

Question Number	Item Number	Raised by	Question Raised	Answer
1	7	Keith Martin	<p>The proposals for the three options in the library consultation are unsupported by valid financial arguments (Barnet is planning a massive population expansion, huge regeneration of housing projects and accompanying investment in more – not less – hospitals, schools and, one would therefore suppose, libraries); unsupported too by either common sense or a public mandate, which is overwhelmingly to support - not undermine - the valued library services.</p> <p>In view of this, will the Council now have the grace to withdraw its proposals before the CELS committee today, and abandon its discredited plans to torpedo what is acknowledged to be a much appreciated public service?</p>	<p>The recent consultation (between November 2014 and February 2015) sought the views of residents and library staff views on a range of issues in relation to library services and contained three modelled options. The proposal set out in this report has been developed, taking account of these views and supersedes the three modelled options in the initial consultation.</p> <p>The Medium Term Financial Strategy, which was presented to Council's Policy and &Resources Committee in July, takes into account the growth anticipated in the borough. The growth will result in increased council tax but also increased service costs. The savings targets allocated to ARG committee (£19m of the total savings of £81m) reflect the increased council tax and business rates from the major regeneration schemes and therefore the level of cuts to service we have to make is already being substantially reduced by growth of council tax. It is therefore not possible to reduce this target as the increased council tax has already been factored in calculating overall council savings required.</p>

2	7	Theresa Musgrove	At Item 1.16.12, we learn our libraries will in fact no longer be libraries as such, but buildings in which a nominal library service is run, in part of the use of the property. The buildings will be handed over to Capita who will then manage and run them. Please tell us exactly how much revenue, or extra fees, or profits in terms of gain share payments Capita will earn from this new proposal?	<p>The Council currently owns a wide property portfolio which includes investment assets, community assets and operational assets. These are managed by Capita through the CSG contract with regards to leases, renewals, rent collection, etc. The released library space would move from an operational asset to an investment asset where the council would look to, where appropriate, charge commercial rent. This change is not anticipated to have a significant impact on the operational costs and therefore would not result in additional fees. CSG have a baseline of rental income they have to deliver before receiving gain share (paid from additional income they've brought in) for outperformance. The baseline would be increased by the rent expected from these properties which would meet the MTFS target, anything above that would become eligible for gain share as per the CSG contract.</p>
3	7	Richard Logue	"In the light of the announcement at the Conservative Party conference that councils will be allowed to retain income from Business Rates and have the freedom to increase the rate, does this now mean that the council's need to cut money from the library budget is reduced significantly and that the proposals before this committee are now no longer necessary?"	<p>The announcement regarding changes to business rates is positive, however the detail of the proposals are still unclear and are not expected to be implemented until 2020. With regard to increasing the rate, current information indicates that only elected mayors (i.e. GLA) can increase it, up to a cap, in order to pay for major infrastructure projects.</p> <p>This proposal also comes with new, as yet unknown, responsibilities for local government and in overall terms it is unlikely Barnet will see an improvement in its funding outlook over the medium term financial period. The</p>

				Government's deficit reduction plan remains unchanged.
4	7	Roger Tichborne	Has the council consulted with its insurers with regards to the additional public liability risks? If so, how has this affected premiums?	Please see response to questions 24 and 63
5	7	Barbara Jacobson	Para. 1.6 appears to say that the next consultation will run for 10 weeks, which is also stated elsewhere in the document (e.g. 5.11.9), but 4.1 states 12 weeks. Which is it?	The proposed further consultation builds upon the consultation process undertaken during between November 2014 and February 2015. The Council's view is that eight weeks would be sufficient for this second phase of consultation. However, the Council has decided to extend this to 10 weeks to include the Christmas period. 4.1 should read 'which will run for 10 weeks'.
6	7	Anne Shepherd	The current IT in Barnet Libraries is antiquated, to the extent that I strongly suspect it is no longer supported. When will it be upgraded and how will it ever get repaired if libraries are unstaffed? It takes forever as it is.	All public PC'S have recently been replaced (over the last three to six months) and are fully supported as part of the council's IT infrastructure. Wi-Fi is currently being upgraded and will be complete by Spring 2016. Since July a new process for library users to report IT faults during unstaffed periods has been piloted at Edgware Library.
7	7	Polly Napper	How can a council that proposes to spend £6.56 million on a half-baked plan to save just £2.777 make any claim to financial prudence, efficiency or even basic competence?	The one-off estimated capital investment of £6.56m would release <u>recurring</u> annual savings of £2.77m.

8	7	Mary Beer-Cleasby	<p>In Barnet's paper it references its statutory obligations but not all of them. The Library and Museums Act (1964) does indeed require the provision of a 'comprehensive and efficient' library service but it also imposes specific obligations with respect to an authority's duties. For example, the Act makes a specific provision (in Paragraph subsection 2.b) of the obligation to 'encourage both adults and children to make full use of the library service and of providing advice as to its use.'</p> <ul style="list-style-type: none"> a) How does Barnet propose to fulfil its obligations to encourage FULL use by cutting opening hours in many places by half or more? b) Furthermore how does Barnet propose to 'provide advice as to its use' without the provision of qualified, reliable, personnel to provide the advice? c) Given that Barnet proposes to use unstaffed, CCTV monitored libraries and exclude children the majority of the opening time (as is proposed East Finchley amongst others), on what basis can it claim to be 'encouraging children to make full use of the library?' 	<p>Paragraph 5.8.2 sets out the legal framework and the sentence quoted in the second bullet point.</p> <ul style="list-style-type: none"> a) and b) Please see answers to question 93, 94, 67, 61 b) Please see response to question 110. Children are not excluded from technology enabled opening hours. Children under 16 (aged 0-15) can access the service when accompanied by a registered user aged over 18 or with their school.
9	7	Mary O'Connor	What is the cost of implementing these proposed changes?	The estimated costs are set out in the report in section 5.7 of the Committee Report

