

Question Number	Item No	Raised By	Question Raised	Answer
1	8	Keith Martin	<p>Does the committee endorse the statement by Cllr Reuben Thompstone (letter to Barnet Times and Barnet Press 16 October 2014) that readers should:</p> <p>“engage in the public consultation process, so that an informed and relevant model can be developed to maintain the comprehensive and efficient library service that befits the good people of Barnet”?</p>	<p>The report contains a thorough consultation plan with a variety of approaches to engage residents. This demonstrates the desire to secure significant engagement in the process.</p>
2	9	Victoria Whitford	<p>Can the Chairman please confirm that he is aware of the recommendations of the last Ofsted report relating to Moss Hall Nursery School, which recommended that the Nursery needed to maintain its excellent work with the full support of its leadership - Council and Governors - and to develop a sustainable long-term funding solution?</p>	<p>The Chairman has seen the inspection report, although the report does not recommend that the Nursery needs to develop a sustainable long term funding solution. This is a recommendation of the Council’s task and finish group.</p>
3	9	Robert Paul	<p>Which members of the committee have actually visited one or more of the nursery schools in Barnet since they were elected?</p>	<p>Time has not allowed a survey of each committee member. The Chairman of the Committee has visited all four nursery schools in the last 12 months.</p>
4	9	Liz Purkis	<p>Has there been a cost analysis regarding the cost implications, both short and long term, of removing the Children's Centres from schools?</p>	<p>Yes, a cost analysis has been undertaken regarding the cost implications of children’s centres being delivered by the council. The change in</p>

				<p>management capacity has been factored into the new delivery model as have on-going premises costs.</p> <p>The council and schools have been in discussions for the past 6 months to establish the best way forward should the committee approve the early years review recommendations. A detailed piece of work is currently being undertaken to finalise the short term costs of the local authority taking on management responsibility for the children’s centres and will be complete by December 2014. This includes estates and IT costs as outlined in the Committee paper.</p> <p>Both the council and schools are committed to continuing to work closely together to come to a solution on each school site that keeps costs low. All parties want to ensure public expenditure adds public value. This approach will include continuing to share resources and attribute costs fairly.</p>
5	10	Perina Holness	How many schools have produced six year budget plans and how many of those schools will be showing a deficit budget at the end of that period. Specifically have the new expanded Hampden Way Nursery School submitted a three and six year projected budget and where can it be seen?	<p>The same issue of subsidy does not arise for schools other than nursery schools and so the local authority does not review budget forecasts. The proposals from the three other nursery schools indicate the budget will balance from the third year without any subsidy.</p>

6	9	Bruce McGill	<p>What are the reasons why the current local authority infrastructure has not been able to provide the current children's centre model with a) ratification of SEFs submitted in February 2014, b) provision of performance targets since July 2013, c) provision of baseline data since April 2014 or d) provision of community profiles since April 2014?</p>	<p>SEFs are self-assessment tools for children’s centres to use to assess their own performance and create action plans to improve and develop their own provision. The local authority gives guidance and support to centres. Officers have provided continued advice and guidance on performance and annual conversations. The current performance framework is being updated and improved. Baseline data is updated annually and individual community profiles are currently being developed to provide this update.</p>
7	10	Alice Jones	<p>Does the chairman recognize that if the full amount of what his officers have wrongly described as a subsidy was withdrawn from the school, and if the school did not generate income from the extended day services that are available to the families at the school, which is thanks to the work done by senior staff, that the amount left in the budget would only be enough to pay a team of unqualified staff, working with no support. There would not be enough to cover salaries of the Head, Deputy Head, all the other teachers, the school secretary, the finance assistant and the school caretaker?</p>	<p>During discussions with the four nursery schools various options for income generation have been explored to support a sustainable funding model.</p>
8	10	Darren White	<p>Can the Chairman confirm that the government have made clear that the early years funding formula can allocate variable amounts to different</p>	<p>This is the case. As outlined in section 2.2 of the Children,</p>

