



# **Barnet's future library service consultation**

## **London Borough of Barnet**

March 2016

**Report prepared by:**

Mark Robinson  
mark@enventure.co.uk

**Report reviewed by:**

Katie Osborne  
katie@enventure.co.uk

---

## Enventure Research

**Head Office:**

Thornhill Brigg Mill, Thornhill Beck Lane, Brighouse West Yorkshire HD6 4AH  
T: 01484 404797

**London Office:**

Smithfield Business Centre, 5 St John's Lane, London, EC1M 4BH  
T: 0207 549 1616

W: [www.enventure.co.uk](http://www.enventure.co.uk) E: [info@enventure.co.uk](mailto:info@enventure.co.uk)

Reg no: 4693096  
VAT no: 816927894



# Contents

The Research Programme.....	4
Introduction .....	4
Consultation document .....	6
Research Objective.....	6
Methodology .....	7
Interpretation of the Data .....	9
Key Findings.....	11
Research Findings.....	15
Element 1.....	15
Element 2.....	25
Element 3.....	38
Element 4.....	47
Element 5.....	53
Overall view of the proposals.....	60
Appendices.....	65

# The Research Programme

## Introduction

London Borough of Barnet, like most local authorities, has seen the need to reduce spending on services due to significant budget cuts. The Council itself has had to make savings across all services in order to meet a shortfall of £98.4m by 2020. One such service area is libraries, where the Council's Medium Term Financial Strategy is to save £2.85m by 2020. To achieve this target saving, the Council put forward proposals relating to the future delivery of library services in November 2014 for residents to consider.

During a comprehensive consultation, which took place between November 2014 and February 2015, over 3,800 responses were received and considered. The consultation received a mixed response, with some proposals receiving some support whilst others receiving less support. A summary is shown in Figure 1.

### Figure 1: Summary of the findings from the first consultation

#### Proposals that received some support:

- Utilising library space to generate income
- Locating library services alongside other services
- Increasing the use of technology
- Recruiting more volunteers to enhance the service

#### Proposal that received less support:

- Library closures
- Reduction in library size
- Reductions in the number of staffed library opening hours.

In response to the first consultation, Barnet Council considered and developed a revised proposal for the future of Barnet's library Service. The full copy of this revised proposal can be found in **Appendix 1**, with a summary of its key features in **Figure 2**.

Following the development of the revised proposal, Barnet Council commissioned Enventure Research, an independent market research agency, to undertake a further public consultation on the revised proposals.

### Figure 2: Key features of the revised proposal

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

Key features of the revised proposal are that:

- all 14 of the current library sites would remain and the library network would comprise of:
  - four Core Plus libraries offering a more extensive range of resources and services
  - six Core libraries offering a core collection of resources and services

- four Partnership Libraries would be part of the council's library network receiving an annual grant and support from Barnet's central library service
- the home and mobile service would continue to support the network of static sites and provide services to vulnerable residents
- the digital library would be enhanced, providing 24 hour access, seven days a week to a catalogue of fiction, non-fiction and reference resources
- investment would be made in a technology-enabled opening system at 10 sites which would allow the library to be open outside staffed hours and would increase the overall number of opening hours by over 40%
- a reduction in the number of hours when libraries are staffed, in total by around 70%
- volunteers would be recruited to support some technology-enabled opening hours
- the library estate would be re-configured to release space for commercial or community letting and, where possible, to co-locate services
- new and amended library fees and charges.

If all of these proposals were implemented, they would save circa £2.27m by 2019/20, rather than the £2.85m set out in the previous consultation, (following resident feedback and further financial modelling). This comprises revenue savings of £1.731m from within the library service, with income from commercial and/or community rentals accounting for the remaining £0.546m.

In order to develop the revised proposal, the following considerations have been taken into account:

- trends and patterns of use of libraries over time
- range of library services available within each library and locality
- extent of staffed and unstaffed opening hours at each site
- the library footprint required to deliver the library offer
- release of space within library buildings to maximise income
- income raising opportunities through library charges
- range of material available through digital channels
- availability of home and mobile services for more vulnerable residents
- availability of the Local Studies and Archive Service
- capacity within the community to support library services
- capacity within the voluntary sector and other partner organisations to support the delivery of the library service
- opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations
- views of library users and residents.

## Consultation document

In order to explain the revised proposals for Barnet's future library services, Barnet Council prepared a consultation document that provided background to the consultation and explained the key features of the revised proposal, which also included elements not originally included in the first consultation. To break it down into manageable sections, the proposal was split into five key elements as shown in **Figure 3**. The consultation has, therefore, been based around these five elements.

**Figure 3: The five key elements of the revised proposal**

<b>Element 1</b>
Maintain the same number of static libraries in a locality model, with the library space reduced in size
<b>Element 2</b>
Invest in new technology to provide increased opening hours while reducing the number of staffed sessions
<b>Element 3</b>
Recruit more volunteers to support the delivery of the library service offer
<b>Element 4</b>
Co-locate libraries with other services
<b>Element 5</b>
Partner with other organisations and community groups to provide services through Partnership Libraries

## Research Objective

The consultation's objective was to gather views and opinions on the revised proposal for Barnet's library services, ensuring a cross section of residents take part in particular from vulnerable groups such as older people, learning disability, physical disability, unemployed and younger people.

# Methodology

The consultation which was open to all residents and stakeholders, was launched on Tuesday 27 October 2015 and closed on Wednesday 6 January 2016. It was undertaken using a quantitative and qualitative methodology. A summary of the consultation with outputs are shown in **Figure 4**.

## Quantitative research

### Open Questionnaire

The quantitative approach involved a self-completion paper questionnaire and an online survey.

Paper copies of the revised proposal and open questionnaire were made available at libraries across Barnet (Burnt Oak, Childs Hill, Chipping Barnet, Church End, East Barnet, East Finchley, Edgware, Golders Green, Grahame Park, Hendon, Mill Hill, North Finchley, Osidge and South Friern libraries). A copy of the questionnaire can be found in **Appendix 2**.

To ensure the questionnaire was accessible, an easy read and young person's versions were also made available on request.

The consultation was also available to complete online and open to all stakeholders. The online link was published via Barnet Council's Consultation Hub – [engage.barnet.gov.uk](http://engage.barnet.gov.uk)

The consultation was widely promoted by Barnet Council via the Council's residents' magazine (Barnet First), Barnet Online, local press, Twitter, Facebook, Partnership Boards and posters in libraries and other public places.

### Barnet Citizens Panel

Barnet Council has in place a Citizens' Panel which is made up of 2,000 residents that are broadly representative of the Barnet population and were selected to reflect the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability. The consultation was sent by either post or via an online link in an email to panel members asking them to participate.

## Qualitative research

### Focus groups

To supplement the quantitative survey, five focus groups, each lasting 90 minutes, were held with Barnet residents. The groups included older people, residents with learning disabilities and physical disabilities, younger people and unemployed. Recruitment of participants was arranged by Barnet Council. A copy of the discussion guide can be found in **Appendix 3**.

### In-depth interviews

To supplement this research, an additional five in-depth telephone interviews, lasting 20-25 minutes, were undertaken with residents over the age of 65, to gather further views on the revised proposals. Recruitment of participants was arranged by Barnet Council and QFRS Research Agency. The focus group discussion guide was used to undertake the interviews.

### Consultation drop in sessions

Drop in sessions at libraries were also arranged and delivered by staff from Barnet Council who were available to answer questions about the revised proposals and encourage participation in the consultation.

### School and Youth Shield focus groups

In addition to the focus group with Younger people that was moderated by Enventure Research, staff from Barnet Council undertook additional discussion groups with school children at Orion Primary School, Courtland Primary School, Child's Hill Primary School and at the Youth Shield Library workshop.

### Stakeholder feedback

Several community and residential community groups and charities participated in the consultation by letter, detailing their responses to the different elements of the revised proposal.

### Summary of consultation activity

**Figure 4** shows the different approaches taken and the output. As can be seen, there were 473 responses from the panel and 743 responses to the open questionnaire.

**Figure 4: Summary of consultation activity**

Consultation element	Delivered by	Output
Citizens Panel	QFRS	473 responses
Open questionnaire	Enventure Research	743 responses (436 online, 307 paper)
Focus groups	Enventure Research (participants recruited by Barnet Council)	Five focus groups
In-depth telephone interviews	Enventure Research (participants recruited by QFRS from the citizens panel)	Five in-depth interviews with residents over the age of 65
School discussion sessions	Barnet Council	Four discussion sessions
Drop in sessions	Barnet Council	Four drop in sessions held at libraries
Stakeholder responses	Barnet Council	Letters received from seven local organisations

### Respondent profile

A detailed respondent profile can be found in **Appendix 4**.

## Interpretation of the Data

This report contains several tables and charts that present survey results. In some instances, the responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer
- Only the most common responses may be shown in the table with less common responses categorised as 'other'
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%
- A response of between 0% and 1% will be shown as 0%.

Not all respondents will have answered all the questions. Therefore, the base size may vary slightly by question.

To ensure inclusivity the consultation was open for anyone to complete, by online or paper. In addition, members of the Barnet Citizens' Panel, a broadly representative panel of Barnet's adult residents, were also asked to complete the questionnaire in order to achieve views from a representative sample of Barnet. As the panel is broadly representative of the overall adult population of Barnet demographically and is more in line with the borough profile in terms of non-library users (38%) and library users (62%), it is likely to be a useful guide to overall public opinion across the borough. A full respondent profile can be found in **Appendix 4**.

The open questionnaire can provide considerable information about the views of particular groups and individuals at very local levels and in particular the views of library users as 96% of respondents classed themselves as a library user. However, as the sample was predominantly users of Barnet libraries, it is difficult to interpret how representative the response profile matches the demographics of Barnet. Moreover, the results are less appropriate as a guide to overall opinion because their demographic profiles do not match the Barnet population, with up to 15% of respondents also declining to respond to some demographic questions.

### Significant differences by sub-groups

Subgroup analysis has been undertaken at the 95% confidence level to explore the results provided by different groups of residents such as gender, age and library user/non-user. Only differences that are significant have been discussed and commented on.

### Terminology

Results from the questionnaire are presented in charts throughout this report and are shown by the following:

- **Panellists** – responses from those responding via the Barnet Citizens Panel
- **Respondents to the open questionnaire** – responses from those completing the online or postal questionnaire

When the report talks about participants, it is referring to participants from the focus groups and in-depth interviews. If feedback is specifically from either a focus group or in-depth interview, it will detail accordingly.

Library users are defined as residents that have used a library within the last 12 months.

Base numbers are listed in the following order: respondents to the open questionnaire, followed by panellists.

### **Weighting of data from panellists**

The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although panellists are selected at random and the panel is broadly representative of the wider population, the achieved sample was unbalanced owing to non-response.

Under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.

The returned sample was checked against comparative data for age, gender, ethnic group, tenure, working status and ward, then subsequently weighted by age, gender and ethnicity. The results of the panel survey are, therefore, likely to be more representative of the views of the wider population than those of the open questionnaire. The table in **Appendix 4** shows the unweighted and weighted profiles of the responses to the survey.

# Key Findings

## Element 1: Locality model

Panellists were more in favour of the locality model than respondents to the open questionnaire, with 68% of panellists *agreeing* or *strongly agreeing* compared with 24% of respondents to the open questionnaire. Interestingly, panellists over the age of 65 were more in favour of the proposal than other age groups, with those under the age of 24 disagreeing more.

Panellists believed the proposal would have more of a *positive* or *very positive* impact on themselves and their family's use of libraries than respondents to the open questionnaire (23% compared with 9%). Panellist's views were slightly more positive (29%) when asked what impact they thought it would have on others.

During the focus groups and in-depth interviews, it was evident that although many participants were pleased that all 14 libraries were going to remain open and there would not be any closures, many were against libraries being reduced in size as they were concerned that there would be less resources, less study space and generally fewer events and activities for members of the community to enjoy.

There was an understanding amongst some participants, particularly individuals in the unemployed focus group, physically disabled group and in-depth interviews, that running costs needed to be reduced. However, they did question if there could be other ways to reduce costs rather than reducing the footprint of libraries. Suggestions included hiring out rooms, charging for car parking and increasing fines for the late return of books.