10	7	Keith Martin	On 14 November 2015 The Library Campaign, a national body which assists all libraries and advances the lifelong education of the public, holds its fifth annual Speak Up For Libraries Conference. Will the Council liaise with The Library Campaign in devising a revised library strategy for Barnet, and send a clear message to the Conference that it will abandon its proposals to undermine the valued library services currently provided by Barnet Council, which are supported overwhelmingly by the Council's recent library consultation?	Whilst we have not consulted with the Library Campaign, this proposal reflects activities and developments which are taking place in libraries across the country, such as technology enabled opening, increasing use of volunteers, co-locating with other public services, etc.
11	7	Theresa Musgrove	At Item 1.16.2 of the report we read a claim that £505,240 will be raised through 'a number of channels'. How is such a specific sum calculated on the basis of so many unknown, vague and unpredictable sources of revenue, such as 'grant funding', and 'educational organisations'? What is the risk assessment of such projected revenue sources failing to produce the income specified?	The figure of £505,240 is the income projection for the current financial year, based on current income streams. The library service is currently on track to achieve this figure from existing income generating sources.
12	7	Roger Tichborne	With regards to volunteers, what first aid, emergency procedure and health and safety will be provided and what is the cost?	Volunteers are already deployed in Barnet libraries and are briefed on a range of issues, including health and safety. Volunteers that are deployed to support technology-enabled opening would be similarly trained and would receive specific additional training according to their duties (e.g. how to use the new technology). The training would be designed and delivered by the proposed new 'community engagement team'. The cost of the new posts have been accounted for in the proposal (e.g. c£70k).
13	7	Barbara Jacobson	Para. 1.11.2 states that 'At least 95% of Barnet residents ... have access to study space and to learning activities run for communities by communities and by local partners.' Please list all the amount of study space currently available at each library and the amount of study space that will be available if the proposed changes are made.	All library space is used flexibly to accommodate a range of differing needs. There are currently no areas within the library service specifically designated as study space, aside from Hendon Library which currently houses the borough's physical reference library resources. The

				amount of fixed furniture that some customers use for study varies according to site and usage varies throughout the year, with heaviest use of fixed furniture around exam periods. The proposal would see a reduction in fixed furniture. An improvement in Wi-Fi facilities will aid the more flexible use of space.
14	7	Anne Shepherd	How will non-staffed sites operate when the technology for automated entry (inevitably) breaks down? Similarly, does the Council not have any expectation that stock will just 'disappear' from non-staffed sites?	If the automated entry technology is not operational at all, no customers would be able to access the unstaffed library. The doors have a manual push button exit as well as an emergency fire exit. We have conducted a stock count as part of the Edgware pilot and to date, there is no evidence of theft. This reflects many years of experience in operating libraries where library users do not tend to steal resources that can be readily borrowed. The proposal is for CCTV in all technology enabled libraries.
15	7	Polly Napper	In an age of austerity when many residents are in dire need why is the proposal to charge 5p per day for the late return of children's books even being considered.	It is the parent or guardian who remains responsible for the return of library items taken out on a child's ticket and it is possible to renew library resources 24 hours a day, seven days a week. The introduction of children's fines would also ensure that more children's books are returned on time and thus available for loan by other families.
16	7	Mary Beer-Cleasby	Barnet claims professional staff account for approximately 70% of the running costs of libraries and therefore proposes to 'save' these costs by sacking this staff and recruiting unpaid, untrained volunteers to do the job of professionals more efficiently with fewer resources than trained professionals. For example, Mill Hill Library's annual cost including staff is about £150,000. Mill Hill has delivered an increase in Children's Fiction borrowing of 28% in the last 5 years, despite a 17% decrease in budget	<p>The development of community/partnership libraries is becoming a common feature in many local authority areas. Paragraph 4 of Appendix G sets out the range of support that would be available in addition to the annual cash grant of £25k.</p> <p>There is no reason for the council to believe that community based organisations or groups that</p>

			<p>WITH highly trained staff - thanks to their resourcefulness and experience. So if Barnet's claims re staff costs are true, then 70% of the annual running cost of Mill Hill is £105,000 annually. In which case, assuming equally qualified and capable volunteers are available to commit as many hours without any additional costs of training, the remaining cost of providing the library provision is £45,000. Barnet proposes to offer 'volunteer libraries' a sum of £25k to run themselves in total. However, even accepting the grotesquely improbably nature of the assumption that a parallel universe of professional librarians willing to volunteer the right skills and time for no money somehow exists, Mill Hill would still have a deficit of £20,000 on which to operate even without accounting for the inefficiency of - or likely nonexistence - of capable 'volunteers' to run the library.</p> <p>a) On what basis does Barnet think it is possible to fulfil its statutory obligations to encourage full use of the library by children (and adults) if it is now stripping out the trained staff and resources that enabled the 28% increase in children's fiction borrowing?</p> <p>b) On what basis does it think these libraries could realistically continue exist beyond a single year at all?</p>	<p>enter into a service level agreement to operate a Partnership Library would not have the same desire to encourage use of their library by adults and children. The performance of the Partnership Library would be monitored through the Service Level Agreement.</p>
17	7	Mary O'Connor	<p>Do you not recognise the professionalism of librarians? How can you expect volunteers to fill the gap of paid professionals?</p>	<p>Please see responses to question 22 and 94</p>

18	7	Keith Martin	In view of the findings of the report by Opinion Research Services of the adverse public reaction to all three of the options suggested by the library consultation, will the Council forthwith revise its strategy by cancelling the proposed cuts of £2.85 million in the library services budget, and instead implement increased investment therein, out of the increased council tax revenue from the planned population expansion?	The increased population will result in increased council tax but also increased service costs. This has been factored into the Medium Term Financial Strategy presented to the Council's Policy & Resources Committee in July. The savings targets allocated to ARG committee (£19m of the total savings of £81m) reflect the increased council tax and business rates from the major regeneration schemes and therefore the level of cuts to service we have to make is already being substantially reduced by growth of council tax. It is therefore not possible to reduce this target as the increased council tax has already been factored in calculating overall council savings required.
19	7	Theresa Musgrove	At Item 1.16.5, there is a recommendation that children be charged fines of 5 pence a day for overdue books. This is described as an 'income opportunity'. As such, a careful estimate of revenue that may be gained in this way must have been calculated: please tell us the exact amount of income Barnet expects to make from the borough's children? Will there be allowance made for children who cannot afford to pay? Or will Capita's bailiffs be instructed to recover funds owing from them, or their parents? What is the risk assessment of failure in the case of uncooperative children refusing to pay, or too many children who bring their library books back on time?	<p>Please see response to question 15.</p> <p>We have estimated that by 2018/19 around 25k would have been derived through the introduction of children's fines.</p>
20	7	Roger Tichborne	With regards to unmanned operation, what consideration and risk assessments have been performed to ensure the safety of the public and the councils assets?	A risk assessment has been undertaken and is kept under review.

21	7	Barbara Jacobson	Please list all the number of learning activities and their providers currently available at each library and the number that will be available if the proposed changes are made.	The current public learning activities provided through libraries are available via Barnet Council's website. In addition the library service hosts a large number of class visits from schools and other education establishments. It is expected that these activities would continue in staffed opening hours, with schools also able to make visits to the library during technology enabled opening hours.
22	7	Anne Shepherd	Responses to the consultation indicated that a majority of respondents were against the loss of staffed hours. Given that the current proposals mean that qualified staff will be made redundant, why does the Council believe that volunteers will be prepared to replace people who have been deprived of their livelihoods?	The proposal is not predicated on volunteers replacing staff. In order to deliver the required savings, staffed opening hours have to be reduced. Deploying volunteers to support technology enabled opening would enable libraries to be open when they would otherwise need to be closed.
23	7	Polly Napper	How much money is the proposed charge on children's books projected to raise?	Please see response to question 19.
24	7	Mary Beer-Cleasby	What provision has Barnet set aside for its costs in the High Court to defend its unlawful actions with respect to the Library and Museums Act? Is Barnet insured for legal defence with respect to the Libraries and Museums Act and if so what are the terms and cost of this insurance?	The council does not hold insurance for legal costs arising out of a legal challenge in relation to the extent and remit of its statutory responsibilities. The council is insured for legal costs associated with individual claims for loss or damage arising out of allegations of negligence.
25	7	Mary O'Connor	There is very little detail in this proposal. Will any staff have a full-time position?	As at present, there would be a combination of both full and part-time posts.