			institutions dependent on the services that they provide and their other costs, like premises?	<p>Education, Libraries and Safeguarding Committee report on the Nursery School Review, should allocation of funding to nursery schools be increased through a change in the funding formulae, the funding allocated to the other 240 early years providers in the borough would be reduced assuming the budget came from the early years block of the Dedicated Schools Grant.</p> <p>Any change to the Early Years Single Funding Formula would require consultation with all early years providers before asking for Schools Forum approval.</p>
9	8	Richard Logue	Many young people use our libraries to study and to use it equipment that may not be available in their homes. What steps will the council take to ensure this facility continues to be available within walking distance of most residents?	<p>The options in this paper all ensure that 95% of residents can access a library within 30 minutes public transport travel time.</p> <p>Each library would provide study space including access to computers and wi-fi.</p>
10	9	Sandra Greenyer	<p>Has there been a cost analysis of the works needed for children's centres on school sites to come under the LA?</p> <p>ie adaptations to entrances, IT systems etc.</p>	<i>See answer to Question 4</i>
11	9	Andy Whiting	We would like clarification on the term used 'childcare in schools to remain with schools' - Does this mean that childcare is to be managed by schools or is it to continue as it is, managed by	The recommendation outlined in 6.9 notes that childcare in schools will continue 'as appropriate'. Detailed design and implementation will ensure that the council works alongside schools to

			the CC on the school premises?	determine whether childcare will continue to be managed by schools into the future.
12	9	Fiona Blackwood	Under the full business model proposed will there be sufficient Children's Centre coverage for the East Locality?	Yes. See answer to question 32
13	10	Liz Peason	I am quite concerned at what I understand is the plan to take the CCs back to the LA. Ours is fully integrated with the school, so taking it away will involve costs to both sides. We share an entrance, some spaces, services such as the photocopier, utilities. It will be problematic to separate these sensibly. Have the costs been factored into the plan?	The council will continue to work with schools to ensure that transition costs are kept to a minimum. See answer to Question 11 and 25
14	7	Barbara Jacobson	6a Commissioning intentions p13/29 6 Can you confirm that the proposed reduction of specialist and out-of-borough places and in SEN transport costs will occur only as a result of an increase of the necessary specialist training provision within Barnet,?	We can confirm that the intention is to increase the amount of high quality in-borough provision in order to reduce dependency and thus expenditure on high-cost out-borough placements and associated transport costs.
15	9	Bob Jacobson	(p 178, Recommendations, 1-E – "That officers develop a full options appraisal...") My question is to do with the officers' impressions of the citizen's panel survey (independent) which, in this case,	The survey document has now been uploaded to the early years consultation page at http://engage.barnet.gov.uk/childrens-service/early-years-review/consult_view

			<p>amounts to over 50% of the consultation. The categorical questions of the survey allow only limited opportunity for response – presumably to achieve comparative results. In my opinion (I am not alone in this) the questions and limited categories-of-approval in the independent survey are somehow skewed in favour of the proposed model. Question 1) Would it be possible, in the interest of fairness and transparency, for the Council to publish the survey and let Barnet residents see for themselves its impartiality?</p>	
16	9	Kate Salinger	<p>The Task and Finish Group, entitled Early Years Review, set up by the old regime, reported to Cabinet on 25th February, 2014. The report stated that the status quo should be maintained in the borough regarding nursery schools, nursery school classes and Children’s Centres, with all facilities being funded to maintain them. The report was unanimously accepted. Therefore it comes as an unpleasant surprise to read the recommendations that are being debated today. I can only assume that council officers have chosen to completely disregard the work of members which culminated in the report and made their own recommendations. Councillors, what you have before you is NOT what was recommended by a very hard working group of</p>	<p>The relevant recommendation of the Task and Finish Group was: <i>To develop a sustainable funding solution for nursery schools and that the Schools Forum be informed of the view of this Task and Finish Group.</i>” The report does not state the status quo should be maintained. The report has not been ignored and is referenced in the papers set before the Committee. The Task and Finish Group report is available at http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=7518&Ver=4</p>

			<p>your peers, who investigated educational provision in Barnet for the under 5's as well as viewing the work done for this age group in other boroughs. Please explain to me why the work of the T and F Group is now being ignored and what is the educational justification for it?</p>	
17	8	Keith Martin	<p>Does the committee agree that the experience of Sheffield City Council is relevant to Barnet Council’s embryo Library Strategy for 2015? Dominic Smith (<i>The Guardian</i> 9 October 2014) reported that:</p> <p>“The Broomhill Library Action Group lodged a legal complaint over the council’s approach to using volunteers, citing the 1964 Public Libraries and Museums Act, which says the government can intervene if local authorities are not deemed to be providing a comprehensive and efficient library service (see Q 1), arguing that its needs assessment was flawed and a quarter of Sheffield’s residents had been left without access to a branch.”</p>	<p>The experience of a number of authorities, including Sheffield City Council, has been considered in the development of the paper.</p>
18	9	Victoria Whitford	<p>Can the Chairman confirm that he told the last full Council meeting that he supported the provision of high quality nursery education in Barnet?</p>	<p>The Chairman can confirm this.</p>