Focus group participants, particularly those in the older people group, expressed their concern that they did not think there was sufficient information about what was being proposed. Some wanted further information on how Partnership libraries would work in practical terms and what type of community organisation would be used to run a library, given that many organisations will not have experience or the expertise in managing a library. Participants also queried what evidence was used by Barnet Council to calculate the proposed reductions in library footprints.

Participants were also extremely concerned about how this reduction in footprint would impact on study space for children with many citing the current situation as being unworkable as there is already insufficient space available.

## Element 2: Technology-enabled opening

There was significant opposition to the introduction of technology-enabled opening. Although 39% of panellists and 21% of respondents to the open questionnaire said they would visit a library during technology-enabled opening, most of the focus group and in-depth interview participants spoke against it, citing personal safety and safety of the library, building and resources as paramount.

Interestingly, when asked about the impact of technology-enabled opening, respondents to the open questionnaire and panellists in particular, believed it would have more of a *negative* impact on *other* library users, rather than themselves and their family. For example, 14% of panellists and 74% of respondents to the open questionnaire believed it would have a *negative* or *very negative* impact on themselves and their family's use of library services. This

compares to 25% of panellists and 79% of respondents to the open questionnaire believing it would have a *negative* or *very negative* impact on *other* library users.

Interestingly, 45% of panellists believed it would have *no impact* on themselves or their family, but this fell significantly to 8% when asked about the impact they thought it would have on others.

When asked about under 16s needing to be accompanied by a registered library user over the age of 18 during technology enabled opening, 62% of panellists and 35% of respondents to the open questionnaire said they *agreed* with the proposal. However, of those who said *no*, they disagreed with the proposal, 47% of (124) panellists and 70% of (378) respondents to the open questionnaire believed the age should be 13 or older.

Focus group and in-depth interview participants were concerned about their safety and safety of others, in particular vulnerable people such as children, older people, disabled people and females. They discussed situations where they would not be able to raise the alarm if they came across trouble and there were no staff or volunteers present in the library to help.

Many participants were also anxious about libraries being used negatively as a congregation point for youths or homeless people.

As libraries would not have a person working there all the time, some participants believed that the library would lose its soul and would simply not be a place where residents came to learn and benefit from the resources anymore. Participants were also concerned that this would put people off from using the library generally, which would lead to a decline in users over time.

There was also significant concern amongst participants that under 16 year olds will need to be accompanied by a library user that is over 18 years old during technology enabled opening.

The majority of participants said children aged 13 and older should be allowed to use the library unaccompanied during technology-enabled opening. Many participants, including younger people, did not think this would work and would have a detrimental impact on children as it will stop them from studying.

### **Element 3: Recruiting and training volunteers**

Almost four in five (78%) of panellists and one in three (32%) of the respondents to the open questionnaire *agreed* or *strongly agreed* with investing in a small team to recruit, train and support volunteers. Although there were no significant differences between panellists, older respondents (over 65) to the open questionnaire were more likely to *agree* or *strongly agree* with the panel.

Panellists were the most positive about volunteers 'meeting and greeting' library users, with 77% saying they would *likely* or *very likely* encourage residents to use libraries, compared with 29% of respondents to the questionnaire. Interestingly, non-library user panellists, who the 'meeting and greeting' would possibly be aimed at, were more positive towards this than library users.

Respondents to the open questionnaire and panellists in particular, believed it would have more of a *positive* impact on *other* library users, rather than themselves and their family. For example, 36% of panellists and 10% of respondents to the open questionnaire believed it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This compares to 50% of panellists and 12% of respondents to the open questionnaire believing it would have a *positive* or *very positive* impact on *other* library users.

Interestingly, library user panellists were more inclined to say it would have a *positive* impact more than non-library user panellists.

Positively, 14% of panellists and 4% of respondents to the open panel (a total of 81 residents) said they would be interested in volunteering, undertaking a range of roles.

Whilst some focus group and in-depth interview participants believed there were real benefits of volunteers helping in libraries and gaining experience and skills, there was some resistance to the use of volunteers.

Many thought it was unethical to make redundancies throughout the library service and then replace them with volunteers, who may even have to be trained by the librarians who will lose their jobs.

There was significant discussion around the ability of volunteers to be able to deliver the same level of service as librarians. Participants were concerned that librarians, who undertake many years of training, have significant skills and knowledge that cannot be simply replicated in a volunteer and volunteers will not be able to help library users to the same level.

There was also concern that to staff libraries with volunteers successfully, many volunteers will be needed and many questioned the ability to recruit and then maintain the required number of volunteers in the future.

#### **Element 4: Co-locating libraries**

Co-locating libraries with other services was seen as the most positive element within the overall proposal. Co-locating received the highest overall proportion of '*agree*' and '*strongly agree*' responses than any other element, with 72% of panellists and 53% of respondents to the open questionnaire providing this positive response.

Although 37% of panellists and 21% of respondents to the open questionnaire said the proposal would have *no impact* at all, just over a third (35%) of panellists and a quarter (24%) of respondents to the open questionnaire said it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This increased further when asked about the impact it would have on *other* library users to 48% of panellists and 28% of respondents to the questionnaire, indicating that people think co-locating would benefit other people as they would be able to access multiple services at one location.

The majority of focus group and in-depth interview participants understood the need to reduce expenditure and agreed one approach would be for libraries to co-locate with other services to reduce running costs.

Participants provided different suggestions of where libraries could be located such as within shopping centres or sports centres. However, they were keen to ensure that any new library is designed appropriately ensuring plenty of study space and that it does not detract from being a library and keeps its own identity.

#### **Element 5: Partnership libraries**

The creation of Partnership libraries was received with a mixed response by panellists, respondents to the open questionnaire, and focus group and in-depth interview participants. Panellists favoured this approach the most, with 73% of panellists compared with 25% of respondents to the open questionnaire *agreeing* or *strongly agreeing* with it. Library users

from the panel were slightly more negative towards this proposal. Younger panellists (under 24 and 25-34) were more in favour of the proposal, however, this differed to the open questionnaire where it was respondents aged over 65 who were the most positive.

Similarly to the other proposals, respondents to the open questionnaire and panellists in particular, were more positive about the impact it would have on other library users compared to the impact on themselves and their family's use of the library service.

Some focus group and in-depth interview participants were concerned that the management and running of a library would be handed over to a community group that lacked experience and the ability to run a library. Moreover, community groups would also have the same issues with recruiting and maintaining volunteers as would the other libraries.

There was also concern the proposed grant of £25,000 would not be sufficient for community organisations to run a library successfully.

However, some participants believed partnership libraries provided an opportunity for some groups such as learning disability organisations, as they could run a library and provide their members with opportunities to work there, and gain new skills and experiences.

## Overview of the proposals

Panellists agreed significantly more than respondents to the open questionnaire that Barnet Council has balanced the factors effectively (67% and 25% respectively) saying either *yes, fully* or *yes, partly*. Two-thirds (66%) of respondents to the open questionnaire said *no, not at all*, compared with 14% of panellists.

When asking about the overall impact of the proposals, panellists were only slightly more positive and respondents were slightly less positive about the impact it would have on other library users compared to the impact on themselves and their family's use of the library service. Three in ten (29%) of panellists and one in twelve (7%) respondents to the questionnaire said it would have a *positive* or *very positive* impact on themselves and their family's use of library services. This changed to 37% and 6% respectively when asked about the impact on other library users.

# Research Findings

This sections reports and explores the findings from the quantitative research and subsequent qualitative research.

## Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

### Introduction to Element 1

During the first consultation, residents said that they did not want any library to close. In response, Barnet Council developed a proposal to maintain the libraries in a network of 14 static library sites, categorised into three different types. Each type of library would have a clear service offer.

The type of library proposed on each site was determined by using a criteria of demographic need of the local area, the use of the library, the quality of the access to the library, and the size and quality of the library site.

The proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours).

The proposed library categories are:

**Core Plus Libraries** – these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware.

**Core Libraries** – these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge.

**Partnership Libraries** – four partnership libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and would retain the council's Barnet library branding. Libraries would receive an annual grant and support from Barnet's central library service.

## Quantitative views on Element 1

Those responding to the consultation were asked to what extent they agreed or disagreed with the council's proposed locality model comprising of Core Plus, Core and Partnership libraries. As shown in **Figure 5**, panellists *agreed* or *strongly agreed* with this statement more than respondents to the open questionnaire (68% compared with 24%). Almost three in five (57%) of open questionnaire respondents *strongly disagreed* with this proposal, compared with just 12% of panellists.

Library users from the panel were the most positive towards the proposal, with 63% of panellists saying they either *agreed* or *strongly agreed*. This compares with 24% of library users from the open questionnaire.

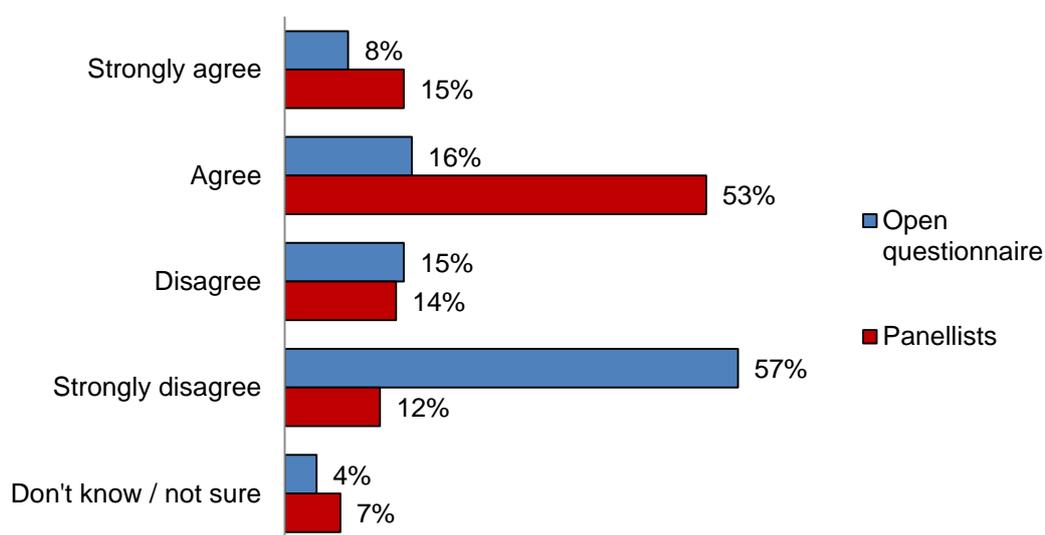
Panellists and respondents from the open questionnaire under the age of 24, were more likely to *disagree* or *strongly disagree* with the proposal than any other age group.

Disabled respondents to the open questionnaire *agreed* or *strongly agreed* with the proposal more than non-disabled respondents (37% compared with 23%).

Library user panellists were more negative than non library users, with 31% of library users saying it would have either a *negative* or *very negative* impact, compared with 13% of non-library users.

There were no significant differences by gender or ethnicity.

**Figure 5 – To what extent do you agree or disagree with the council's proposed locality model comprising of smaller libraries designated as either Core Plus, Core or Partnership Libraries as a way to reduce costs and maintain all 14 static sites?**  
**Base: All respondents providing a valid answer (721, 462)**



Those responding to the consultation were asked what impact they thought the proposed locality model will have on themselves and their family's use of the library service.

Panellists believed that the proposal would have more of a *positive* or *very positive* impact compared to respondents to the open questionnaire (23% compared with 9%).