26	7	Keith Martin	<p>Given the Council policy of population expansion from 2015 to 2020 and beyond, what are the forecasts being used in the budgets for those years of increases in:</p> <ol style="list-style-type: none"> 1. population 2. revenue from council tax and business rates 3. expenditure on library services? 	<p>The increases factored into the Council's Medium Term Financial Strategy (MTFS) are as follows:</p> <ol style="list-style-type: none"> 1) Population increases: these are largely based on GLA projections 2016/17: 0.71%, 2017/18: 1.03%, 2018/19: 0.97%, 2019/20: 1.38% 2) Increases in revenue from council tax, business rates and business rates top up grant: these are based on growth from regeneration schemes and other known private schemes 2016/17: 1.31%, 2017/18: 1.55%, 2018/19: 2.49%, 2019/20: 2.73% 3) There are no increases in expenditure specifically attributed to library services in the current MTFS
27	7	Theresa Musgrove	<p>At Item 1.14.9, we learn that children will not be allowed to use the new unstaffed libraries, unless accompanied by, for example, an 'adult friend'. This clearly raises all sorts of concerns. What is the definition of 'an adult friend'? Please explain how this ban on unaccompanied children will be monitored and enforced, and how this proposal does not represent a serious potential risk in safeguarding, especially to vulnerable children?</p>	<p>Please see response to questions 110 and 111</p>
28	7	Roger Tichborne	<p>Have the police and fire service been consulted as to safety aspects of the proposal</p>	<p>The Council employs its own Health & Safety Advisor whose advice has been sought and who has been involved in helping to develop the pilot project.</p>

29	7	Barbara Jacobson	With respect to para. 1.13.7, will the buying consortium purchase stock on behalf of the volunteer libraries, and who will determine what that stock will be?	Current arrangements for stock purchasing would continue for all libraries in the network including Partnership Libraries. The Partnership Library would be supported to develop the specification for their resource requirements.
30	7	Anne Shepherd	The Council appears to be conflating a willingness to accept volunteer staff with the expectation that this means people will volunteer. Why do they believe this? There is also no indication if volunteer staff would need to be CRB checked, which is likely to reduce any pool of volunteers on principle.	Our experience is that volunteers understand the requirement for a CRB check when required (now called DBS check). Please see response to question 31 and 47.
31	7	Mary Beer-Cleasby	What is the total number of available volunteers Barnet has identified and what skills have they determined they possess?	Barnet currently deploys fewer volunteers than many other similar boroughs. It is the experience of other local authorities that there is an appetite within communities to support libraries. We have no reason to believe that Barnet residents would be any different in this regard. As now, all volunteers would go through a recruitment and training process appropriate for the nature of the volunteer duties. The proposal is for the Council to commission specialist support from a charitable organisation, Groundwork that is experienced in working with, and developing, volunteers.
32	7	Mary O'Connor	The charts in Appendix C do not have titles and do not have Y-axis measurement values. Numbers, without what value the number has is no use either. Please make them more descriptive so they have some meaning.	Section 2 of Appendix C sets out ' <i>How to read the Product Catalogue</i> '

33	7	Theresa Musgrove	According to Item 1.14.11, there will be no access to public toilets in open libraries: how is this compliant with equalities legislation, especially in regard to disabled or elderly users?	There is no legal requirement to provide public toilets at libraries during staffed or unstaffed opening hours. During the pilot at Edgware, there is no public access to toilets. Should this position be maintained during the proposed roll out of technology enabled opening, the equalities impact of this together with any mitigating action which can be taken would be considered as part of the final report to the CELS Committee in Spring 2016.
34	7	Roger Tichborne	What backgrounds checks will be performed on volunteers and what are the associated costs	Volunteers, where appropriate would be required to undertake a check through Disclosure and Barring Service (formerly called a CRB check). These checks are free of charge for volunteers.
35	7	Barbara Jacobson	With respect to para. 1.15.5, how does the digital library offset the reduction in space, which is used for study area, reading areas, activities areas?	Developing a digital offer helps to meet the needs of customers who prefer to access material on-line, 24 hours a day, seven days a week. It also makes available a wider range of learning resources, some of which are not available in physical format or are only available in the largest libraries (e.g. reference library). It enables the provision of a wider range of resources, without taking up floor space.
36	7	Anne Shepherd	The residents of Coppets Ward will, yet again, be particularly ill-served by the current proposal as the one Core+ library in the designated area will be in Church End, which is not easily accessible by public transport from this area. At least one of east Finchley or North Finchley should be Core+	The designation of individual libraries has been based on a range of factors as outlined in the report. All proposals have been developed within the context of the budget available. It is proposed to remove the charge for an internal reservation service so that a large proportion of any requests for books and other resources can be delivered to any library for free.

37	7	Mary Beer-Cleasby	What is the demographic composition of these purportedly available volunteers?	The current volunteers come from a diverse range of backgrounds, age groups and experiences and volunteer for a wide variety of reasons. We anticipate that future volunteers would reflect our experience so far.
38	7	Mary O'Connor	For much of your proposed opening times there will be no access to toilets. Why? As well as children not permitted alone in the "technology enabled opening hours", this will further restrict other adults access to the library. Why will the toilets be closed?	See answer to question 33. Toilets are closed during the pilot phase whilst we assess the cost implications of making them accessible.
39	7	Roger Tichborne	What additional management oversight is required and what is the additional costs for managing volunteers	Please see response to question 51, 39 and 12.
40	7	Barbara Jacobson	With respect to paras. 1.15.6 and 1.20.2, will the council guarantee that no existing library will close before a proposed new site is built and able to be fully functional?	Any major refurbishment of a library site may require a period of closure to enable the works to take place. For any library that may move location, the existing site would not be closed until the new site is ready. There would be a short period of closure (e.g. a couple of weeks) to move resources from one site to another.
41	7	Anne Shepherd	Reducing library space in Core or Core+ libraries is a nonsense as the amount of stock will have to be cut back so much as to render them virtually useless. In effect, the library service will reduce to an ordering service.	The <u>minimum</u> library footprint has been based on a professional assessment of the space required to deliver the range of library services in highest demand. Each library would have a range of resources on site as set out in Appendix C.