19	9	Robert Paul	Has the Council produced a 6 year plan which shows that the Council will not be in deficit in 2022? i.e has the same financial forecast been submitted for the amalgamated nurseries as has been by Moss Hall Nursery School?	The proposals from the three other nursery schools indicate the budget will balance from the third year without any subsidy.
20	9	Liz Purkis	What are the costs of increasing the infrastructure within the Local Authority to support the full business case of all Children's Centres coming under the Local Authority?	As outlined in section 6.4.2 of the full business case the council has outlined that there is a need to increase the capacity of the central management team. The new model has been designed from the ground up, making direct comparison difficult. However, the management functions have been re-designed rather than increased and the intention throughout the detailed design process has been to protect front line service provision.
21	9	Perina Holness	Can the Chairman confirm that discussions with the three amalgamating schools have included details of staffing levels?	Discussions have included staffing levels but final staffing structure has not been confirmed by the three schools.
22	9	Bruce McGill	Why is the model changing so drastically when the current model works?	As the full business case outlines, there are a range of factors that make up the case for change, including the need to reduce the budget by £700,000 and to design a system that works more

				<p>effectively for families.</p> <p>The early years review found that the current system did not effectively support staff to work at the best of their ability and is in need of improvement.</p> <p>In order to reduce the budget by £700,000 and protect front-line staff and services, a new model is required.</p>
23	10	Alice Jones	The Task and finish group's final report January 2014 recommends 'to develop a sustainable funding solution for nursery schools' Can I ask the councillor who & when were the words 'without continued subsidy' added to this?	The wording of the recommendations of the Task and Finish group have not been altered and can be found in section 1.9 of the Children, Education, Libraries and Safeguarding Committee report on the Nursery School Review.
24	9	Sandra Greenyer	What is rationale behind taking children's centres out of schools when schools are prepared to take a cut in budget and continue delivering services to meet needs of vulnerable families?	See answer to Question 31
25	9.	Andy Whiting	Throughout the document it does not include the total cost of building work required to separate the CC from the School. Using the Fairway as an example the proposed changes would cost the LA a considerable amount and some would argue it is not practical and is ethically wrong.	<p>The council will continue to work with schools to ensure that transition costs are kept to a minimum. There are a number of options around sharing facilities, which do not require complete separation of the children’s centres from the schools.</p> <p>See answer to Question 4.</p>

26	7	Barbara Jacobson	<p>Outcomes</p> <p>Please put a list of abbreviations and acronyms used in the report at the front of the document.</p> <ul style="list-style-type: none"> • Can you provide the updated figures for 2014 achievements for pupils with an EHCP? 	<p>Education Health and Care Plans (EHCPs) were introduced from 1 September 2014 under the Children and Families Act. However, there is a phased transition and as such some children continue to have a statement of special educational need (SEN). The equivalent previous reporting is attainment for pupils with a statement of SEN. 11.1% of children with SEN Statements in 2013/14 attained 5 A*-C including English and Maths (provisional data, 1st result, EPAS 24/10/2014). Final statistics for 2014 are still to be confirmed by the Department for Education.</p> <p>Further reporting can be found in the ‘School Improvement in Barnet - an Update and a New Approach’ report of the 15 September 2014 Children, Education, Libraries and Safeguarding Committee meeting. Specifically, see Section 5.1 of Appendix A. This can be found at http://barnet.moderngov.co.uk/documents/s17569/Appendix%20A.pdf</p>
27	9	Bob Jacobson	<p>(5.6.4, p 191) Re Volunteers. Question 2) How will the new model functionally increase capacity to support, train and develop volunteers? (... to ensure they can provide effective support skills to families with individuals therefore able to go back to work.) Question 3) How can the new model</p>	<p>See answer to Question 30</p>