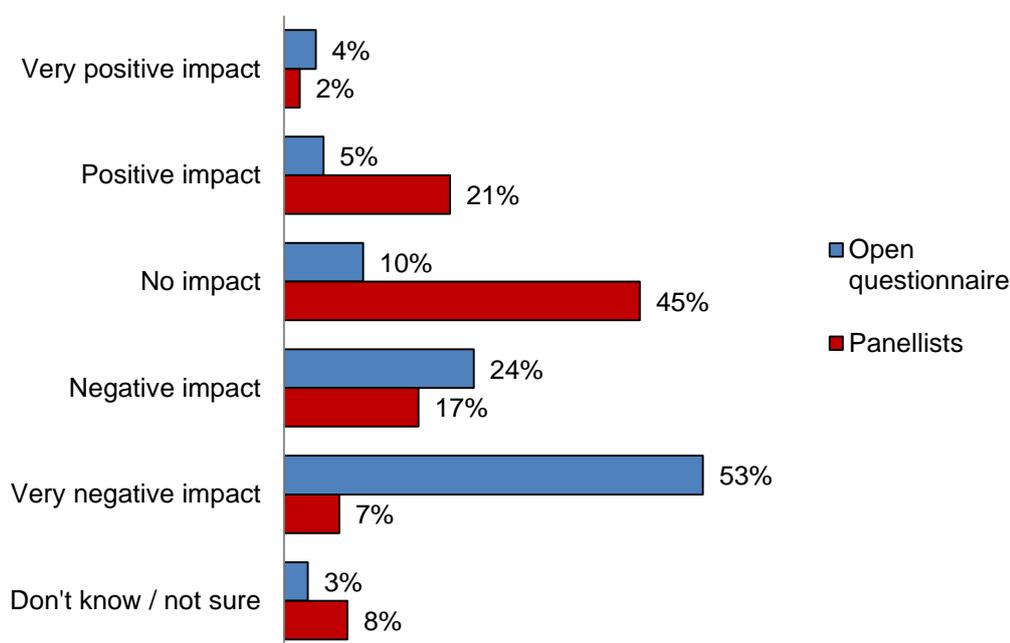
Interestingly, respondents under the age of 24 were more likely to say it would have a *negative* or *very negative* impact than other age groups (panel and open questionnaire).

Library user panellists were more positive than non library users, with 27% of library users saying it would have either a *positive* or *very positive* impact, compared with 17% of non-library users.

There were no significant differences between gender, ethnicity or disability.

**Figure 6 – What impact do you think these proposals will have on you and your family's use of the library service?**

**Base: All respondents providing a valid answer (733, 468)**



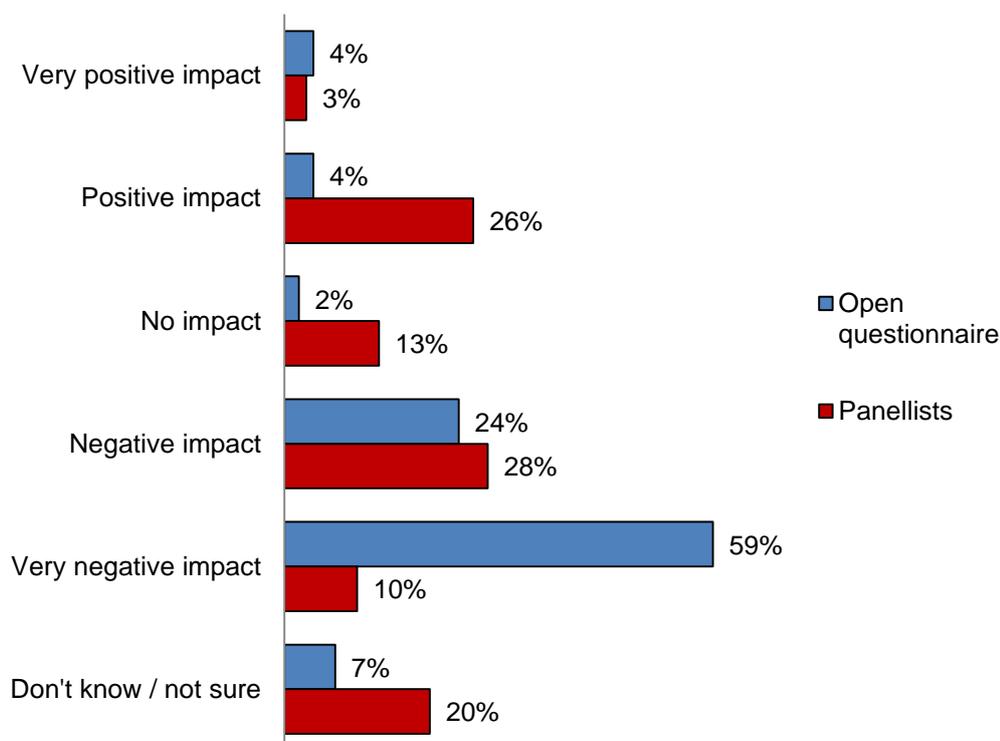
Those responding to the consultation were also asked to consider what impact the locality model will have on other library users. As shown in **Figure 7**, panellists were more positive than respondents to the open questionnaire, with 29% saying it would have a *positive* or *very positive impact*, compared with 8% of respondents to the open questionnaire.

Similarly to the previous question, panellists under the age of 24 were more inclined to believe the proposal would have a *negative* or *very negative impact* on other library users.

Library user panellists were more negative than non library users, with 44% of library users saying it would have either a *negative* or *very negative impact*, compared with 25% of non-library users. There were more non-library users (panellists) than library users who were indifferent to the proposal, with 20% saying it would have no impact on other library users, compared with 9% of library users.

**Figure 7 – What impact do you think the proposals in this element will have on other library users?**

**Base: All respondents providing a valid answer (734, 469)**



## Other ideas or approaches to minimise the impact or improve the proposals

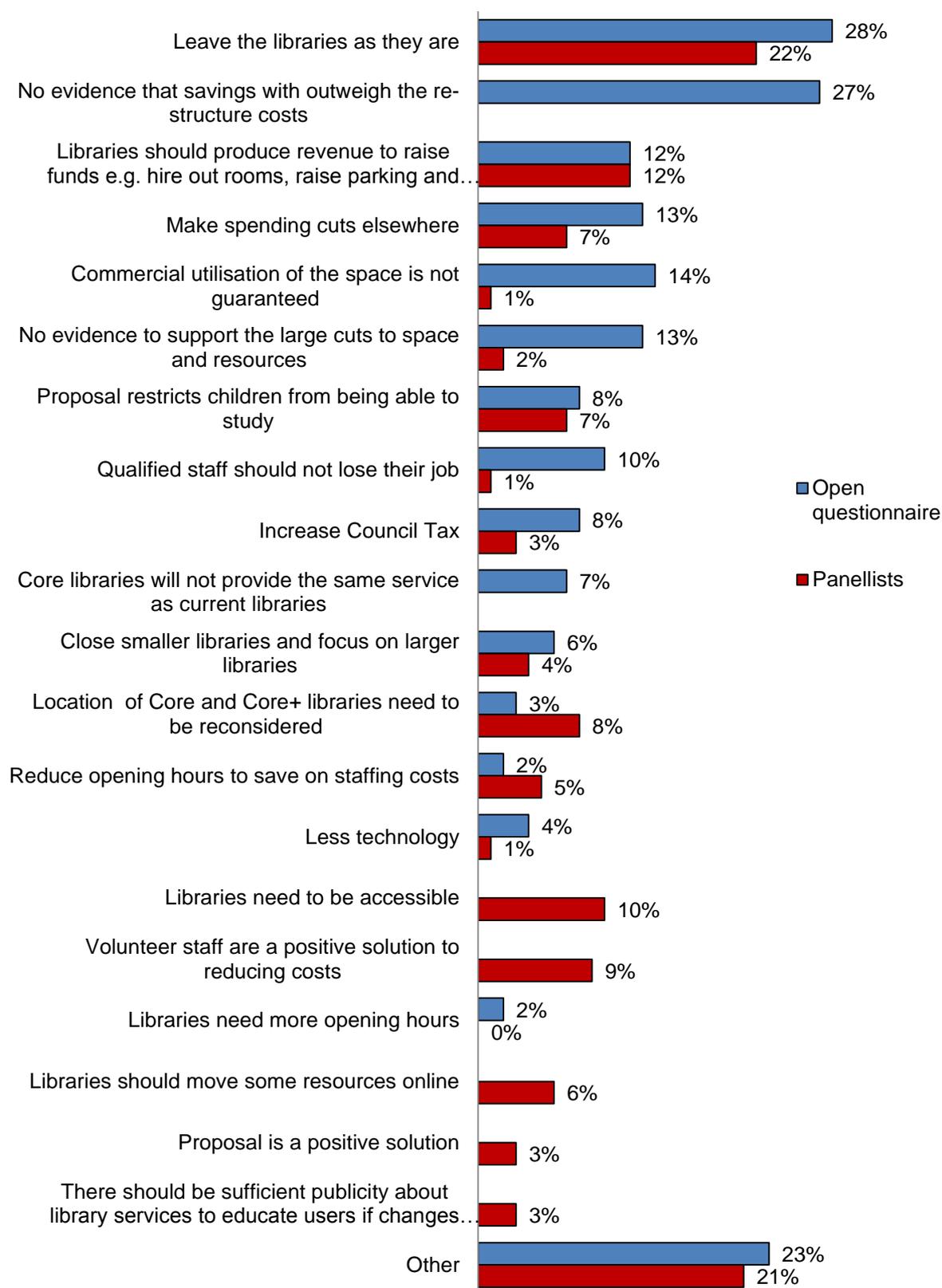
Those responding to the consultation were asked if they had any ideas or approaches that they felt the Council could take to minimise the impact or improve the proposals, whilst still meeting the council's savings commitment. As shown in **Figure 8**, most of the responses were statements about the proposed changes rather than ideas or approaches.

The most common response was to *leave the libraries as they are*, which was mentioned by 28% of respondents to the open questionnaire and 22% of panellists. Another response provided by respondents to the open questionnaire was that there was *no evidence that the savings made will outweigh the restructure costs*. This was mentioned by 27% of respondents, however, no panellists mentioned this at all.

One in eight (12%) respondents (to the open questionnaire and panel) said that *libraries should produce revenue to raise funds e.g. hire out rooms, raise parking and fine cost*.

**Figure 8 – Are there any ideas or approaches that you feel the Council could take to minimise the impact or improve the proposals in this element that would still meet the Council’s savings commitment?**

**Base: All respondents providing a valid answer (485, 163)**



## Qualitative feedback on Element 1

Discussion around the proposed locality model was mixed with many respondents concerned about the reduction in library sizes and the scaling down of resources in core libraries. There was also apprehension about how successful Partnership libraries would be, as they would be run by community groups that may not have experience of running a library. However, there was some acknowledgement that due to budget cuts within Barnet Council, the library service does have to make changes and that the proposal does keep all the libraries open rather than closing some of them which is the least desirable option.

### An understanding of the need to reduce costs

Some participants understood that there was a need to reduce costs and one way of doing this was to reduce the size of some of the libraries or create partnership libraries, but only if it meant that all the libraries would remain open and that Barnet Council did not close any.

*Bearing in mind they were proposing to scrap some libraries, this [new core/core plus] proposal means that everyone will be able to access resources at the libraries.*

(Older person, in-depth interview)

*We consider that as a consequence of the need to reduce expenditure on the Library Service, the compromise of a "Partnership" library is appropriate to the evolving needs for such service locally.*

(Stakeholder response)

*In principle, I understand why it's being done, but I do question how much resources each library will have.*

(Older person, in-depth interview)

Some participants saw that there was even an opportunity for libraries to make an income from hiring out rooms.

*For me, I would ask the people to see if there's ways of the library to make money, can they hire rooms out?*

(Unemployed focus group)

### A lack of information on what will happen in reality

Some participants, mainly in the 'Older' focus group, felt that there was a lack of information and confusion as to what will happen in reality and that the consultation document, information they had read generally and information in the media, had not been specific enough and detail what changes would occur 'on the ground'. They were concerned that they could not make an informed decision on how it will affect the libraries.

*I need clarification of what is meant. I'm unsure what 'partnership libraries' actually are, what does 'Barnet branding' mean, what are the other libraries, what will they do? There's little point in keeping East Barnet library open if there's precious little for us to use.*

(Older people focus group)

*On what basis have libraries been designated 'core plus', 'core' and 'partnership'?*

(Stakeholder response)

*There needs to be more detail on how the Partnership libraries will work.*

(Older people focus group)

A number of participants in the older people focus group were particularly concerned about the financial calculations and how decisions were being made to invest significantly in the changes. They wanted to see the evidence that has been used to develop the proposed locality model.

*Show us the evidence and floor plans of proposed libraries that spending £6m will save us £2m. We need to see the evidence.*

(Older people focus group)

### A reduction in library space will impact children and study space

There was significant concern that a reduction in floor space and a change in the level of resources at libraries would have a detrimental effect on children and availability of study space for older children. Participants in most groups and in-depth interviews aired their concerns that study space was already at a premium, with users often having to join a waiting list to use the study space facilities during busy periods. Participants in the younger people focus group were particularly concerned how this would affect them and future generations.