42	7	Mary Beer-Cleasby	Where are these volunteers located, and what measures have been taken to ensure they are suitable to be entrusted with libraries?	As now, all volunteers would go through a recruitment and training process appropriate for the nature of the volunteer duties.
43	7	Mary O'Connor	Again the detail is not there. How can you reduce the library size and still provide all the library facilities? For example, where will the archives section be when Hendon Library is reduced from 19,375 square foot to 2100 square foot?	The Local Studies and Archive Service is not included in the 2,100 sq. ft. (the proposed size of Hendon library). Appendix C sets out the services to be offered in each category of library.
44	7	Roger Tichborne	What are the additional costs of security for buildings under the new arrangement? How many extra security staff will be employed by the council or its contractors	There is no proposal to employ security guards in the wider roll-out of technology-enabled libraries.
45	7	Barbara Jacobson	With respect to para. 1.16.6, how much income does the council estimate these fees will bring in?	It is anticipated the new fees and charges would have generated c. £80k by 2018/19.
46	7	Anne Shepherd	Who are all these community groups etc. who are going to hire space in library buildings? What research has been done into demand?	Please see response to question 70.
47	7	Mary Beer-Cleasby	Has Barnet taken any measures to ensure people wishing to volunteer are honest, capable, noncriminal, wholesome and reliable? If so, what is the system of vetting and the cost therefore?	As now, all volunteers would go through a recruitment and training process appropriate for the nature of the volunteer duties. Volunteers supporting technology enabled opening would be DBS checked – previously known as CRB. In Barnet and across the country, volunteers offer their time to a wide range of public services including hospitals, charities, youth work etc. and there is a long tradition of volunteering in Britain. Please see response to question 34.

48	7	Mary O'Connor	If there is a disturbance in a library during "technology enabled opening hours" how will this be resolved? This is London. In effect, will you then be replacing librarians with security staff?	Access is controlled by a requirement to register to access technology-enabled opening. There would be CCTV throughout public areas in a technology-enabled library. Any 'serious disturbance' between two registered library users would need to be responded to by the participants and/or witnesses in the same way as it would in any other enclosed public space (e.g. park pavilions, publicly accessible toilets)
49	7	Roger Tichborne	What steps are being taken to ensure that substance abuse and other criminal activities are not undertaken in unmanned libraries	There would be CCTV throughout public areas in a technology-enabled library.
50	7	Barbara Jacobson	With respect to para. 1.16.10, how much will employing an ad company cost and how much can it promise to raise as income?	The council would investigate procuring professional assistance to maximise advertising revenue. The council would only proceed with this potential income raising opportunity if it proves to be viable.
51	7	Mary Beer-Cleasby	What financial provision has been made for training of volunteers?	The proposal would provide for a central library's community engagement team, anticipated to be two posts at a cost of circa £70k.
52	7	Barbara Jacobson	With respect to para. 1.20.3, what if it doesn't proceed?	The Partnership Library is not dependant on the co-location with leisure facilities.
53	7	Mary Beer-Cleasby	In what skills will they be trained over what period and how much will it cost?	In line with current arrangements, volunteers would be trained in duties that relate to their role (e.g. shelving, supporting early year's sessions etc.). Please see response to question 51.

54	7	Barbara Jacobson	With respect to para. 1.20.4, what is the nature of that partnership, how will it work, what are the financial benefits and has Middlesex University agreed to the proposal?	Only exploratory discussions with Middlesex University have taken place so far. The nature of any strategic partnership, how it would work and the financial benefits would be part of detailed negotiations.
55	7	Mary Beer-Cleasby	What is the rate of churn of volunteers Barnet has factored into its plans?	There is a natural turnover which is already managed by the Library service and in the proposal would be managed by a new libraries community engagement team. Volunteering hours would amount to six hours per week per site. We anticipate that this is sustainable based on the size of borough – the most populous in London.
56	7	Barbara Jacobson	With respect to para. 1.21.1, what does this ‘informal high-level practical support’ consist of and how is it provided?	This means that the current arrangements and how it is provided would continue (e.g. annual meeting with the Library service, limited advice)
57	7	Mary Beer-Cleasby	What are the insurance premiums required for using volunteers with respect to breach of the Data Protection Act (and fines against Barnet that could be imposed?).	Volunteers in Core and Core Plus libraries would not have access to customer’s personal information. The role would be to assist individuals to make use of automated services. Data protection in relation to Partnership Libraries would be covered in the Service Level Agreement. Fines and penalties arising out of data protection breaches are not insurable.
58	7	Barbara Jacobson	With respect to para. 1.22.2, what soft market testing has been carried out by the council, where and when?	Soft market testing involved a number of informal presentations from four organisations at the council offices in NLBP during March 2015.

59	7	Mary Beer-Cleasby	Has Barnet calculated the cost of a data protection breach under new EU regulations? If so, what is its maximum possible exposure?	The proposed new regulations are not yet in force. Any breach under the current arrangement is determined by the Information Commissioner.
60	7	Barbara Jacobson	With respect to para. 1.22.2, what are the alternatives that have been tested?	No alternative models of delivery have been tested beyond this informal soft market testing.
61	7	Mary Beer-Cleasby	<p>Barnet claims benefits of using volunteers based solely on a single study from 2011 produced by the Arts Council that specifically suggests volunteers CANNOT be used as replacement for professional staff. Furthermore the recent consultation explicitly states that over 99% of respondents value the current professional staff and do not want volunteers to play any role other than to augment existing services.</p> <p>a) In the context of these facts, how can Barnet claim there is any realistic prospect of volunteers providing a comprehensive and efficient library service?</p> <p>b) How does Barnet defend its decision to distort research and mischaracterise or ignore the clear position of nearly all its citizens?</p>	<p>Volunteers are an increasing feature of public library services across the country and the proposal builds upon best practice and experience throughout the UK, including the Arts Council report. Volunteers are just one part of ensuring a comprehensive and efficient library service.</p> <p>In this proposal volunteers are proposed for six hours a week in each static library site to help residents to gain confidence in using the increasing range of automated services, including on-line learning, digital library as well as the automated access and self-service. In the proposal, the use of volunteers enables the library to be open at times when it may otherwise be closed.</p> <p>The proposed Partnership Libraries enables the council to retain all 14 static sites.</p> <p>In this regard, the proposal reflects residents overall preference to retain the current network. The staffed opening hours are balanced against a number of factors set out in the report (e.g. The retention of the home and mobile service and the footprint at each site)</p>