			ensure that volunteers will respond?	
28	8	Keith Martin	<p>Will the committee ensure that every Barnet councillor and every member of the library services staff receives :</p> <p>Friern Barnet Community Library Annual Report 2014 (free frokimfbcl@gmail.com). This report sets out the developments, activities and achievements of the library in its first year, and details its receipt of grants of £25,870 from Barnet Council and £27,780 from other grant-giving bodies.</p> <ul style="list-style-type: none"> • <i>Friern Barnet – the library that refused to close</i> (£10.99 from Chaville Press keith.martin18@btinternet.com, delivery free). <p>This book is a case history of how and why a local community was ready to take action to reopen the library closed by the council, an eye witness account of the story, and presents a powerful argument for persuading Barnet Council to provide the security of tenure required by bodies such as the Heritage Lottery Fund to make large grants to the library trustees.</p>	<p>The report has been circulated to members of the Children, Education, Libraries and Safeguarding Committee.</p> <p>Copies of <i>Friern Barnet – the library that refused to close</i> have been provided by Mr Martin for members of the Committee.</p>
29	9	Victoria Whitford	<p>The four nursery schools in Barnet have received core funding to cover the employment of staff including heads, deputy heads, teachers and</p>	<p>In April 2011, the funding formula for early years in Barnet changed, bringing in the EYSFF, a single funding formula paid for 3 and 4 year olds</p>

			<p>other core staff for many years. Can the Chairman confirm that this has been the case for in excess of fifty years? If not when did it begin?</p>	<p>calculated on the participation rates of the establishment (per child per hour) rather than by place. This resulted in a transparent arrangement where all early years providers would receive the same level of funding per ‘free entitlement to early education place’ they provide. A full consultation was undertaken with representation from nursery schools, primary schools and other early years providers from across the borough and was agreed by the Schools Forum.</p> <p>For two years, the nursery schools received additional funding from the Schools Block within the Dedicated Schools Grant, until the DfE made it clear that this was no longer allowed. As a result, in 2013/14 and 2014/15 the extra funding to support the four maintained nursery schools has come from the Early Years Block of the DSG, which has been possible because of an underspend in the DSG provision for places for two-year-olds. Early Years funding for two-year olds has been based on target numbers and actual numbers have lagged behind the targets. In 2015/16 funding will be based on actual numbers at the time of the January census and so there will not be any underspend in this area of the budget. The Council’s current projection is that this will reduce funding by approximately £2million.</p>
--	--	--	--	---

30	9	Liz Purkis	Under what budget heading have you allocated resources 'to support, train and develop volunteers to ensure they can provide effective support to families'? (5.6.4)	<p>Resource 'to support, train and develop volunteers to ensure they can provide effective support to families' will be allocated from various budgets.</p> <p>The new model will ensure capacity in the role of management and front-line staff to effectively support volunteers. There will also be a separate training budget which will be used to ensure staff members are trained to support volunteers. The detail will be outlined as part of the implementation of the new model.</p>
31	9	Bruce McGill	Schools are happy to take a cut in the budgets of their Children's Centres and have expressed an interest in working more closely in localities. Has this been fully explored as an option that does not require the drastic change and costs or the proposed model?	<p>These options have been explored through the early years review process. It was established that the best way to deliver savings and protect front-line staff was through a more efficient management structure (under the locality model) delivered by one organisation.</p> <p>The council is committed to continuing to work closely with schools to ensure their knowledge and expertise is used to ensure a quality service for families in Barnet.</p>
32	9	Sandra Greenyer	Does the proposed model - with a cut in opening hours at two of the centres in the East Locality - offer enough cover to meet the needs of the families in this area?	As outlined in the full business case the resource allocation for children’s centres will continue to be based on the number of children between 0-5 and their level of deprivation in each locality. This will ensure that there is sufficient resource, targeted at

				<p>need, across each area.</p> <p>The proposed reduction in opening hours are in regard to buildings and the council is not proposing significant changes to services run from Sweets Way Community Centre (in Hampden Way reach area) and is committed to continuing to offer sessions in the St Margaret’s reach area.</p> <p>The exact use of venues will be developed through the detailed implementation phase of the project.</p>
33	9	Andy Whiting	<p>There is no indication with regards to money saved from reducing service delivery at the three named Children's Centres. Knowing this would give an indication of what further savings are required.</p>	<p>Savings will be achieved through a change in the early years model and the reduction in opening hours at the three named venues is an enabler for this change.</p>
34	7	Barbara Jacobson	<p>Throughout this item there are many commendable intentions and the repeated statement that ‘the savings profiled ... include ... workforce saving’. The relevant table mentions ‘efficiencies’. What is the current staff:client ratio and how, if at all, will it be affected by ‘efficiencies? Will there be a decrease in agency staff and an increase in in-house staff?</p>	<p>There are a large number of services provided under the remit of the Children, Education, Libraries and Safeguarding Committee and the staff : client ratio will be different for each of these.</p> <p>Detailed plans are still to be developed for these workforce savings, profiled for 2018/19 and 2019/20.</p>
35	9	Bob Jacobson	<p>(p 191) Re Locality Model. Question 4) Just how accessible will the Localities be? Will they be "pram-pushing distance", as per the initial development, and if not, then why praise their</p>	<p>The locality model will continue to use a large number of sites in addition to the core children’s centre buildings to ensure services are within an</p>