*I think especially during exam season, it's going to get really busy. I have to get up really early to get there and get some space to study.*

(Younger people focus group)

*At some libraries, there's a queue of people waiting to use the computers. I've waste loads of time waiting for a computer to come free.*

(Younger people focus group)

*I think if you're making libraries smaller, you're reducing space for children to study after school or weekend. I think that would be a great loss. Children of all ages from two year olds. Parents want children to be somewhere safe and study.*

(Unemployed focus group)

*The only thing is the reduction in the size of library. People wanting to study may find it difficult with smaller libraries.*

(Older person, in-depth interview)

*Some libraries, Hendon library on the 3<sup>rd</sup> floor is just tables and chair. Church End gets too busy. You're given a ticket to wait until it's your turn. There already way too busy. I've been turned away before. I've stopped going to Barnet library as I can't get a seat. I've had to study on the floor a few times.*

(Younger people focus group)

Some Participants spoke favourably about their experience as a child at their local library and how they currently or in the past, have taken their own children to the library to read, take books out or attend a reading group. Participants, however, were concerned that with less space made available, it would have a negative impact on children using the facilities.

*A child will see older people reading and learning, so the child will see that's a good thing, will be confident that it's their library and will be encouraged to pursue reading and learning. It's about empowerment. Smaller libraries will stop this.*

(Unemployed focus group)

*I used to take my child to reading groups. If the libraries are smaller and not staffed, will this happen in the future?*

(Unemployed focus group)

## Concerned about the reduction in resources and services

Whilst discussing 'core' libraries, participants were concerned that the already reduced range of resources would be reduced even further. They spoke about how they felt Barnet Council did not see libraries as a service, but instead saw them and treated them as a building which was why some libraries (core) would be reduced in size, hold less resources with fewer trained staff.

*This [council] proposal is about providing access, not a service. It's not about providing resources and a building. They say they're not closing any libraries, but the service isn't there.*

(Older people focus group)

*I think one of the big fears is for the space to decrease. We just don't want them to reduce in size.*

(Physical disability group)

*I think what we've got at the moment is like a set of ingredients. There's lots of things to consider. The building itself is a 'giving' building. It needs to be a service.*

(Older people focus group)

## Volunteer opportunities for partnership libraries

Some participants, however, commented positively towards the concept of partnership libraries, particularly in relation to the volunteer opportunities and made positive comparisons with their experience of working as a volunteer in similar circumstances.

*I volunteer at a library and it's great, it's like a family, everybody knows everybody. All the books there now have been donated. I volunteer on two days a week, it's great.*

(Physical disability group)

*I volunteer at a library and I really enjoy it. There are a lot of volunteers. Sometimes we have to cover for each other but it works out ok.*

(Younger persons group)

## Libraries should be multi-functional facilities for the whole community

Moreover, some respondents also believed that libraries need to be used by the whole community and offer more than just the traditional services offered by libraries.

*I think the libraries that are in existence now need to be more multi-functional. Community activities going on are just as much important as the books and DVDs.*

*They need to be presented as multi-purpose. That may reduce costs and help run the library better.*

(Physical disability group)

*The spaces in libraries need to be re-designed so they accommodate everyone in the community.*

(Unemployed focus group)

## Element 2: Invest in new technology to provide increased opening hours while reducing the number of staffed sessions

### Introduction to Element 2

In order to maintain the network of 14 library sites across the borough within a reduced budget, Barnet Council proposed to significantly reduce the number of staffed opening hours while maintaining sufficient professional librarian expertise.

The increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed. It is proposed that the introduction of this technology will be at all Core Plus and Core libraries. The Council has already piloted the technology at Edgware Library to extend opening hours.

The technology will allow customers to access the library when it is unstaffed, using their library card and a PIN. Customers will also be able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing help and advice to use the technology and signposting to resources held within the library.

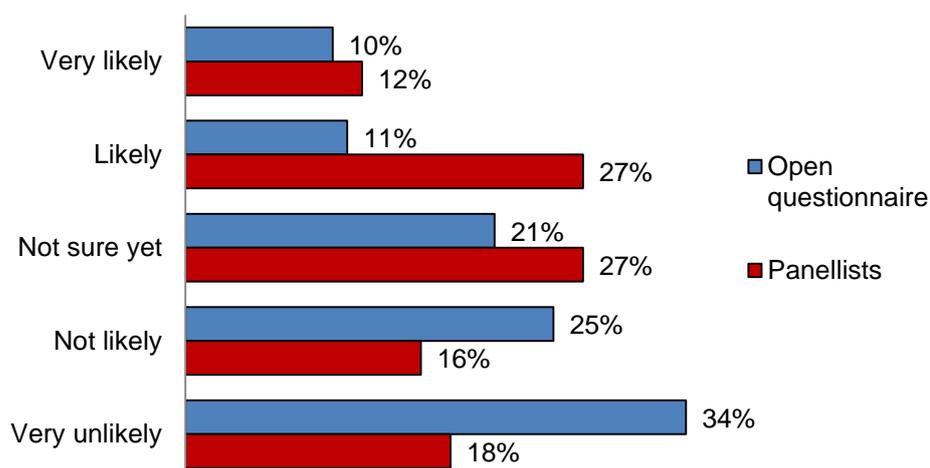
### Quantitative views on Element 2

Those responding to the consultation were asked how likely or unlikely they would use a Barnet library during technology enabled opening sessions? Two in five (39%) of panellists said they would *likely* or *very likely* use a library during technology enabled opening session. This compares to one in five (21%) of respondents to the open questionnaire. These responses are shown in **Figure 9**.

Males (panellists and respondents to the open questionnaire) were slightly more inclined to say *likely* or *very likely* than females, to visiting during technology enabled opening, as were respondents under the age of 24 when compared with any other age group. There were no other significant differences by library users or disability.

#### Figure 9 – How likely or unlikely are you to use a Barnet library during technology-enabled opening sessions?

Base: All respondents providing a valid answer (736, 462)



## Impact of technology-enabled access

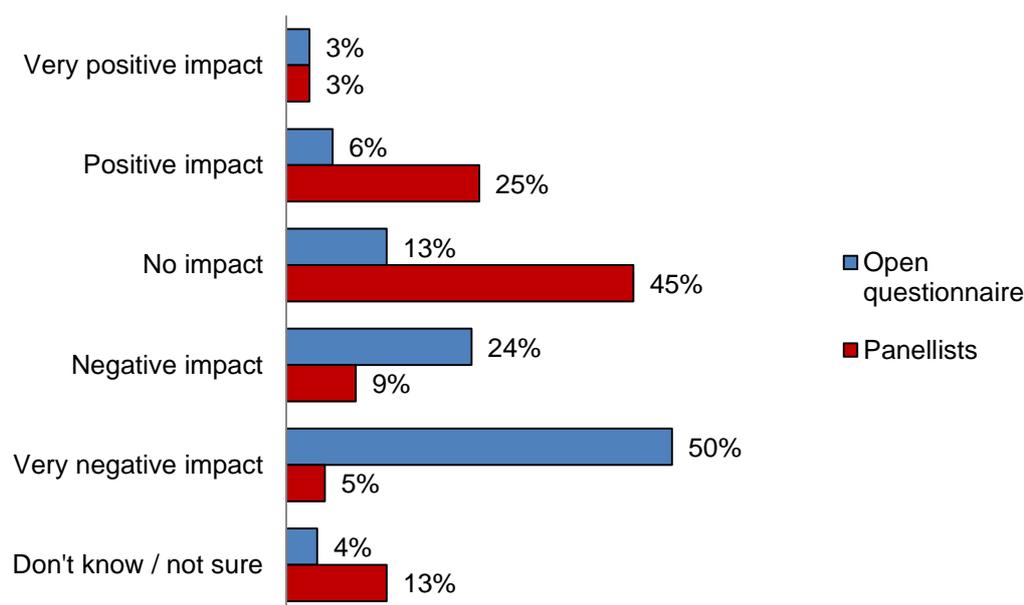
Those responding to the consultation were asked what impact they thought the technology-enabled access would have on them and their family's use of the library service. As shown in **Figure 10**, panellists were the most positive, with 28% saying it would have either a *positive* or *very positive* impact compared with 9% of respondents to the open questionnaire. Over two in five (45%) of panellists said it would have *no impact* – with statistically more non-library users saying this (62% compared with 34% of library users).

Panellists who were also library users, were more inclined to say it would have a *positive* or *very positive* impact on them and their family's use of the library service.

There were no other significant differences.

### Figure 10 – What impact do you think these proposals will have on you and your family's use of the library service?

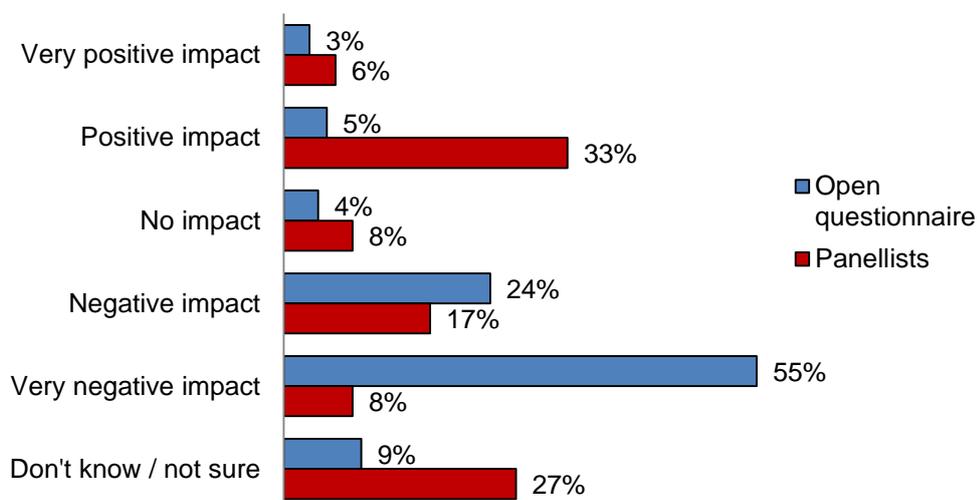
Base: All respondents providing a valid answer (737, 461)



When asked what impact technology-enabled access would have on other library users, respondents said it would have more of an impact, compared with the impact on them and their family. As shown in **Figure 11**, two in five (39%) panellists said it would have a *positive* or *very positive* impact whilst a quarter (25%) said it would have a *negative* or *very negative* impact. Four in five (79%) respondents to the open questionnaire said it would have a *negative* or *very negative* impact. Library users (panellists) were more inclined to say it would have a *negative* or *very negative* impact. There were no other significant differences.

**Figure 11 – What impact do you think the proposals in this element will have on other library users?**

**Base: All respondents providing a valid answer (736, 458)**

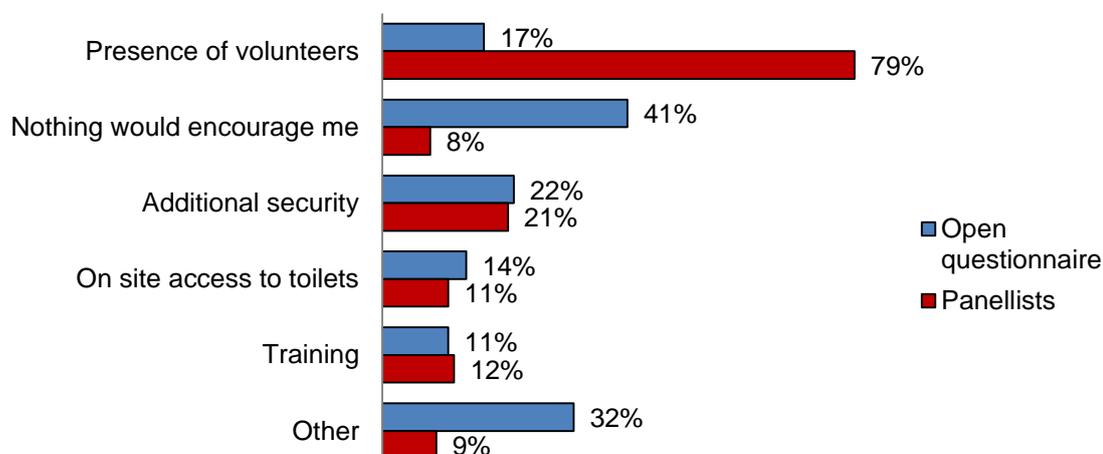


**What would encourage you to use technology-enabled opening?**

Those responding to the consultation were asked what would encourage them to use technology-enabled opening. As shown in **Figure 12**, the most common response was the *presence of volunteers*, which was provided by four in five (79%) panellists, compared with just 17% of respondents to the open questionnaire. One in five (21%) panellists would want to see *additional security*. Two in five (41%) of respondents to the open questionnaire, however, said *nothing would encourage me to use technology-enabled opening* (compared with just 8% of panellists). This indicates that panellists are more open to the idea of technology-enabled opening. There was no significant differences as to whether they were a library user or not.