62	7	Barbara Jacobson	With respect to para. 1.22.2, why is it considered appropriate or sensible to determine 'alternative management' arrangements after, rather than before determining the 'service model'?	Before considering the viability of any change to the future management arrangement (including a staff mutual, charitable trust, community interest company), it is felt preferable to determine a clear stable service offer through to 2019/20.
63	7	Mary Beer-Cleasby	What financial provision has Barnet put aside or what insurance premium has Barnet obtained to protect itself from damages that may be awarded for trauma, injury, molestation or death of patrons in unstaffed libraries? What risk assessment has been made and which insurers are happy to underwrite such a risk?	<p>Claims arising in an unstaffed library would fall under the councils general liability insurance covers. This risk falls within the council's global cover of £50,000,000 (fifty million pounds) subject to the council funding a per claim excess of £100,000 each and every claim. Such claims are funded from the council's insurance budgets.</p> <p>The council's liability insurers are aware of the development of unstaffed libraries.</p>
64	7	Barbara Jacobson	With respect to para. 5.2.4, since 'releasing space for ... letting' does not automatically mean income generated, what are the details – how much space, where and rented to whom for how much money – and why hasn't the council worked them out by now?	Paragraph 5.2.6 sets out the space to be released and the estimated income for each released space. As with any property related estimate of rent or income, confirmed value can only finally be determined by the market. Income targets related to the released space would sit outside of the library service budget and therefore any deviations from estimated values, would not impact on the library service.

65	7	Mary Beer-Cleasby	What financial provision has Barnet put aside or what insurance premium has Barnet obtained to protect itself for damages that may be awarded for trauma, injury, molestation or death of patrons in libraries run by unqualified volunteers? What risk assessment has been made and which insurers are happy to underwrite such a risk? Who has ultimate liability for the actions of volunteers in Barnet's libraries?	<p>Claims arising out of using volunteers in a library would already fall under the council's general liability insurance covers. This risk falls within the council's global cover of £50,000,000 (fifty million pounds) subject to the council funding a per claim excess of £100,000 each and every claim. Such claims are funded from the council's insurance budgets.</p> <p>The council's liability insurers are aware of our use of volunteers.</p>
66	7	Barbara Jacobson	With respect to para. 5.2.6, what constitutes the savings in each period from 2016/17 to 2018/19, and why are there no savings in 2019/20?	In 2016/17, savings are mainly related to proposed changes in fees and charges and new revenue streams. From 2017/18 onwards, it is anticipated that, in the main, savings would come from reductions in the staffing budget. Any staffing restructure would be complete during 2018/19 and therefore there are no additional staffing savings planned in 2019/20.
67	7	Mary Beer-Cleasby	<p>Barnet admits that the library service is highly valued by its citizen. Barnet also admits it has a disproportionately high number of children per capita versus the London or UK average. The Secretary of State of Education recently proclaimed that every child should regularly attend the library.</p> <p>On what basis, therefore does Barnet propose to justify creating significantly increased impediments to children to attending any library - because they cannot go to unstaffed libraries and because the hours of the remaining staffed ones will be drastically cut?</p>	<p>The Secretary of State aims for all children to be a member of their local library working with schools to help support literacy. The proposal allows for school visits during all three types of opening hours and is not restricted to staffed opening hours. All children can access the full range of opening hours, if accompanied by a registered library user aged over 18.</p> <p>Please see response to question 110.</p>

68	7	Barbara Jacobson	With respect to para 5.2.6, on what is the estimated income based in 2016/17, 2017/18 and 2019/20, what accounts for the variation and why is there no estimated income for 2018/19?	The estimated income is based on the details set out in Paragraph 5.2.6 profiled across each of the four years, modelled on a draft potential programme of capital investment to release rentable space. The figures relating to income refer to increases in income from the previous year. In 2018/19, it is not anticipated that there would be an increase on 2017/18.
69	7	Mary Beer-Cleasby	How does Barnet justify creating these impediments in the face of increasing usage by children who are a growing population?	Please see response to question 110.
70	7	Barbara Jacobson	With respect to para. 5.2.7, what research has been done to ascertain the likelihood of sufficient number of renters in each area, and what was the result of that research?	Whilst the potential model for the future library service is in the consultation phase and not yet agreed, no discussions with commercial organisations have taken place. The estimates have been provided by the council's professional property advisors who currently manage the council's existing property and estate portfolio.
71	7	Mary Beer-Cleasby	What calculations has Barnet made for the decreased literacy of its community as a consequence of its cuts to the library service?	There question pre-supposes that there would be fall in literacy levels as a result of the proposal. The Council does not expect any such fall.
72	7	Barbara Jacobson	With respect to para. 5.2.7, what research has been done to test these assumptions and what contingencies are planned if the assumptions do not become realities?	Please see response to question 70 and 96
73	7	Mary Beer-Cleasby	Has Barnet consulted the Secretary of State for Education about its plans and if so what has she said?	No.

74	7	Barbara Jacobson	With respect to para. 5.3.5, what is the assumed level of income from Church End Library?	Please see paragraph 5.5.3 which models an assumed £73k from the vacated site. As outlined in paragraph 5.3.5, the future use of the vacated building would be a matter to be considered by the councils' Asset, Regeneration and Growth Committee.
75	7	Mary Beer-Cleasby	In the consultation document, numerous citizens actively requested council tax be increased in order not to threaten the library service. Freedom of Information data has recently revealed no citizen ever has asked Barnet for a council tax cut, ever. This cut of council tax has removed over £1.5m from the budget that could be used to provide the library service Barnet's citizens want. Why is Barnet unwilling to listen to the citizens and invest in the value of its community by imposing a 1% council tax increase as requested in the consultation?	<p>The Conservative Group set out its pledge to follow a 1% cut in council tax with a further two year council tax freeze in its 2014 Local Election Manifesto. This formed part of the Group's offer to the electorate. Residents cast their votes and gave the Conservatives a majority of seats on the council.</p> <p>The 1% cut in council tax was funded from additional savings secured from Capita on signing the CSG and Re contracts. From 2017/18 onwards, the MTFS currently assumes an increase in council tax of 2% (up to the cap before a referendum needs to be held).</p>
76	7	Barbara Jacobson	With respect to para. 5.3.7, has there been any investigation for possible/likely abnormal costs, such as asbestos removal?	Initial non-invasive site analyses have been undertaken. Based on these, as the paragraph states, 'no allowance has been made for abnormal costs which could be incurred (e.g. asbestos removal).' Detailed further analysis will be carried out any will inform the post-consultation report to the CELS committee.
77	7	Mary Beer-Cleasby	<p>What fees is Barnet prepared to pay for employing a 3rd party to commercially exploit the reduced/ non-library space in its plans?</p> <p>For example: what procurement process will Barnet use to obtain a supplier to exploit the other 60% of East Finchley library which Barnet now proposes to put out of reach of library users?</p>	Please see response to question 2.