			accessibility?	accessible distance.
36	8	Keith Martin	<p>There are reports by Barnet Council, pre-empting the forthcoming consultations, that the embryo Library Strategy 2015 will include plans to close six libraries and to cut staff so that libraries are unstaffed for half of their opening hours. Does the committee consider that this scenario is not compliant with the council’s obligation to maintain a comprehensive and efficient library service?</p> <p>Further, does the committee consider that the following options should supersede the aforementioned planned cuts:</p> <p>Appoint forthwith a Chartered Librarian both to advise the committee and to head the Barnet Library Services, which clearly require professional expertise and leadership, in the same way that the conclusion of lawyer Clear Lloyd-Jones, in her report to Barnet Council , was that the Monitoring Officer’s “lack of appropriate qualifications and experience bring into doubt the decision to allow councillors not to declare pecuniary interests during debates.”</p> <p>Instead of making library staff redundant, redirect some of them to training the willing volunteers at Friern Barnet, and to creating and maintaining the computer catalogue which is one of the priorities</p>	<p>The options presented have been prepared to comply with the Council’s statutory duty. Further testing of proposals against the statutory duty will be carried out during consultation and further development.</p> <p>The service manager is a Chartered Librarian.</p> <p>The report identifies a need to be clear on how volunteers will be recruited, trained and managed if they are to increase in any new model of delivery.</p> <p>The report states that during the consultation process the Council will work with the groups running the existing community libraries in Hampstead Garden Suburb and Friern Barnet to develop business plans and premises related agreements through to 2020. Longer arrangements will be considered as part of these discussions.</p>

			<p>of the Friern Barnet Library trustees and Grants Working Group. Yes, grant-giving bodies are crying out to make available large grants to the library, once the Council has extended the lease to provide the trustees with security of tenure. (see Q 3 above).</p> <p>Include in the Library Strategy a ten-year lease to Friern Barnet Community Library trustees.</p>	
37	9	Victoria Whitford	<p>Does the Council agree that providing identical levels of core funding per child to private and State nursery schools such as Moss hall Nursery School, unfairly disadvantages State Nursery schools (which do not have the same levels of access to private funding as private schools), thereby unfairly disadvantaging children from poor backgrounds and in effect ending the provision of free nursery education to such children?</p>	<p>No. The Council proposes developing a sustainable solution to ensure that the same number of free entitlement, high quality, teacher-led places can be provided to children on the Moss Hall site.</p> <p>This will not disadvantage children from poor backgrounds.</p>
38	9	Bruce McGill	<p>The majority of centres run by schools seem to be successful. Has the LA fully explored using the expertise in these centres to support LA run centres rather than the other way round?</p>	<p>The council aims to utilise knowledge and expertise across the early years sector.</p> <p>See also answer to question 31.</p>
39	9	Sandra Greenyer	<p>Children's centres have not received baseline data, community profile for this year (April 2014-2015) and are continuing to offer excellent services for the vulnerable families and the</p>	<p>As outlined in the full business case the capacity of the central team is to be expanded to ensure there is adequate capacity to support the wider early</p>

			communities they serve. If this is how it is when they are managing a few centres what will it be like if LA is responsible for all?	years network. The implementation phase of the project will address issues around data and management information to ensure a high performing system as we move to a new model of provision.
40	9	Andy Whiting	Removing the line management away from schools and placing it with the LA again presents cost savings. There is no indication in the report of how much of a saving this would generate?	The new service model has been re-designed from the front-line up. Disaggregating the savings in this way is therefore not feasible.
41	8	Barbara Jacobson	‘1.12 Any scheme would need to result in a library that compares favourably to the proposed changes in whichever option of change was agreed. ... This would mean the new site would need to be at least the same size ‘ But 1.13 Opportunities will also be sought for the co-location of libraries with other public services and community facilities. There is greater potential for this to be viable if a library is reduced in size . There should be a presumption that under options that include smaller library sites re-location is likely to secure the best financial return.’ Please explain how 1.13 and all the other references to reducing library size do not contradict the principle set out in 1.12 and repeated in Appendix A at 8.3.	For clarity, the text in 1.12 of the report and 8.3 of Appendix A should be expanded as: <i>This would mean the new site would need to be at least the same size as the proposed library size for that option</i> . This is what was intended by “compares favourably to the proposed changes in whichever option of change was agreed”. If no plans for a reduction in the size of a library were proposed, a relocated or redeveloped library would need to be of the same or larger. If the library was proposed to be reduced in size to c.540 sq. ft., the relocated or redeveloped library would need to be this size or larger.