**Figure 12 – What would encourage you to use technology-enabled opening?**

**Base: All respondents providing a valid answer (561, 141)**



## Other ideas or approaches to minimise the impact or improve the proposals

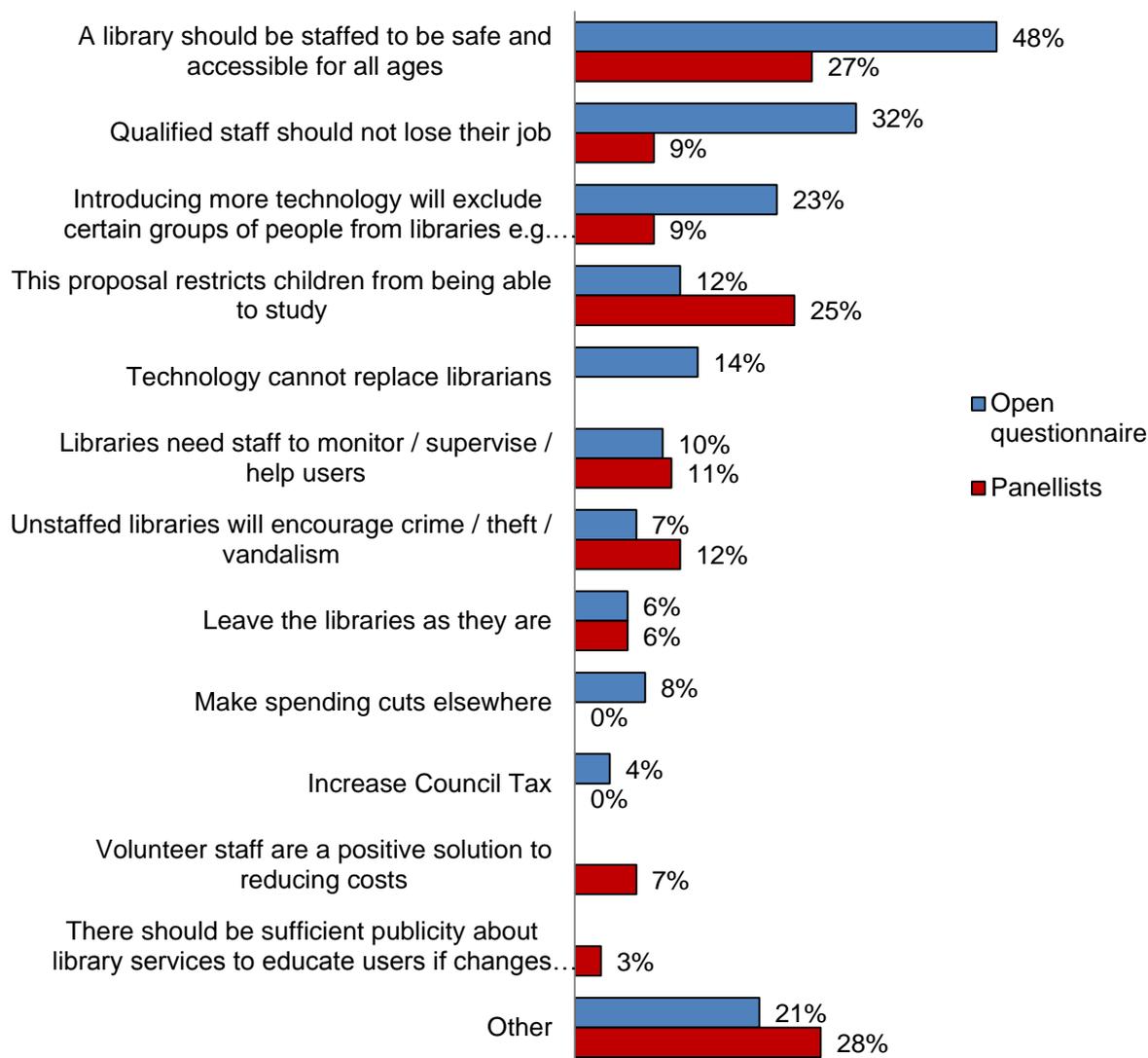
Those responding to the consultation were asked if they had any ideas or approaches that they felt the council could take to minimise the impact or improve the proposals of technology-enabled access to libraries. Most of the responses were additional comments on the proposal and not ideas or suggested approaches. Most responses were centred on maintaining qualified librarians and not replacing them with technology for safety reasons and the loss of service.

Just over a quarter (27%) of panellists and almost half (48%) of open questionnaire respondents, for example, said the *libraries should be staffed to be safe and accessible for all ages*. A quarter (25%) of panellists and 12% of open questionnaire respondents said the proposal restricts children from being able to study.

All the responses can be seen in **Figure 13**.

**Figure 13 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?**

**Base: All respondents providing a valid answer (450, 110)**



## Qualitative feedback on Element 2

### Concern over personal security and security of the resources and building

Participants across all groups and in-depth interviews felt very strongly about unstaffed libraries and believed that without staff or security guards, they would personally feel very unsafe visiting the library on their own.

*I don't like the idea of opening a library unstaffed, I think that's dangerous. People will get to know that nobody is there, and they'll be problems.*

(Physical disability focus group)

*I'm really not sure how I feel about it [no staff working at the library], I don't know if I'll feel safe.*

(Learning disability focus group)

*There could be muggings, very dangerous. They could smash up all the books. People won't care, nobodies watching. It distances the sense of belonging and ownership – what it should be there for.*

(Physical disability focus group)

There was also significant concern that undesirables may get into the library and damage the building and its resources.

*It could increase vandalism in the library. Without supervision, you could have problems*

(Older person, in-depth interview)

*If it's not staffed, they could smash the computers. You could spend a lot of money on technology and they end up smashing it up.*

(Physical disability focus group)

One participant recalled problems at a library where staff have not always intervened when there are problems between library users, so without staff the problem could be even worse. Moreover, some discussed the use of CCTV.

*There's been loads of problems at Chipping North library. Even the staff don't always intervene. It will just be worse if staff aren't there.*

(Older person, in-depth interview)

*CCTV doesn't work. It just doesn't stop crime from happening.*

(Older person, in-depth interview)

### Libraries could be used for people to congregate in a negative way

Some participants were concerned that during technology enabled opening, some libraries may be a place for youths to congregate, or for drug dealing to take place, which will in turn put people off from using the library.

*It literally could be turned into a zoo with people doing drugs or causing trouble*

(School discussion group)

*The problem is there's a chance that the library could become a youth club and may not be very welcoming to disabled people.*

(Learning disability focus group)

## Comparison with the pilot

There was some discussion around the pilot at Edgware Library, where the technology enabled opening times were being trialled. Participants highlighted that the library had a security guard in place when there weren't any staff on site, so it was not a true representation of what will happen in reality and believed the ideas of unstaffed opening was flawed because of this.

*We understand that a security guard is present during unstaffed hours in the pilot, but a security guard is not mentioned in the proposal that is being consulted on and answers to public questions indicate that no security guards will be present if the proposals are implemented. The very fact that a security guard was thought necessary during the pilot suggests to us that fatal flaws are inherent in the plan.*

(Stakeholder response)

## Discouraging residents from using the library

In addition to security, another main concern was that having unstaffed libraries would simply discourage residents from using them, which was something that participants felt passionate about as they believed libraries should be a resource that is open to everyone and does not exclude anyone. Participants spoke of how people in general could be put off from visiting libraries and in particular some specific vulnerable groups, such as younger people, disabled people, older people and females. They also spoke how this would have a general knock on effect to future library use and how people will see and value libraries.

*We are gravely concerned about the proposals for automation of the libraries, specifically because the exclusion of children and Younger people focus group from libraries when there are no staff or volunteers present. This intention to exclude the very people who benefit from access to books is fundamentally wrong and will cause untold damage to the future literacy of children in the borough*

(Stakeholder response)

*It may or may not put people off from using the library. Young women may be apprehensive to use the library.*

(In-depth interviewee)

*We fear that many users will be inhibited from using the unstaffed library because of safety fears.*

(Stakeholder response)

*I think a lot of people will decide not to go when there's no staff and it's electronic access only.*

(Older people focus group)

*When I used the library as a child, I could get help and assistance. It's going to put children off from going. Those who want to learn could have problems and it will put them off as they won't be able to use it.*

(Older person, in-depth interview)

## Lose the heart of the library

Further to putting residents off from using libraries, many participants believed the introduction of technology and the reduction of staffed opening hours would severely affect how libraries are perceived and that ultimately the heart and soul of the library would be lost.

*It's a really bad idea – you shouldn't replace humans with technology – it takes away the personal feel and people could not run riot.*

(School discussion group)

*It needs staff, they will keep the sole in the library. Take staff away, then you kill the soul of the library.*

(Physical disability focus group)

## Health, safety and emergencies

Participants also discussed about general health and safety of library users during unstaffed opening. There was concern, particularly from the learning disability group, that if a library user had an accident or fell, that there may not be anyone around to help. There was also concern about what would happen in an emergency and who would take charge of the situation as it is a public building.

*What happens if you have a fall and can't get up? I feel really strongly about this. It's not easy. If there isn't staff there, there won't be any help.*

(Learning disability focus group)

*It's an extremely bad idea to let people in a public building on their own as not everyone is responsible and will take care and respect the resources. Health and safety, inappropriate activity and what about an emergency, what happens then?*

(Older person, in-depth interview)

*I'm worried what would happen if there was an accident and there weren't any staff. I'd not feel very safe?*

(Learning disability focus group)

## Concern about technology not working

There was also some apprehension that the technology may not work which would mean that library users would not be able to access the library or use any of its resources.

*If they're going to use technology, it needs to be up to date and working.*

(Older people focus group)

*What happens when the computers stop working? People won't be able to do things and they'll get locked in.*

(Learning disability focus group)

## No support or help from staff or volunteers

It was evident from the discussions held that people put a lot of emphasis on the ability to be able to ask for help, advice and support from staff or volunteers working in the library. During the unstaffed opening times, participants were not happy that this resources would not be there and questioned what would happen if they wanted help that would normally be given by staff or volunteers.

*Libraries should remain a place to obtain face-to-face advice and practical assistance on a range of matters, from searching for information, to using computers. This is particularly important for older people, people with disabilities and those with poor English.*

(Stakeholder response)

*If someone goes into a library, and has a disability like us, what happens when we need help? There won't be the staff there to help us.*

(Learning disability focus group)

*Functions will be lost during unstaffed sessions.*

(Stakeholder response)

## Significant costs to installation and maintenance

The cost of installation and maintenance of the technology, particularly the electronic gates, were discussed with participants concerned that the costs were too high and the money should be used to employ librarians.

*The problem with electronic gates is the cost. They're hugely expensive. They could use this money to run the libraries with trained staff.*

(Older people focus group)

*Not only are the gates expensive, but you need money to keep them operating and staff that know what to do if they're not working.*

(Older people focus group)

## Positive comments and suggestions

Although most of the discussion and comments were negative towards technology enabled hours, some participants did have some positive comments.

*I think it's good to keep them open for longer, even unstaffed using the technology.*

(Older person, in-depth interview)

*I think it will be busy at night. You'll be surprised. A lot of people will use the library after work at night.*

(Learning disability focus group)

*I don't think the electronic gates are a problem. Universities have them and they work well.*

(Older people focus group)

*If staffing levels can be reduced and be equally competent person, that would be fine. Maybe even hire a security guard that doubles up and does some library duties. But whatever happens, they need proper training.*

(Unemployed focus group)

*I don't think using the technology will put people off.*

(Older person, in-depth interview)

There was some discussion around changing the times when the libraries were staffed, so that they were staffed during the evening when it was dark.