78	7	Barbara Jacobson	With respect to para. 5.5.3 on what are the estimated incomes based in each case and what accounts for the variations between them? For example, why is the rental of 1023 sq. ft. at Church End estimated to earn £73k, which is significantly more than 9 libraries with more space to let? (Please note this figure for Church End and correct statement at 5.5.4 that it is excluded.)	<p>The estimate for Church End is for the vacated standalone building which it is estimated would be more attractive to potential renters than spaces shared with other services.</p> <p>5.5.4 relates to the sentence at the end of paragraph 5.5.3 which refers to a reduction in library space in an existing building. This does not apply to Grahame Park or Church End as they will be in new buildings.</p>
79	7	Mary Beer-Cleasby	What commercial terms have been established in the feasibility studies and business plans for the commercialisation of library space?	Please see response to question 2.
80	7	Barbara Jacobson	With respect to para. 5.5.6, since detailed costings have not been carried out, what is the likelihood that the costs will be higher than currently estimated? What use are the current costs if they are not based on facts?	The proposal is to consult further with residents. The council has had to take a view about the appropriate level of detail to undertake (and fund) whilst proposals are still in the consultative stage.
81	7	Mary Beer-Cleasby	How are these fees better value than simply maintaining the current provision, especially since Barnet already admits it will definitely cost more than twice as much to de-professionalise its library service but has no guarantee of being able to grow its revenue?	The costs of redesigning library buildings are one-off capital costs which would enable the year-on-year revenue savings, whilst contributing to increases in annual income.
82	7	Barbara Jacobson	With respect to para. 5.5.7, have these closures been accounted for in the calculation of proposed income generation?	Income generation relating to the reduction in the size of libraries has been accounted for. Estimates for potential loss of income due to any closure for building works cannot be assessed until a detailed schedule of works has been developed. The intention is to minimise closure, and the impact of closure as far as possible.

83	7	Mary Beer-Cleasby	How much did Barnet spent on the staffless library trial?	The total cost of the Open+™ pilot at Edgware is contained in section 4 of Appendix F.
84	7	Barbara Jacobson	With respect to para. 5.6.2, “c.52 FTE”, how many people will lose their jobs in each year and in what month(s) will that happen?	This is not yet known. The staff establishment comprises of full and part time staff and until the council’s staff engagement and HR processes are underway, it will not be known how many people (as opposed to posts) would be affected.
85	7	Mary Beer-Cleasby	what procurement process did it use to appoint its supplier?	The procedure to procure the supplier for the pilot was carried out in accordance with the Council’s contract procedure rules.
86	7	Barbara Jacobson	With respect to para. 5.6.3, will the consultation be delayed if the report is moved to full council?	No as the further period of consultation would not start before the 26 th October 2015
87	7	Mary Beer-Cleasby	what targets for acceptable decline in usage due to staffless, CCTV libraries set - in other words, by what measure would it deem it a failure versus a success?	Projections regarding the future use and pattern of use, of the library service will be informed by the outcome of the pilot and elsewhere. The Edgware pilot will continue during the further consultation period.
88	7	Barbara Jacobson	With respect to para 5.6.3, who will conduct the next consultation and, given that it is due to start on 26 October, has the survey already been written and how much will it cost?	The consultation design and procurement process is underway, should the proposal to further consult be approved. The cost of the next stage of consultation would be contained within the costs outlined in the Committee Report.
89	7	Mary Beer-Cleasby	What is the decrease in both percentage and absolute terms in use by women as a consequence of this trial	During the pilot period, the technology-enabled opening hours are in addition to standard opening hours. We have not yet analysed whether use during normal staff hours has been reduced because people are instead, preferring to use technology-enabled opening hours. Further analysis will be undertaken as the pilot

				progresses and will be used to inform the final Equalities Impact Assessment.
90	7	Barbara Jacobson	With respect to para. 5.7.1, what is the timeframe for each phase?	<ul style="list-style-type: none"> • Planning and consultation – end of March/Spring • Implementation and delivery – through 2016/17 • Phase 3 - yet to be confirmed.
91	7	Mary Beer-Cleasby	what is the decrease both in percentage and absolute terms in use by disabled people as a consequence of this trial?	During the pilot period, the technology-enabled opening hours are in addition to standard opening hours. We have not yet analysed whether use during normal staff hours has been reduced because people instead prefer to use technology-enabled opening hours.
92	7	Barbara Jacobson	With respect to para. 5.7.1, what would phase 3 cover, why might it be necessary and what are its potential costs?	The details of Phase 3 are yet to be confirmed. Phase 3 is intended to consider and explore options for future management arrangements, once the future model for library services has been agreed - following the proposed further consultation and final decision in Spring.
93	7	Barbara Jacobson	With respect to para. 5.8.2, how do restricted opening hours and facilities 'encourage adults and children to make full use of the library service'?	The library service will continue to encourage use of library services (static sites, home and mobile, digital, school and early years services) through working closely with schools, community groups and other organisations, publicising services through digital and printed channels and undertaking outreach (visiting schools and other settings, taking the library services out to the community). Centrally located service development staff will continue to undertake this work across the full week as at present, supported by front line staff during staffed hours.

94	7	Barbara Jacobson	With respect to para. 5.8.2, how does the reduction and removal of trained professional staff enable the service to 'provide advice as to its use and information'?	The service would continue to be based around a core of trained staff. At present there are circa seven posts out of the 114 FTE posts that are aimed at recruiting professional librarians. A similar number of posts aimed at recruiting professional librarians would be retained to support the front line service delivery in static libraries, home and mobile and schools and early years' services. In addition, the staffed opening hours would be timetabled across each locality to maximise access to physical staff and personal advice and guidance. The service would develop a number of methods to support customers to use resources outside of staffed hours. Some of these have been piloted at Edgware during the Open +™ which would inform future developments.
95	7	Barbara Jacobson	With respect to para. 5.9.1, why is it considered appropriate to approve a change to the system before the planning is complete and therefore the costs and estimated savings can be certain?	The proposal is to further consult. During the consultation phase, work would continue in order to provide further detail for any final decision. There is sufficient information to make a proper estimate as a basis for this proposal.
96	7	Barbara Jacobson	With respect to para. 5.9.1, elsewhere there are statements about the amount of income expected from this change, so how does giving the 'burden' of raising that income to another department not affect the Libraries budget? What happens if the income isn't raised, no matter who is raising it?	The council currently owns and manages a property portfolio and the released space would be managed as part of this function. The library budget is distinct from this portfolio function. Any variances in expected income for the released space would be treated the same as any changes in rental income on the rest of the council's property portfolio and would be overseen by the Council's Asset, Regeneration and Growth Committee.

