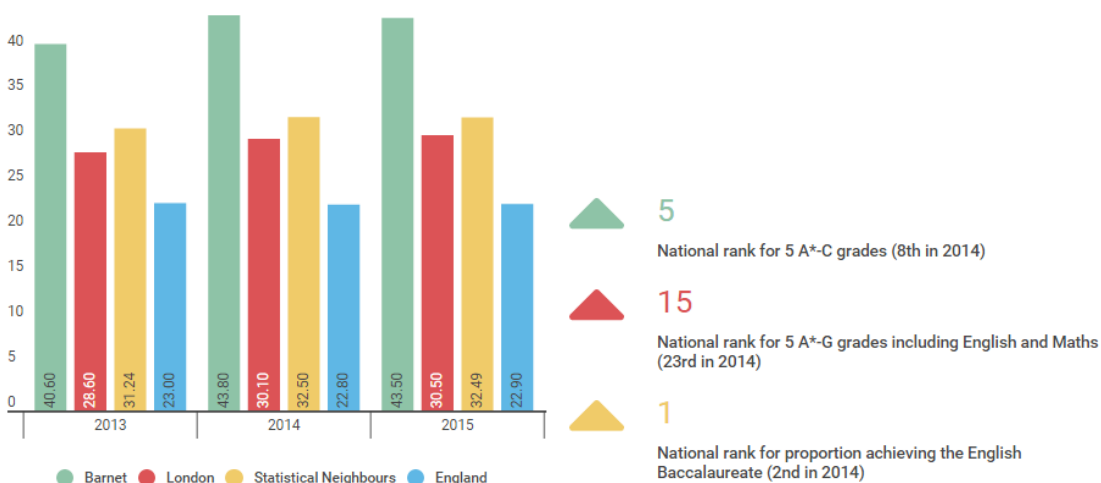
Strategic Priority: FSM Gap

The attainment gap between disadvantaged and national non-disadvantaged pupils narrowed from 2014 (from 15.6 percentage points to 14.6 percentage points in 2015). The attainment gap between disadvantaged pupils and their peers is narrower in Barnet than in London, across statistical neighbour LAs and nationally.

Other Threshold Measures

The proportion of Barnet pupils attaining 5 A*-C grades, 5 A*-G grades including English and Mathematics, and attaining the English Baccalaureate (EBacc) are all above benchmark comparators. Barnet's ranking for all these measures are within the top 10% of LAs nationally, and Barnet is ranked 1st for the proportion of pupils achieving the EBacc.

% of Pupils Attaining the English Baccalaureate



% Attaining 5 A*-C Grades



% of Pupils Attaining 5 A*-G Grades including English and Mathematics



Key Stage 2 to Key Stage 4 Progress

Pupils in Barnet schools make exceptional progress: Barnet is ranked 2nd for progress in English and 3rd for progress in Maths.



2

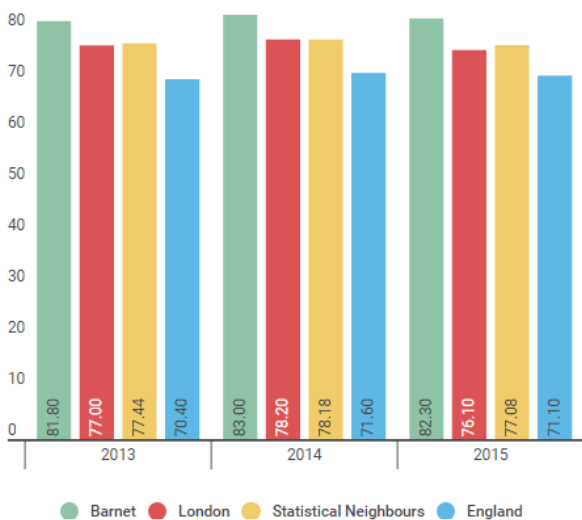
National rank for the proportion of pupils making expected progress in English (4th in 2014)



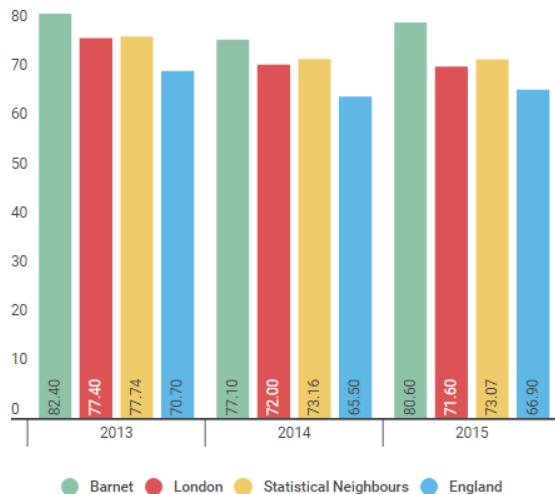
3

National rank for the proportion of pupils making expected progress in Mathematics (7th in 2014)