*Maybe they should open the libraries later in the summer when there's more daylight and then close earlier in the winter when it gets dark at 4 o'clock.*

(Learning disability focus group)

*Why not have unstaffed hours during the day when parents will come with their young children. So do it the other way around. Staff to work after 5pm when it starts getting busy.*

(Younger people focus group)

## Quantitative views on Element 2 (under 16s)

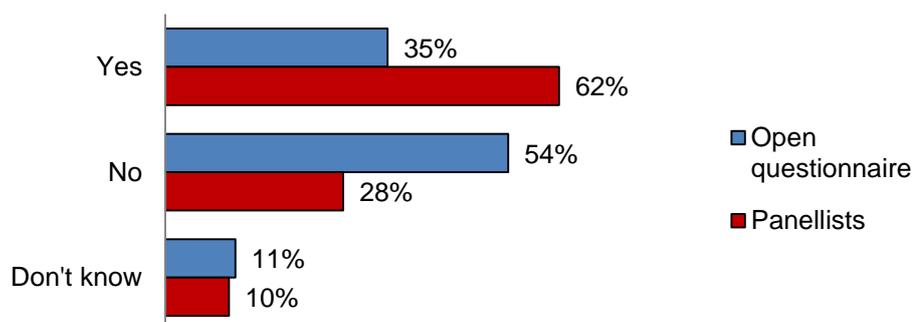
### Under 16s use of libraries during technology-enabled opening

It is proposed that children under the age of 16 will need to be accompanied by a registered library user that is over the age of 18. Respondents were asked if they agreed or disagreed with this proposal. Just over three in five (62%) panellists said yes they agreed that under 16s must be accompanied by a registered library user over the age of 18. This compares to 35% of respondents to the open questionnaire. This is shown in **Figure 14**.

Panellists that were non-library users were more inclined to agree with this statement than library users (68% compared with 59%). There were no other significant differences for panellists. However, under 24 year old respondents to the open panel were largely against this proposal (79%) compared to 54% of all open questionnaire respondents. Moreover, respondents over the age of 65 were more inclined to agree with the proposal (44% compared with 35% of all open questionnaire respondents).

**Figure 14 – We are currently proposing that under 16s wishing to use a library during technology-enabled opening must be accompanied by a registered library user over the age of 18. Do you agree with this?**

**Base: All respondents providing a valid answer (732, 460)**

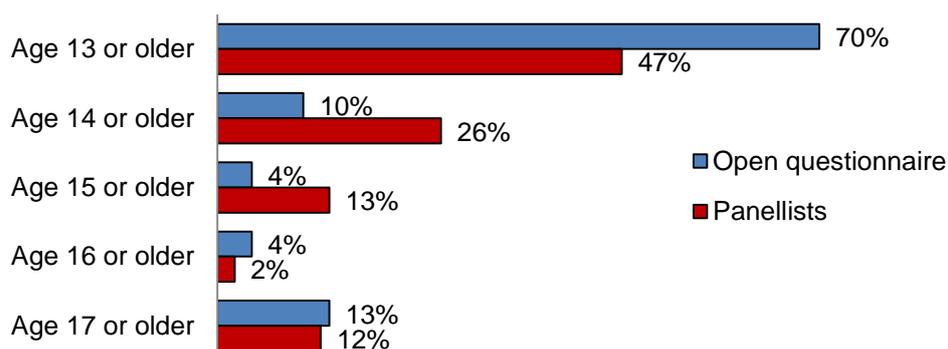


Respondents that said they disagreed with the proposal of only allowing 16 year olds access with an adult, were subsequently asked at what age children and younger people should be able to use libraries during technology-enable opening hours unaccompanied. As shown in **Figure 15**, almost half (47%) of panellists and seven in ten (70%) of respondents to the open questionnaire said *age 13 or older*.

Library users (panellists) were more likely to say *age 13 or older* than non-library users (54% compared with 38%).

**Figure 15 – What age do you think children / Younger people focus group should be able to use technology enabled opening hours unaccompanied?**

**Base: All respondents providing a valid answer (378, 124)**



## Qualitative feedback on Element 2 (under 16s)

### Concern that children cannot use the library during technology enabled opening

One consequence of technology enabled opening that participants were particularly worried about was the effect it would have on children. Libraries are seen to play a key role in a child's development and learning and the proposal to stop children under the age of 16 from using the library during technology enabled opening unless accompanied by a registered library user over the age of 18 was felt to be damaging.

*The most important thing to me is the children, they're going to miss out on this education. It will affect generations.*

(Older people focus group)

*If you're not letting children in the library at the age of 13 [during technology enabled time] you affecting them and their family.*

(Unemployed focus group)

*Children aged 13-15 will find it difficult to get a parent to go along with them.*

(School discussion group)

*Being accompanied by an adult is stupid. At 15 you are capable of going to the library to study*

(School discussion group)

### Confusion how school children will be able to access a library outside school hours

There was clear confusion amongst participants about how children under 16 will be able to access the library during term time as they believed libraries will only be open when children are at school. As a consequence, participants believed children will not be able to access an unstaffed library outside of school hours.

*I can understand why they're saying that only 16 year olds and older will be able to use the library when it's not staffed, but when are the younger children going to be allowed to use it? Children will only be able to go on their own when it's school time.*

(Older person, in-depth interview)

*All libraries will be closed most of the time to under 16s visiting alone. Are these children reasonably expected to travel (alone) to another library after school hours? With 16 and 17 year olds needing parental consent to visit, what impact will this have on those whose parents are not able to engage with this or willing to give consent?*

(Stakeholder response)

Generally, the younger participants believed that children in academic years 10 and 11, i.e. those taking GCSEs, should be allowed access without being accompanied by an adult as they needed to be able to visit libraries to undertake their study for school work and exams.

*I think it would be fairer to say everyone from year 11 or over can have access.*

(Younger people focus group)

*Regarding GCSEs I think everyone in year 10 and older.*

(Younger people focus group)

*I think 13 is too young. I think aged 14 or 15 is ok to use it unstaffed.*

(Younger people focus group)

## Element 3: Recruit more volunteers to support the delivery of the library service offer

### Introduction to Element 3

Since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

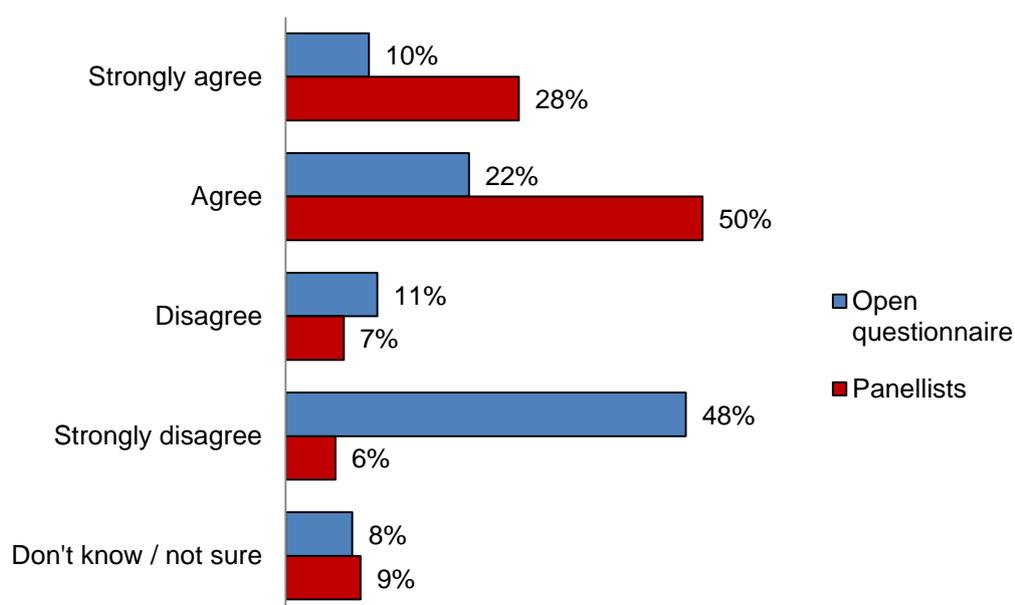
### Quantitative views on Element 3

Those responding to the consultation were asked to what extent they agreed or disagreed that investing in a small team of staff to recruit, train and support volunteers is an effective way to encourage and support volunteers. Almost four in five (78%) of panellists said they *agree* or *strongly agree* with the proposal, compared with one in three (32%) of respondents to the open questionnaire. Far fewer panellists said they *disagree* or *strongly disagree* compared to respondents to the open questionnaire (13% and 59% respectively). **Figure 16** shows these results.

There were no significant differences between panellists, however, respondents to the open questionnaire that were aged over 65, were more likely to *agree* or *strongly agree* with this element, compared with any other age group.

**Figure 16 – To what extent do you agree or disagree that this is an effective way to encourage and support volunteers?**

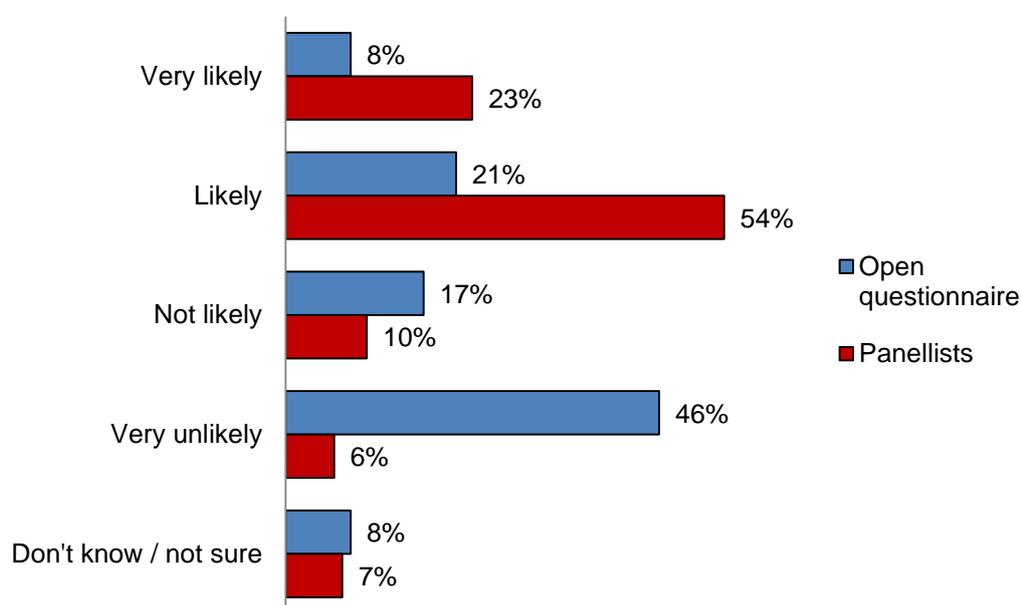
Base: All respondents providing a valid answer (737, 454)



Those responding to the consultation were then asked how likely or unlikely they felt that the role of volunteers 'meeting and greeting' in libraries would encourage residents to use them during technology-enabled opening. **Figure 17** shows that panellists thought it most likely that volunteers 'meeting and greeting' would encourage residents to use the library during technology-enabled opening with 77% saying either *likely* or *very likely*. This compares to just 29% of respondents to the open questionnaire. Furthermore, 63% of respondents to the open questionnaire thought volunteers meeting and greeting was *not likely* or *very unlikely* to encourage residents to visit a library.

Panellists who were library users were slightly more inclined to say *not likely* or *very unlikely*. In contrast, respondents to the open questionnaire aged over 65 were more likely to say *likely* or *very likely*. There were no other significant differences.

**Figure 17 – How likely or unlikely do you feel that having volunteers 'meeting and greeting' would encourage residents to use technology-enabled opening?**  
**Base: All respondents providing a valid answer (737, 455)**



### Qualitative feedback on Element 3

#### Concern over losing qualified staff with skills and knowledge

One of the main concerns participants had about the use of volunteers and essentially the reduction of qualified staff, was that libraries would be losing a significant amount of knowledge and skills. Participants were apprehensive that without librarians, the full 'library service' would not be provided and that library users would not be able to access the library as they should be able to.

*If you don't provide qualified librarians, you're not providing a service.*  
 (Older people focus group)

*You need to have some professional people there to provide an overview, it shouldn't be run by volunteers at all.*  
 (Older person, in-depth interview)

*Chartered librarians have gone to college for years. It's those people who are being made redundant wholesale by Barnet Council. It hasn't done sufficient research on the redundancies. The rest of the country is looking closely at Barnet as it is sailing close to the wind. We're making the point that qualified librarians are essential to operating a library.*

(Older people focus group)

It was felt that in comparison to trained and qualified librarians, volunteers may not be able help library users as they simply do not have the experience or knowledge of libraries, the available resources and the general day-to-day management issues of a library.