42	9	Bob Jacobson	(p 192) Re reduced opening hours. Question 5) What do you mean by "sessional service delivery"? (As an alternative to current open hours.)	Sessional service delivery refers to programmed events run in children’s centres such as ‘stay and play’ or a parenting course. Opening hours refer to the times that the building is open.
43	9	Andy Whiting	It would be interesting to see the 'split' when it comes to the proposed savings across the Early Years services.	See answer to question 40
44	8	Barbara Jacobson	1.15 ‘CCTV would provide additional security.’ Additional to what, as there is no security if there are no staff present?	In addition to the secure entry system requiring a library card and PIN code. Members will also have to opt-in to enable their card for ‘open’ library use.
45	9	Bob Jacobson	(p 230) Re recommendation for St Margaret's. "Tough decisions" and "consultation feedback demonstrated disagreement with the proposed changes"... These expressions create huge doubt that the Council is prepared to meet the needs involved. Given that the Council intends to do the right thing, can you and will you please assuage the fears of the families relying on St Margaret's Child Care Centre...in simple and direct language. Question 6) What assurances can you offer that the people being negatively affected get the quality of service they need?	The council is committed to continued provision of services in the St Margaret’s reach area to meet the needs of local families.

46	9	Andy Whiting	The Locality/cluster model put forward by the LA is not a fall proof model. There are examples of where it does not work. There is no detail in the report to suggest that it will work in Barnet and meet the residents needs.	The council believes the new model is the most appropriate to meet the needs of residents. The Ofsted framework for inspection recognises that groups of children’s centres under the control of a single management team should be registered and inspected together. The full business case also recognises that staff training, systems and processes are also important to ensure high quality services.
47	8	Barbara Jacobson	1.15 Anyone with a library card and a PIN can enter an ‘open’ library. What is the assessed risk to safety and security of young people in a library when it is known exactly when no staff will be present? How will the council monitor the ‘open’ hours at Edgware during the pilot?	Only library members aged 16 and over will be able to opt-in to the ‘open’ library scheme. Under-16s will need to be accompanied by an adult. A member of staff will observe ‘open’ hours during the pilot to support the evaluation.
48	9	Andy Whiting	The report makes reference to the low level of achievement for five year olds. There is no reference in the document about possible contributing factors which could impact these levels i.e. high levels of transient families, the increase of children with identified SEN in mainstream schools and the increase of children with EAL.	<p>The report references that Barnet has a higher than average number of children who have a good level of development as part of the early year foundation stage profile. However, there are still 40% of children who do not have a good level of development and the council is ambitious to see this proportion fall.</p> <p>Early years services are vital to ensuring those families with additional needs, including special educational needs and English as an additional</p>

				language are supported to achieve their potential.
49	8	Barbara Jacobson	1.17 How is space will be ‘freed up’ other than by reducing the size of libraries?	Space could be ‘freed up’ if libraries reduce in size, are closed, or relocated. Redevelopment of library sites could also result in the site being reconfigured to make a larger amount of space available.
50	9	Andy Whiting	The proposal does not go into detail about the vast variants in demographics/ communities in each CC reach area. This is likely to cause barriers to families accessing services.	A needs analysis has been undertaken as part of the early years review which has considered different demographics / communities.
51	8	Barbara Jacobson	1.18 Do you have any evidence that there are charitable trusts or community groups that are interested in and have the human and financial resources to provide a library service? How would the council fund these providers?	Yes, for example GLL is a charitable social enterprise that currently runs the library service for two London boroughs and Redbridge Vision currently provides the library service in Redbridge and has ambitions to expand. These providers would be funded through a contract with a service specification. Other library services are currently operated by mutual or industrial and provident societies such as York and Suffolk.
52	9	Andy Whiting	The report suggests that partnership work between key agencies is not happening; We believe this is at strategic level rather than at the front line.	The early years review has found that the quality of partnership work varies across the network and can be improved.
53	8	Barbara Jacobson	1.18/1.20 What are the reasons that the council has still not extended the lease of the Friern	Discussions with Friern Barnet Community Library are on-going. Friern Barnet Community Library are