% of Pupils Achieving at least Expected Progress in English



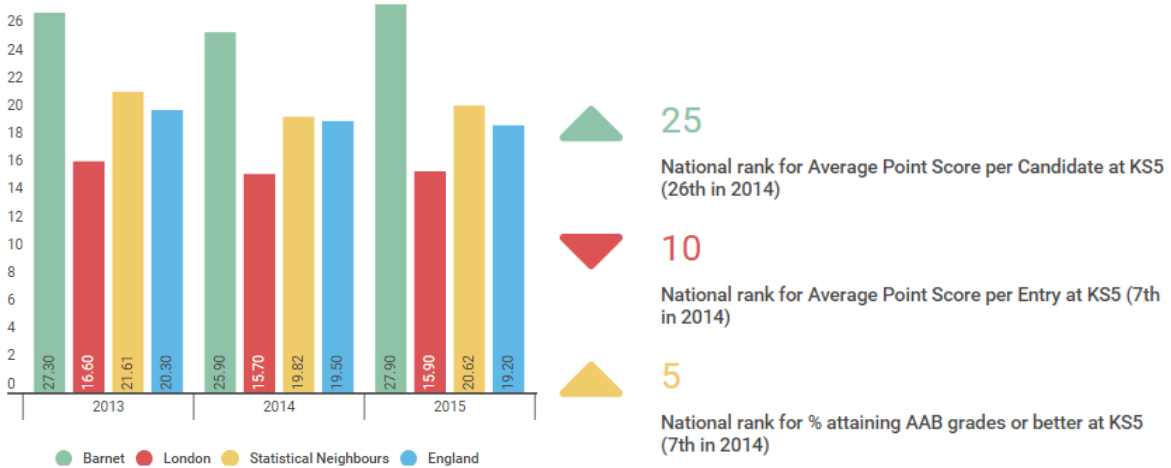
% of Pupils Achieving at least Expected Progress in Mathematics



Key Stage 5⁸

The average point score per pupil and per subject entry in Barnet is above that of benchmark comparators. The proportion of pupils attaining grades AAB or better by the end of Key Stage 5 is ranked 5th nationally.

% of Pupils Attaining AAB grades or better at A Levels



Average Point Score per Candidate



Average Point Score per Entry

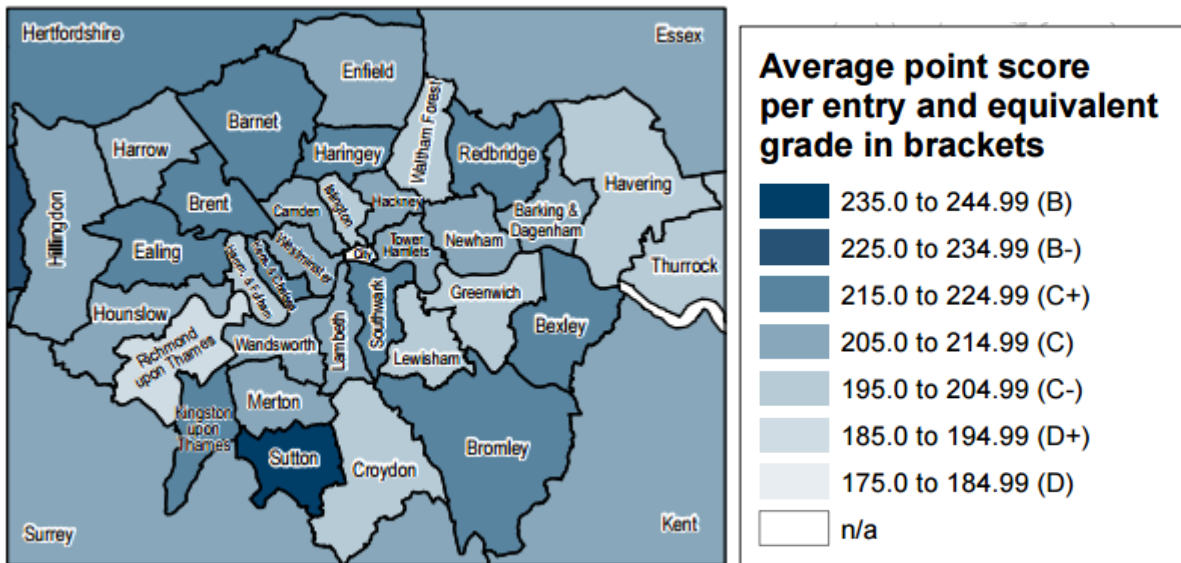


Map of A-Level Cohort⁹

The map below shows that Barnet's KS5 attainment for A level pupils (academic) is above that of most neighbouring authorities, and only the London Borough of Sutton is placed above Barnet in the distribution bands.