*Professional librarians and trained staff should offer a level of service, such as being able to locate required services and books, have information that would be of use to residents and be knowledgeable about library procedures. How is a volunteer supposed to coordinate a fire drill for example?*

(Stakeholder)

*I'm sure volunteers will be good, but they can't run the place. They can do some stuff but not run it. You can't simply rely on too many volunteers. Each library needs core staff.*

(Older person, in-depth interview)

*You've no idea what volunteers can do. Some will be real good, but the trained staff do more than you realise. Libraries should be staffed by properly trained staff as volunteers won't be able to help you properly. It won't be a proper library.*

(Older people focus group)

## Unfair to expect librarians to train volunteers whilst making them redundant

Some participants were very angry about expecting qualified librarians to recruit and train volunteers whilst at the same time many of them were being made redundant.

*It's immoral to sack people and replace them with volunteers. Non-professionals will be the only people in a public building which I think is wrong.*

(Older person, in-depth interview)

*If you were a volunteer, are you going to be able to offer the services? These volunteers will need a lot of training – who will train them? There's going to be 46% of librarians lose their jobs.*

(Older people focus group)

## It may be difficult to recruit, manage and maintain volunteers

In addition, there was also apprehension about the feasibility of trained and qualified librarians having to recruit, train and manage volunteers as it was something they probably had no experience of and more importantly, was an extremely difficult task to do as it was very difficult to recruit volunteers for any role. Moreover, many participants questioned how many volunteers would be needed and how difficult it would be to plan volunteer shifts and make sure they all turned up to carry out their duties.

*I think there's problems with volunteers because you're relying on volunteers turning up. I was at the library where I volunteer and they had a phone call from a volunteer who said they weren't coming in, but it was lucky that I was there to step in.*

(Younger people focus group)

*A constant supply of trained volunteers cannot also be guaranteed. If volunteers did receive the necessary training, what is the guarantee that they will remain to do the work?*

(Stakeholder response)

*The problem with volunteers is you needs lots of them to keep things running. You need paid professionals. What happens if they're all ill – no-one will turn-up.*

(Older people focus group)

*Our concerns on the sustainability of volunteering are backed up by the fact that not one member of this association has approached the committee to volunteer to run the library, and indeed when members have been asked if they would consider running the library for free, all of them have stated to us that they are not interested.*

(Stakeholder response)

There was also concern that there were not sufficient residents in Barnet that would volunteer that actually had the right skills and ability to undertake such a role.

*People don't exist that are professional, skilled, available for work and will do it for free. It just doesn't happen.*

(Older people focus group)

*There's also the issue that volunteer staff don't have to turn up for work. Paid staff will have contracts and will turn up for work, but volunteers can decide not to turn up if they're having a bad day.*

(Learning disability group)

*You cannot expect people to come and be a volunteer if they need lots of training and you've got to think of the age group that will be volunteers. It will be older people who have limited capability. You've got to think about this.*

(Older people focus group)

## Volunteers provide a positive service

Although there was significant unease about the use of volunteers, there was also a lot of positive comments about using volunteers and many participants understood the rationale for introducing them. Interestingly, the majority of those who could see the advantages of using volunteers were mainly in the unemployed group, undoubtedly as they saw the benefits of volunteering in general and how this can support personal development and job hunting.

*In view of volunteers, I believe that is the only way forward – to get more volunteers. It has to be accepted, wages take up most of the budget. There's nothing wrong with volunteers. It's best to keep libraries open. My local library did close. It's a bit like the Woolworths thing. You don't miss it until it's gone.*

(Unemployed focus group)

*Volunteers are fine. You have one qualified person who knows what they're doing and the rest are volunteers.*

(Unemployed focus group)

*I think it's a good idea to have volunteer staff as they'll help you and get the right book for you. They'll give you support and help you.*

(Learning disability group)

One participant highlighted that the New York Public Library is run mainly by volunteers, as without volunteers it would have been closed.

*The New York library uses more than 70% volunteers. It was all because of the massive budget cuts when the city nearly went broke. Miles Davis / The Mayor asked if people wanted the library to close and he got 100,000 signatures. Because of this, the city library has become even stronger. My grandmother volunteered there until she was 98.*

(Unemployed focus group)

Encouragingly, some participants saw volunteering as a positive thing, for either unemployed people, as people will receive training to support the search for a job, or for the social side to make new friends.

*How about unemployed people being given the opportunity to do voluntary work in libraries and the council pay for online training, which would really help people.*

(Unemployed focus group)

*I think there's a lot of people who will volunteer. I'd volunteer. I volunteer here, it good experience.*

(Unemployed focus group)

*You build up friendships as well. You get to know each other and have chats, it's nice, very friendly. It could be rolled out to other libraries.*

(Physical disability group)

Some participants also said that they would rather see libraries open and being staff by volunteers than for libraries not to be open or even close.

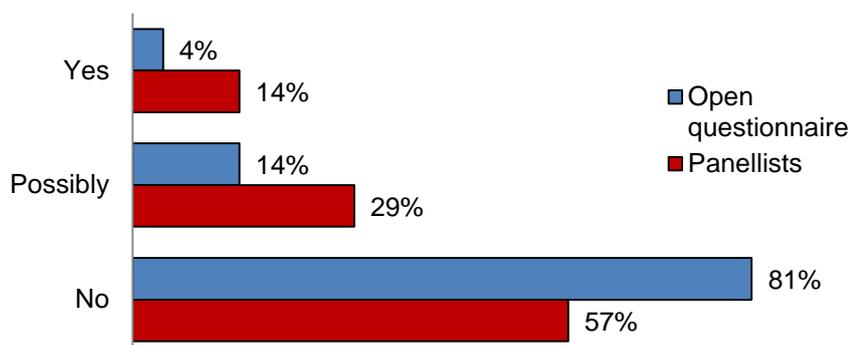
*I definitely thing having longer opening hours with volunteers is better than closing libraries for shorter periods or closing them altogether.*

(Unemployed focus group)

## Interest in volunteering

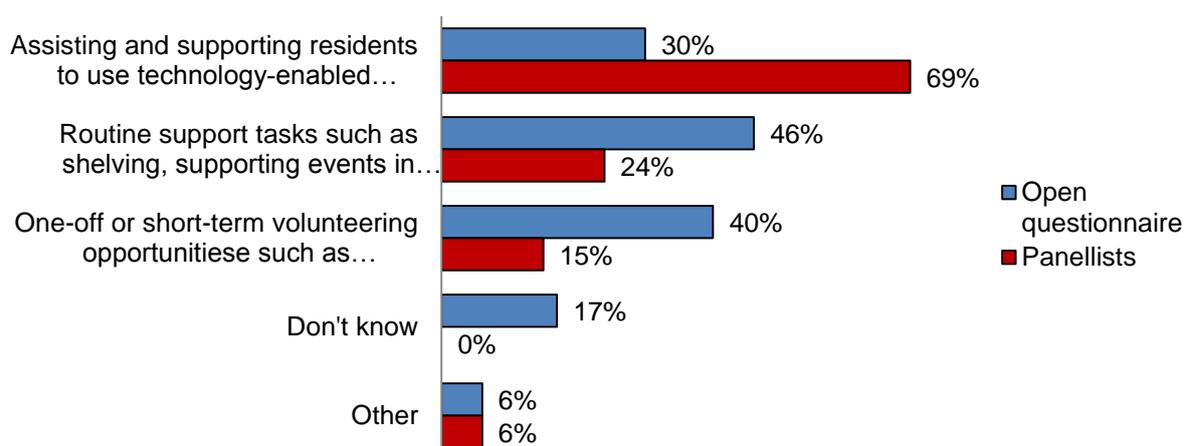
Those responding to the consultation were asked if they would be interested in volunteering. Panellists were more willing to volunteer with 14% saying they would and a further 29% saying possibly. Overall, 81 respondents said they would be interested, and 237 said they were *possibly interested*. This is shown in **Figure 18**.

**Figure 18 – In the last consultation a quarter of residents said that they would be interested in volunteering. Would you be interested in volunteering in a library?**  
**Base: All respondents providing a valid answer (738, 455)**



When asked what role they would be interested in, 69% of panellists and 30% of respondents to the open questionnaire said they would be interested in *assisting and supporting residents to use the technology* when libraries are unstaffed. A quarter (24%) of panellists and 46% of respondents to the open questionnaire said *routine support tasks* and 26% were interested in *short term, one-off volunteering sessions, such as helping with the summer reading challenge*. This is shown in **Figure 19**.

**Figure 19 – What role would you be interested in?**  
**Base: All respondents providing a valid answer (109,154)**



## Impact of using volunteers

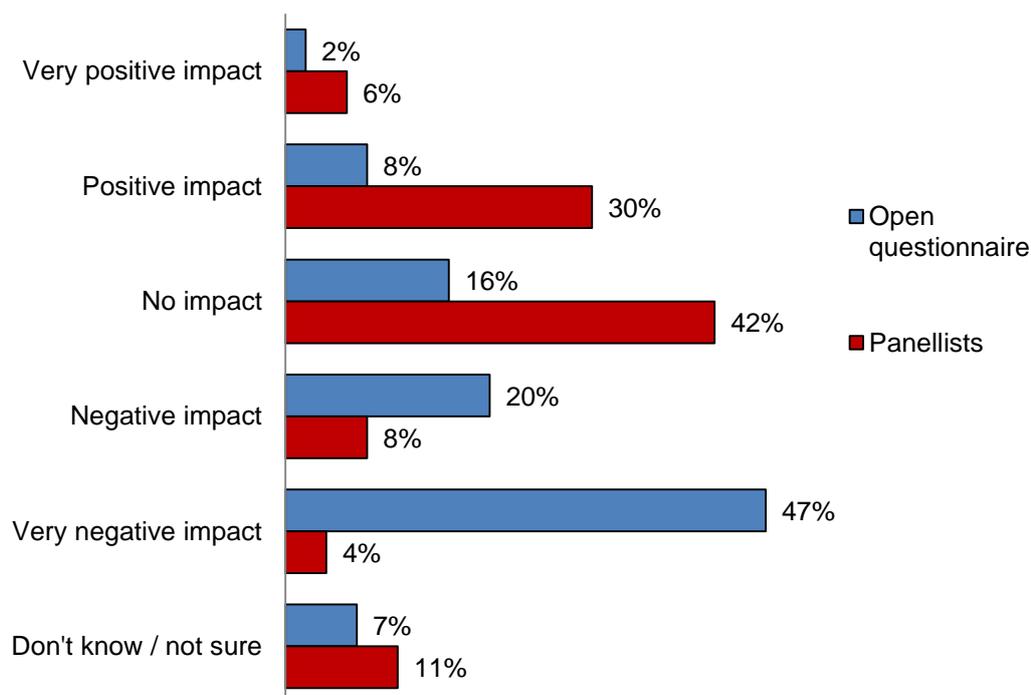
When asked what impact having volunteers 'meeting and greeting' library user would have on themselves and their family's use of the library, just over a third (36%) of panellists said it would have a *positive* or *very positive* impact. This compares to 10% of respondents to the open questionnaire. This is shown in **Figure 20**.

Library users (panellists) were more inclined to say the proposal would have a *positive* or *very positive* impact than non-library users (44% and 23% respectively), compared with 36% of all panellists). Male panellists were more indifferent than females with almost half (48%) saying it would have *no impact* and panellists under 25 were more inclined to say it would have a *positive* or *very positive* impact than any other age group (61% compared with 36% of all panellists).

There are no other significant differences.