			Barnet Community Library despite public promises from the Leader of the Council four months ago?	currently developing their business plan.
54	9	Andy Whiting	Volunteers are able supporters of professionals in the delivery of services however caution about volume/commitment/quality of service and accountability should be considered.	The proposed model protects front-line service delivery from paid staff. An increase in volunteer hours should be seen as an enhancement to this service – it is not a replacement for it.
55	8	Barbara Jacobson	1.21 ‘If libraries are made smaller”. Please explain how this does not contradict the principle stated in 1.12.	See answer to Q41
56	9	Andy Whiting	Throughout the report there is a high dependence on the Health Visiting service. There is concern about the feasibility of this as there is a shortage of Health Visitors. It would be recommended that an audit is carried out to establish the level of staffing and the recruitment plans.	This has been considered as part of the early years review. There is on-going engagement with NHS England and the provider (Central London Community Healthcare Trust) to address issues around the shortage of health visitors.
57	9	Barbara Jacobson	Appendix A 2.5 For all sites that are listed as requiring building works, what were the last dates when maintenance works addressing these issues were carried out? 2.5 For all the sites listed, what aspects of the Equality Act still need	Condition surveys were carried out four years ago, which highlighted health and safety works required and these works were carried out at the time. Since then reactive maintenance works have been carried out when required and these will have

			to be complied with, and which of these aspects are required only by the Equalities Act 2010 and which by the Disability Discrimination Act 1995?	addressed some of the requirements listed. The majority of the Disability Discrimination Act 1995 was repealed by the Equality Act 2010. The Equality Act places a number of duties on providers of services, employers and public service providers. The report refers to accessibility requirements, however what is reasonable in relation to such requirements will depend on the particular building. The Council’s intention is to ensure that library buildings and the library service as a whole is accessible to people with varying needs, including physical disabilities.
58	9	Andy Whiting	There is no clarification that the reach of the CC matches that of the Health Service which has previously caused barriers.	This has been considered as part of the early years review and will form part of the detailed work on the integration of health visitors and local authorities early years services.
59	8	Barbara Jacobson	6.1 ‘there are roughly four times more applications to volunteer in libraries than the number of volunteers who work there.’ Why is such a small proportion of applicants being used?	For a wide variety of reasons not all applicants take up volunteer positions within the service. At times there are more applicants than current vacancies for specific roles / locations. Our proposal is to extend the range of roles and locations in which volunteers have opportunities to be involved in the service.
60	9	Andy Whiting	Currently CC are paying rent to deliver services at the Libraries. The location of the libraries does not match that of the targeted families. Money	This has been considered as part of the early years review.

			could be saved by relocating these services to more appropriate locations i.e. schools.	
61	8	Barbara Jacobson	6.1 New service delivery model ‘Would be very difficult to manage operations in this way – it would be likely to lead to more unscheduled closures should issues arise with volunteer dependency.’ Why is this caveat not mentioned in the following three approaches, which are also based on volunteer service?	For the ‘enhancement of service option – there is no additional risk of unscheduled closures, library opening continues to be entirely dependent on staff. For the ‘community run library – with or without a specification’ options – opening is outside of Council control.
62	9	Andy Whiting	5.1 The Consultation process: * The consultation paper itself could be deemed as being very leading. The audience being directed to the desired answer	The consultation was designed to ensure feedback on all the proposed changes prior to a Committee decision. The council does not believe the questions were leading. The council has engaged in meaningful consultation, including those with protected characteristics. The council will continue to engage with families through the implementation phase.
63	8	Barbara Jacobson	6.1 What is the role of and provision for a professional, trained librarian in all the approaches listed	There will continue to be a role for professional, trained librarians in the approaches outlined. However, detailed staffing structures have not been developed.