97	7	Barbara Jacobson	With respect to para 5.9.1, what happens if the volunteer library timeline is flawed and cannot be met, and/or the mitigations listed fail?	Paragraph 5.9.1 sets out risks and potential mitigations. An initial indication of groups or community organisations that would be interested in operating a Partnership Library suggests that the risk is manageable.
98	7	Barbara Jacobson	With respect to Appendix B, Figure 12 is missing. Why?	Figure 12 is on page 14 of Appendix B.
99	7	Barbara Jacobson	With respect to Appendix B, sections 11 and 12, if the number of visits is high but borrowing relatively low, this could indicate that people visit the libraries for reasons other than to borrow material. The number of events is noted but how many people attended the events, how many people visit the library to sit and read, or pick up a leaflet, consult reference material, study, and so on?	The number of visits made to events in 2014/5 was 58,704. Visitor figures which have been incorporated into the information in Appendix B capture all usage of the library buildings including those visiting to pick up leaflets, consult reference materials and to study.
100	7	Barbara Jacobson	With respect to Appendix B, section 12, how do the number of 'transactions' per library correlate with their size, amount and currency of stock, and computer equipment?	The current library offer is based on a model of larger, leading libraries supported by smaller more local libraries. The larger libraries, located in the busiest parts of the borough tend to have the highest number of transactions. The recent consultation exercise explored having fewer, larger libraries but this was not generally supported by residents (although more strongly supported by library staff)
101	7	Barbara Jacobson	With respect to Appendix B, section 12, to what extent has the replacement/updating of stock changed over the 10-year period and how does it correlate with the change in book borrowing?	Over the last ten years, there has been a significant change in the way customers prefer to read and access information. As in any business, regular refinements have been made to respond to this change, for example, the introduction of e books and e audio books, which are increasingly popular. Regularly reviewing and adapting to customer needs helps to keep library services relevant and used. The

				service recognises that for many customers, physical books are still preferred and therefore, throughout the year, new stock is constantly updated (weekly). Although the proposal would see a small reduction in the media fund, the regular updating of all types of resources to cater for the wide range of customer preferences, would continue.
102	7	Barbara Jacobson	With respect to Appendix B, section 15, is the Wi-Fi usage quoted based only on each library's equipment or also on equipment brought in by users?	Wi fi is only used by customer's own devices. The fixed PC's are connected to a physical network.
103	7	Barbara Jacobson	With respect to Appendix C, para. 3.1, how will users have access to 'trained staff off site'?	Staffed opening hours would be timetabled so that customers using technology enabled opening can, at certain times, consult trained staff on duty in other libraries. Facilities would be provided for customers to submit enquiries by email and to leave questions and queries within unstaffed libraries for reply during the next staffed session.
104	7	Barbara Jacobson	With respect to Appendix C, para. 3.2, Chart 2, does the differing level of availability of digital learning resources merely reflect the opening hours of the different types of library?	Whilst all digital learning resources are available 24 hours per day, seven days a week from outside the library, access from within the library building would be governed by the number of opening hours.
105	7	Barbara Jacobson	With respect to Appendix C, para 3.2, Chart 2, are these and other digital resources available to residents from any location (e.g. home, internet café, school, office)?	The digital resources are, in the main, available from any device that can connect to the internet. Due to proprietary software issues, there are some restrictions to downloading, e.g. certain e-book titles cannot be downloaded to a particular type of e-book reader.
106	7	Barbara Jacobson	With respect to Appendix F, section 1, para. 3, please list all the libraries in the UK that already operate an Open+	Peterborough council has implemented technology enabled opening across all of its

			system and state the date at which each started.	<p>library estate. We do not hold information on Peterborough's implementation dates. We believe them to have been operational for around six months.</p> <p>Harrow council has recently begun a pilot of technology enabled opening. We understand that it commenced in the last month.</p> <p>Leeds City Council was amongst the first to introduce a system. This has been operational for at least a year.</p> <p>Various colleges and universities around the country have implemented technology enabled opening for some years.</p> <p>The Edgware pilot used a system called Open +TM supplied by Bibliotheca. The company's website provides information and case studies on its technology.</p>
107	7	Barbara Jacobson	With respect to Appendix F, section 1, para. 3, please list all library authorities in the UK that are currently investigating 'unstaffed access' and when each began to do so.	We are aware of a number of local authorities exploring technology enabled opening as we have hosted visits to our pilot.
108	7	Barbara Jacobson	With respect to Appendix F, para. 2.1, The timetable states that on Friday the library is staffed until 5 p.m., then unstaffed from 8.15 p.m. Is the latter a typographical error; if not, what is the reason for the 3-hour gap?	The start of unstaffed hours should read from 5.15pm.
109	7	Barbara Jacobson	With respect to Appendix F, para. 2.2, does 'under 16' mean 15, or 16 and under?	Under 16 means up to and including the age of 15. i.e. anyone who has not yet had their 16 th birthday.

110	7	Barbara Jacobson	With respect to Appendix F, para. 2.2, what are the reasons that people in this age group are excluded from the library unless accompanied by an adult?	It anticipated that most residents, parents and guardians would expect a young child to be accompanied in a library. Our current policy states that in a staffed library no child under eight years of age should be unaccompanied. During unstaffed hours the needs of all residents need to be considered to ensure that library usage is purposeful and younger children are likely to require supervision to achieve a purposeful visit. Organised school visits would be accessible during technology enabled opening. For the younger teens (between 10-15), it is acknowledged that some parents would be happy for their child to access an unstaffed library. However, at this stage, on balance the council has taken the view that a longer period of technology enabled opening at a number of different sites is required, before considering whether to extend the service to a lower age group. Whilst this age group would not be able to access technology enabled opening hours without an adult, they would have full access to the digital library, 24 hours a day and of course, can use the automated on line services to renew and order books and learning resources. Parents of this age group would be able to access the library during all types of opening hours to support their child's need for learning resources.
111	7	Barbara Jacobson	With respect to Appendix F, para. 2.2, for the purposes of admission to the unstaffed libraries, does a person become an adult on their 16th or 17th birthday, and then are suitable to accompany someone who might be a month or two younger?	An adult is a customer aged 18 or over. Customers aged 16 and 17 are required to have consent from a parent or guardian to be able to access the library during technology enabled opening. Anyone over 18 can assume responsibility for accompanying an under 16

				year old. It is the parent or guardian's responsibility to assess the appropriateness of the adult accompanying their child.
112	7	Barbara Jacobson	With respect to Appendix F, para. 2.4.3, does 'restricted' in this context mean 'limited' or 'prohibited'?	During the pilot toilets have not been available for public use.
113	7	Barbara Jacobson	With respect to Appendix F, para. 2.4.3, why is access to toilets and the reference room restricted?	To make the reference room available would have required additional works to the fire escape route and for the pilot period it was felt that the investment was not warranted. Public toilets have not been available in the unstaffed pilot period whilst we collate and analyse data of the pilot phase. This will be reviewed at the end of the pilot scheme. The pilot will continue during the next consultation phase.
114	7	Barbara Jacobson	With respect to Appendix F, para. 2.4.3, is access to reference materials restricted if they are not in a separate room but on a separate floor from the main lending library, as in Chipping Barnet Library?	The arrangements for each library would be designed on a site by site basis with the intention to maximise the resources available during unstaffed opening hours. A much larger range of reference material is currently available on the digital library, than held in the static library sites.
115	7	Barbara Jacobson	With respect to Appendix F, para. 4, 4 what were the project management costs?	The project management costs directly relating to the implementation of the Open+ at Edgware amounted to £39,150.
116	7	Barbara Jacobson	With respect to Appendix F, para. 5, how many visits and from which local authorities have been hosted?	Three informal visits and one telephone interview have been hosted. We are not aware at what stage each local authority is at in their library reviews and therefore we did not advise each visiting local authority that we would publish details of their visit. If this information is required, we will contact each local authority to seek consent to publish details of their visit.