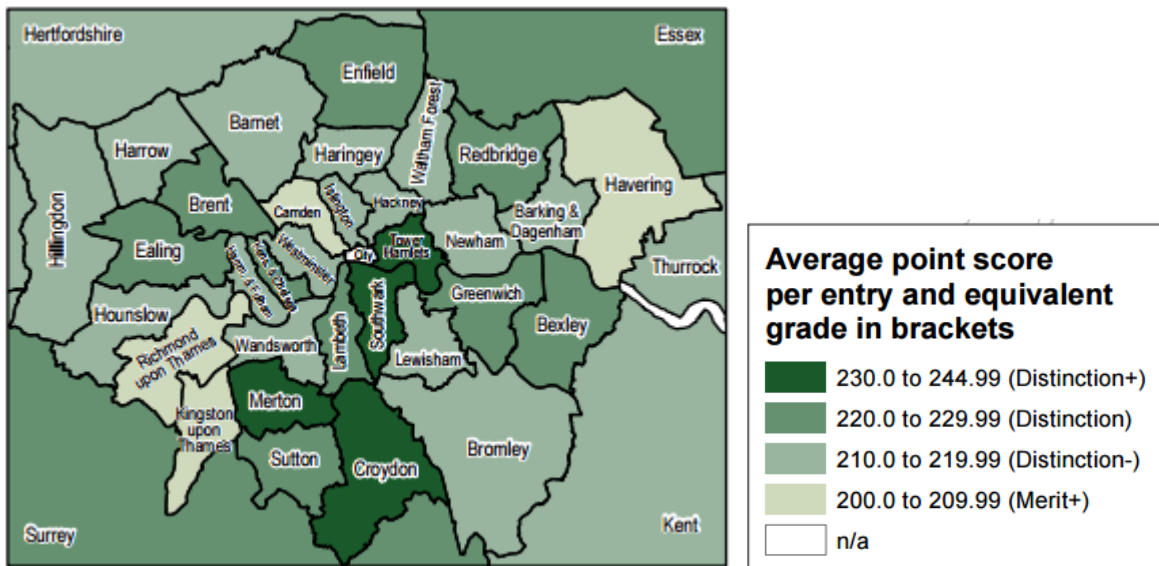
⁸ SFR03/2016 – Local authority tables (DfE)

⁹ SFR03/2016 – Average point score local authority map for A level cohort (DfE)



Map of Average Point Score per Entry for the Vocational Cohort¹⁰

The map below shows that Barnet's KS5 attainment for vocational pupils is broadly average across London, and is below that of Brent and Enfield, although above Camden and in line with that of other neighbouring LAs.



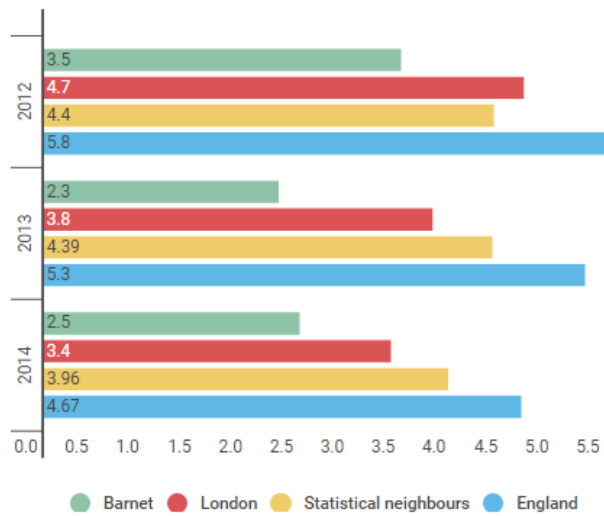
Participation Rates¹¹

Barnet has a very low proportion of young people who are not in Education, Employment or Training, ranked 14th nationally. This represents a higher proportion of young people who are gaining skills and qualifications to improve their outcomes.

¹⁰ SFR03/2016 – Average point score local authority map for vocational cohort (DfE)


¹¹ SFR19/2015 – Main SFR tables (DfE) / Participation in education, training and employment: 2014

% of Young People (16-18 years) Not in Education, Employment or Training (NEET)



14

National Rank for % NEET (ages 16-18)

	<p>Children, Education, Libraries and Safeguarding Committee</p> <p>23 March 2016</p>
<p style="text-align: right;">Title</p>	<p>Children, Education, Libraries and Safeguarding Committee Work Programme</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director, Children and Young People</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A - Committee Work Programme – March 2016-May 2016</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Edward Gilbert, Governance Service Email: edward.gilbert@barnet.gov.uk Tel: 020 8359 3469</p>

Summary
<p>The Committee is requested to consider and comment on the items included in the 2016 work programme</p>

Recommendations
<p>1. That the Committee consider and comment on the items included in the 2016 work programme</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Children, Education, Libraries and Safeguarding Committee Work Programme 2016 indicates forthcoming items of business.
- 1.2 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.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

- 5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**Children, Education, Libraries &
Safeguarding Committee
Forward Work Programme
March 2016 - May 2016**

Contact: Edward Gilbert 020 8359 3469 edward.gilbert@barnet.gov.uk

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
18th May 2016			
Review of Special Guardianship policy and support (draft report)	The paper will outline the current Barnet Special Guardianship policy & offer, and recommends adjustments to this.	Commissioning Director Children and Young People/Family Services Director	Non key
Young People Focus Papers	Committee to receive various papers relating to Young People Focus.	Commissioning Director, Children and Young People	Non key
Annual Report of Safeguarding Services	Committee to consider the Annual Report of Safeguarding Services.	Commissioning Director Children and Young People/Family Services Director	Non key