64	9	Andy Whiting	The LA only provided one option which again could be deemed as being 'leading' the audience (unlike previous consultation papers).	The early years review proposed a range of recommendations that would form the new early years model, allowing feedback on each element of the proposed changes.
65	8	Barbara Jacobson	9.2 Option 1 maintains existence of all libraries and extends opening hours, so how does it save 68% on staff costs? How many librarians will be made redundant? How many other staff will lose their jobs?	Smaller libraries require fewer members of staff to work on-site. Reduced staffed opening hours also apply – the extension of total opening hours is through the introduction of unstaffed opening. Detailed workforce implications have not been developed at this stage.
66	8/9	Andy Whiting	Promotion of this consultation was very limited i.e. Libraries, Children's Centres and Barnet website. We ask the question how many hard to reach families access these services?	The early years review public consultation was promoted through a number of channels. Consultation included workshops with targeted groups, including those with English as an additional language.
67	8	Barbara Jacobson	9.3, 9.4 Options 2 and 3 How many librarians will be made redundant? How many other staff will lose their jobs?	Detailed workforce implications have not been developed at this stage.
68	9	Andy Whiting	The wording and length of the consultation does not also support hard to reach families and those with EAL	In designing the consultation the council needed to balance comprehensively consulting on the full proposals with accessibility for all. The wording and length of the questionnaire could be difficult for

				some families but in addition to the survey, ten drop in sessions were arranged to support families to complete the questionnaire and to take feedback verbally from those who did not want to. Feedback from these is covered in the consultation report.
69	8	Barbara Jacobson	9.4 Why would the libraries at East Barnet and Childs Hill not be offered to their communities to run?	Income from the alternative use of these sites has been assumed to off-set the cost of the remainder of the service.
70	9	Andy Whiting	It would be of interest to know the number of completed consultation papers to ascertain if the views are a true reflection, ensuring that this consultation is adequate.	The number of respondents to the consultation, including questionnaire responses, is outlined in section 5.6 of the early years review committee paper. In total, over one thousand individuals responded.
71	8	Barbara Jacobson	Appendix B 9.2 (wrongly listed as 11.2) ‘Older people have expressed some concerns that [more volunteers] would lead to fewer trained librarians in the service; care should be taken to assure them that the service quality offered can remain strong.’ How can you give this assurance?	Through clear publicity about the availability of well trained, knowledgeable staff availability in each of the three options.
72	9	Andy Whiting	6.5.2 Option 2 - Disadvantage 'Management focus can be diverted to immediacy of childcare' management resources are allocated accordingly.	This has been recognised and considered as part of the early years review.

			<p>This comment is not a true reflection of managing both childcare and children's centre. Throughout the report there is no recognition about childcare and children's centre being highly affective in early identification and prevention.</p>	
73	8	Barbara Jacobson	<p>10 I have read the explanation of the data analysis. What is the assumed accuracy of the analysis in respect of the tables in 4.2.1 and 4.2.2</p>	<p>The assumption is that library usage within each Lower Super Output Area (LSOA) follows the demographic makeup of the population in each LSOA. Comment on the precise level of accuracy could not be made without extra sampling e.g. a large-scale library user survey mapping respondents’ home addresses and demographic characteristics and extrapolating from these to predict the difference between the sample and the LSOA population. The purpose of this exercise was not to produce an exact profile of library users but to identify any statistical anomalies that might indicate differences in use or impact, which could be used as the basis for further investigation.</p>
74	9	Andy Whiting	<p>8.1. There is an emphasis about children's centres deescalating families from CIN/CAF however the report does not recognise that in early years (children's Centres) we are the first line of safeguarding and introduce CAFs as a tool to support families. A major concern is that although more families go up the pyramid, if it wasn't for the children's centres intervention more children could be put at risk. It would be interesting to compare the number of CAFs and referrals</p>	<p>This has been recognised and considered as part of the early years review. Children’s centres provide different and additional services to other pre-school childcare providers, therefore a comparison is not appropriate. It is recognised that children’s centres are an essential part of early intervention, alongside other agencies and front line services.</p>

			to safeguarding made by children's centres to that of PVIs and Pre schools.	
75	9	Andy Whiting	The costs of transformation seems low i.e. project team? In addition there are hidden costs i.e. using capital grant for building work which could be spent on other projects.	<p>The project team is the allocated resource to implement on the new early years model. This is on top of the capacity already in the service.</p> <p>As outlined in section 5.2.11 the estates and IT costs will be considered as part of the capital budget cycle between December 2014 and March 2015.</p>
76	9	Andy Whiting	What is meant by a locality model? How will it look in practice?	<p>A locality model will ensure that there can be additional flexibility around how early years resources can be more effectively used across venues, enabling services to change to meet evolving needs and types of requirements for local families.</p> <p>Instead of each children’s centre being registered independently, centres can be registered and inspected by Ofsted in groups. In this way, performance can be measured by reference to the work of the group of centres, rather than on an individual basis. This method of delivering children’s centres has been recognised by Ofsted since 2013.</p>