117	7	Barbara Jacobson	With respect to Appendix F, para. 5, did Barnet invite the visits and, if so, how many invitations were issued and to which local authorities?	No.
118	7	Barbara Jacobson	With respect to Appendix F, para. 6, the conclusions are premature and appear to be based on a limited range of considerations. How has the number of people who cannot use the library during unstaffed hours been assessed?	Paragraph 6 Appendix F reports factual numbers of users and the number of visits so far in extended opening hours. Appendix D sets out the considerations in relation to groups of library users who may be less able to make full use of technology enabled opening. The pilot will continue during the further consultation period and further data will be collected, including a survey of users and non-users.
119	7	Barbara Jacobson	With respect to Appendix F, para. 6, how has the number of people who are afraid to use the library during unstaffed hours been assessed?	There is no mechanism to calculate the number of residents who are 'afraid' to use unstaffed library opening hours. However, residents in the consultation raised concerns regarding the use of unstaffed libraries. It is anticipated that the proposal to deploy volunteers together with training and support materials would address some concerns and for those who are willing to try, it is anticipated that over time, as the model is more widely adopted across the country, some concerns will reduce. This view is based on the widespread usage of other technological developments some people were initially afraid to use, such as online banking, supermarket self-service checkouts and Facebook.
120	7	Barbara Jacobson	With respect to Appendix G, para 1.1, why not reinstate Friern Barnet Community Library and Hampstead Garden Suburb Library to the network?	The libraries were identified for closure as part of the previous review of library services. The vacated buildings are now well established as community run facilities. The proposal recommends the continuation of the current support package. Re-instating them as part of the network would require a level of resource

				that is cannot be justified when balanced against other factors set out in the Committee Report.
121	7	Barbara Jacobson	With respect to Appendix G, para. 3, the last bullet point ends midsentence. What is the missing text?	This a typing error, the word 'and' is superfluous.
122	7	Barbara Jacobson	With respect to Appendix G, para. 4, does the 'set-up support', which is part of the 'annual support package' mean that the council will provide new stock annually, and upgrade and/or replace PCs and furniture annually?	Stock would be provided routinely as with other categories of libraries. PC's would be replaced in line with the council's IT strategy for IT refresh. Changing any of the existing library furniture is likely to be the responsibility of the Partnership Library operator although the details of each Service Level Agreement would be negotiated.
123	7	Barbara Jacobson	With respect to Appendix G, para. 4, does stick include subscription and subscription services? If these items will not be provided by the council in the future, how much has the council been spending on them until now?	Current subscription services are procured and funded centrally. If the Partnership Library wanted to develop and procure additional subscription services, they would be free to do so using their annual grant.
124	7	Barbara Jacobson	With respect to Appendix G, para. 4, what will the core training sessions cover, how long will they last, who will provide them and will it be the same course 12 times a year or 12 different courses?	The training courses would be designed in conjunction with the Partnership Libraries and would be determined by their particular needs. It is anticipated these would cover such matters as stock management, use of the library management system etc.
125	7	Barbara Jacobson	With respect to Appendix G, para. 4, what is a 'library community engagement officer' and what kind of access will each volunteer have to this person?	It is envisaged that the post would co-ordinate volunteers in Core and Core Plus libraries and work with communities to develop and support Partnership Libraries. A role profile for the post would be developed as part of the Council's HR process.

126	7	Barbara Jacobson	With respect to Appendix G, para. 4, what kind of access will each volunteer have to 'corporate IS support'?	Partnership Libraries would liaise with Barnet library staff to access the range of support on offer, including IT support.
127	7	Barbara Jacobson	With respect to Appendix G, para. 5, who will determine what the 'targeted resources' are and on what basis?	The nature of the resources would be determined by the requirement of the library network, of which Partnership Libraries are a part. Any local requirements particular to the area would be part of the resource specification, as is the case now.
128	7	Barbara Jacobson	With respect to Appendix G, para. 5, who will select what the 'literacy, learning and community events' should be and how many of them there should be annually, and who will put on these events?	The Service Level Agreement (SLA) that would be negotiated for each Partnership Library would set out expectations of both parties to the agreement. It is the expectation that the Partnership Library would select the nature and frequency of events, subject to minimum requirements of the SLA.
129	7	Barbara Jacobson	With respect to Appendix G, para. 5, when is it proposed that the volunteer libraries will be opened as such and how will the council ensure a sufficient number of adequately trained volunteers to provide these services by that time?	Partnership Libraries would most likely become operational on a phased basis, determined by securing a partner organisation and building/site requirements. Recruiting volunteers for the Partnership Library would be the responsibility of the partnership organisation or group although the library community engagement officer would be available to advise and support.
130	7	Barbara Jacobson	With respect to Appendix G, para. 5, how many volunteers will be needed to run each library every day, every week, and every year?	The Service Level Agreement would require a minimum of 15 hours a week. The number of volunteers to provide this would be a matter for the partner organisation/group.

131	7	Barbara Jacobson	With respect to Appendix G, para. 5, who will be responsible for maintaining the number of volunteers for each library?	Recruiting volunteers for the Partnership Library would be the responsibility of the partnership organisation or group although the library community engagement officer would be available to advise and support
132	7	Barbara Jacobson	With respect to Appendix G, para. 5, how can the council ensure that volunteers know how to 'access sources of finance not accessible to the local authority' and to manage any such money?	The Council currently commissions support for voluntary groups and organisations from Community Barnet and Groundwork, including support for fund raising,
133	7	Barbara Jacobson	With respect to Appendix G, para. 5, who will assess the KPIs and how will they do so?	Barnet Library Service through the Service Level Agreement with each Partnership Library.
134	7	Barbara Jacobson	With respect to Appendix G, para. 5, what is a library-based community engagement team, how is it composed, how many members are there and from what budget are they paid?	It is anticipated that there would be two library community engagement officers, part of the Library staffing budget. Please see responses to questions 39 and 51.