**Figure 20 – What impact do you think the proposals in this element will have on you and your family's use of the library service?**

**Base: All respondents providing a valid answer (722, 447)**

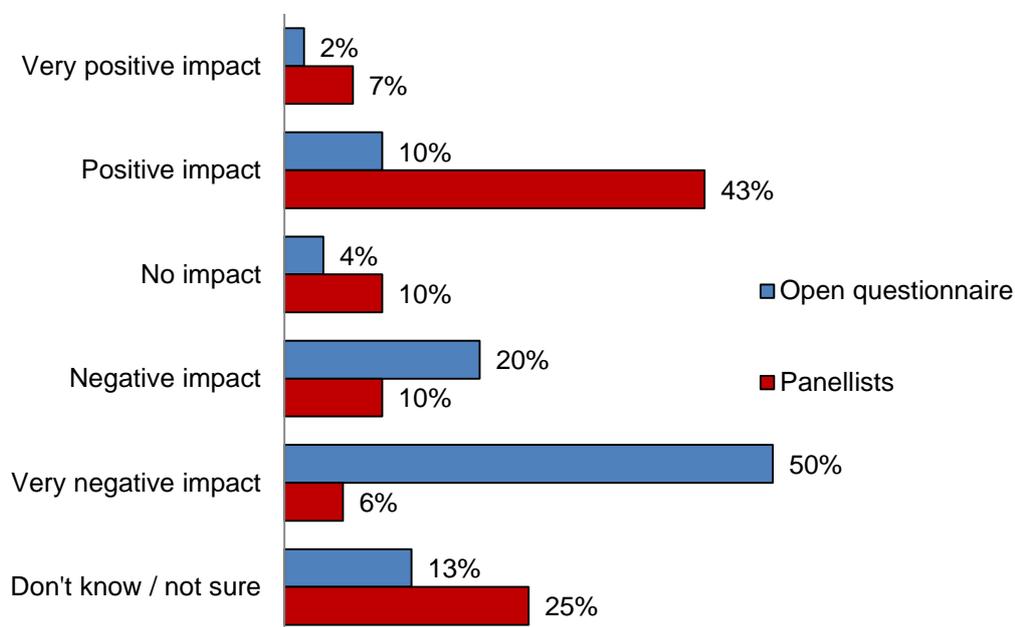


Interestingly, panellists were more positive about the impact volunteers would have on other library users. For example, half (50%) of panellists and 12% of respondents to the open questionnaire believe the proposal would have a *positive* or *very positive* impact on other library users. However, in contrast, seven in ten (70%) of respondents to the open questionnaire believed the proposal would have a *negative* or *very negative* impact on other library users. Fewer panellists and respondents to the open questionnaire thought it would have no impact on other library users compared to when asked about the impact on themselves and their family's use of the library. This is shown in **Figure 21**.

Panellists aged 25-35 were less likely to say the proposal would have a negative or *very negative* impact on other library users. There were no other significant differences.

**Figure 21 – What impact do you think the proposals in this element will have on other library users?**

**Base: All respondents providing a valid answer (725, 451)**



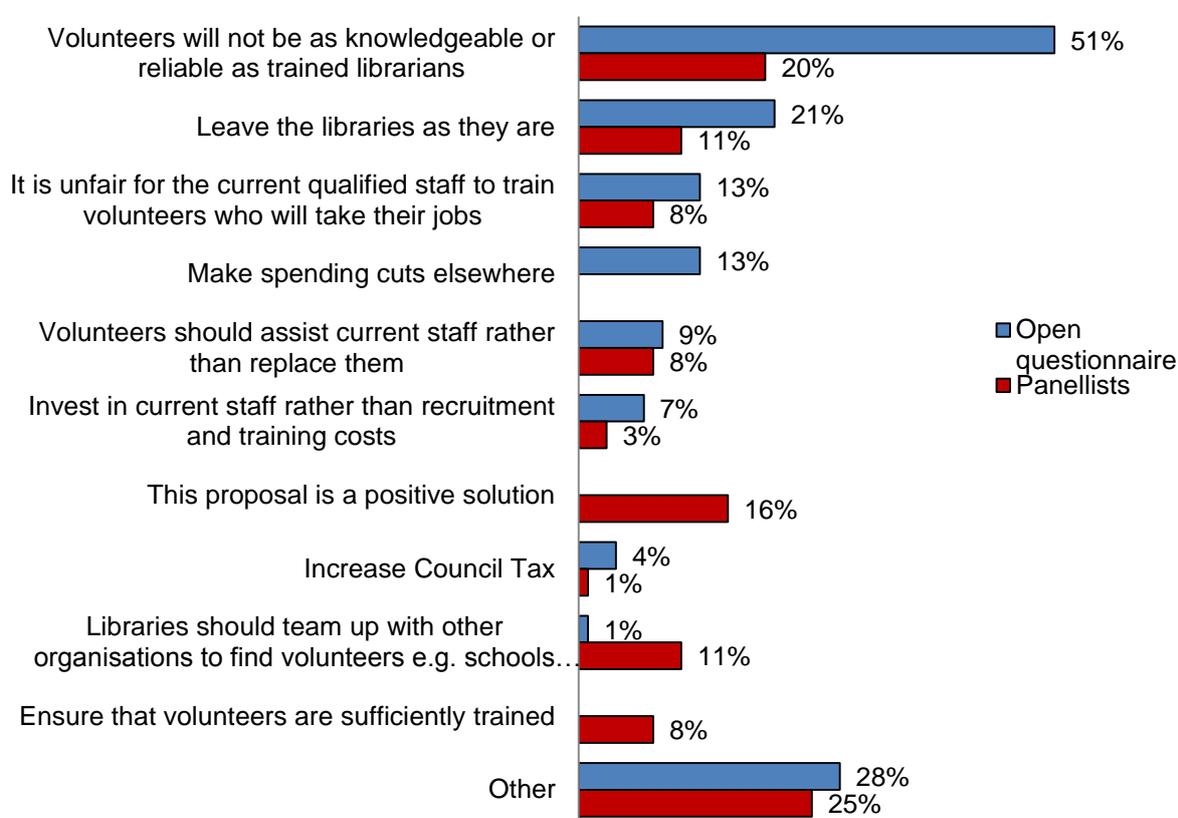
## Other ideas or approaches to minimise the impact or improve the proposals

When asked if respondents had any other ideas or approaches to minimise or improve the proposals for volunteers, the majority of responses were comments about the proposal rather than providing ideas or approaches.

Of those respondents that answered this question, the most common response was the comment that volunteers will not be knowledgeable or reliable as *trained librarians*, mentioned by 20% of panellists and 51% of respondents to the open questionnaire. Although not mentioned by any respondent to the open questionnaire, 16% of panellists did say the proposal is a positive solution. These results are shown in **Figure 22**.

**Figure 22 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?**

**Base: All respondents providing a valid answer (338, 105)**



## Element 4: Co-locate libraries with other services

### Introduction to Element 4

Co-locating libraries and developing library services in partnership with community groups or other organisations, offers an opportunity to retain library services at a lower cost and encourage use of the library.

Co-locating library services would enable residents to access more than one service from each location. It would offer the potential for financial efficiencies in relation to sharing building and operational costs.

Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership library with proposed new leisure facilities in the area and the Mill Hill Partnership library with other community-led services.

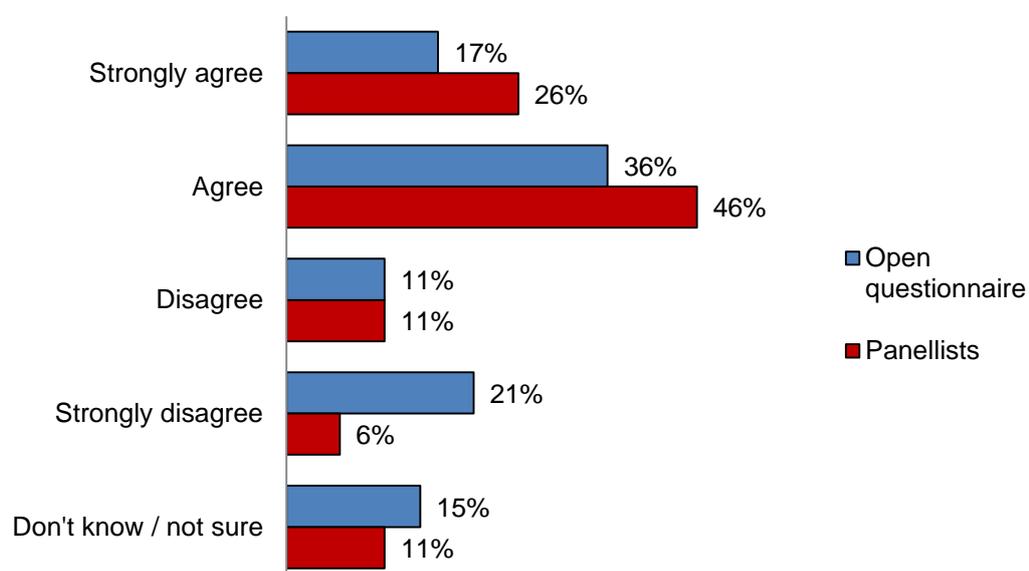
### Quantitative views on Element 4

In comparison to other proposed elements, co-locating libraries with other services was viewed more positively. In fact, just over seven in ten (72%) panellists and just over half (53%) of respondents to the open questionnaire either *agreed* or *strongly agreed* with co-locating libraries with other services. This is shown in **Figure 23**. Interestingly, younger panellists (under 24) were more likely to *disagree* or *strongly disagree* than any other age group and library users (panellists) were also slightly more inclined to disagree than non-library users.

Younger respondents to the open questionnaire (under 24) were also more likely to disagree than any other age group. There were no other significant differences.

**Figure 23 – To what extent do you agree or disagree with the approach of co-locating libraries with other services?**

**Base: All respondents providing a valid answer (736, 453)**



## Impact of co-locating

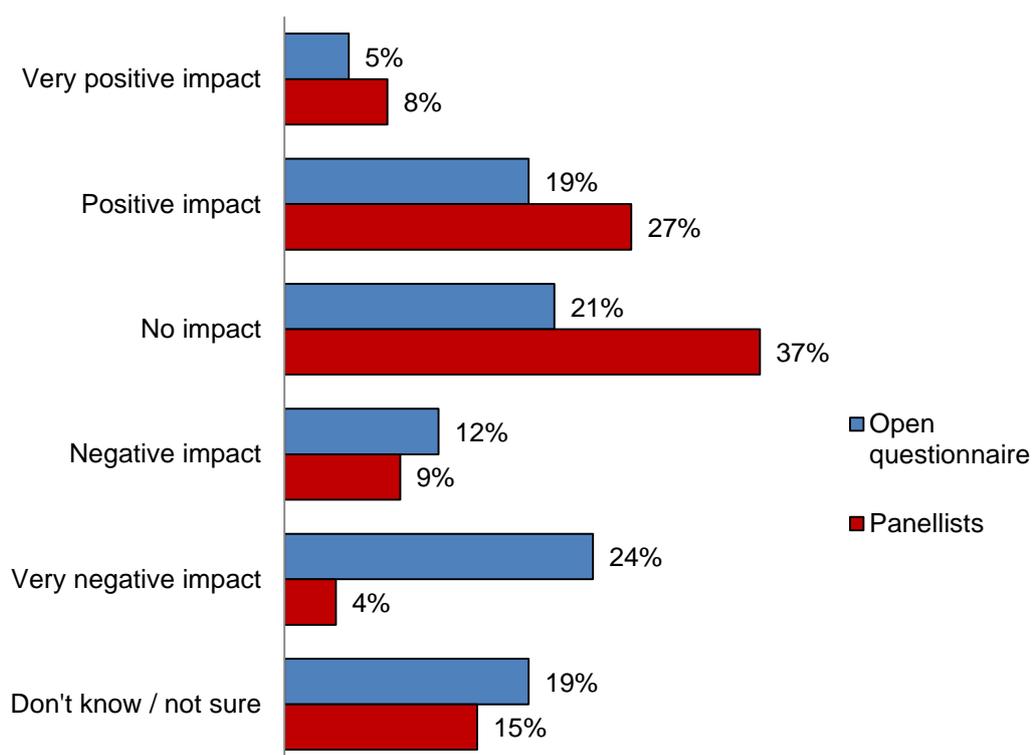
Compared with the other proposed elements, fewer respondents said that co-locating would have a negative impact on themselves, their family and others. **Figure 24** shows that one in eight (13%) panellists and just over a third (36%) of respondents to the open questionnaire said it would have a *negative* or *very negative* impact. Panellists were the most positive about the impact it would have with 35% saying it would have a *positive* or *very positive* impact. Moreover, 37% of panellists said it would have *no impact*, compared with 21% of all respondents.

Almost half (46%) of non-library user panellists thought it would have *no impact* on them or their family's use of the library service, compared with 32% of library users (37% of all panellists said *no impact*). Moreover, more males than females were indifferent, with 43% saying it would have *no impact*, compared with 31% of females.

There were no significant differences for respondents to the open questionnaire.

### Figure 24 – What impact do you think the proposals in this element will have on you and your family's use of the library service?

Base: All respondents providing a valid answer (731, 453)

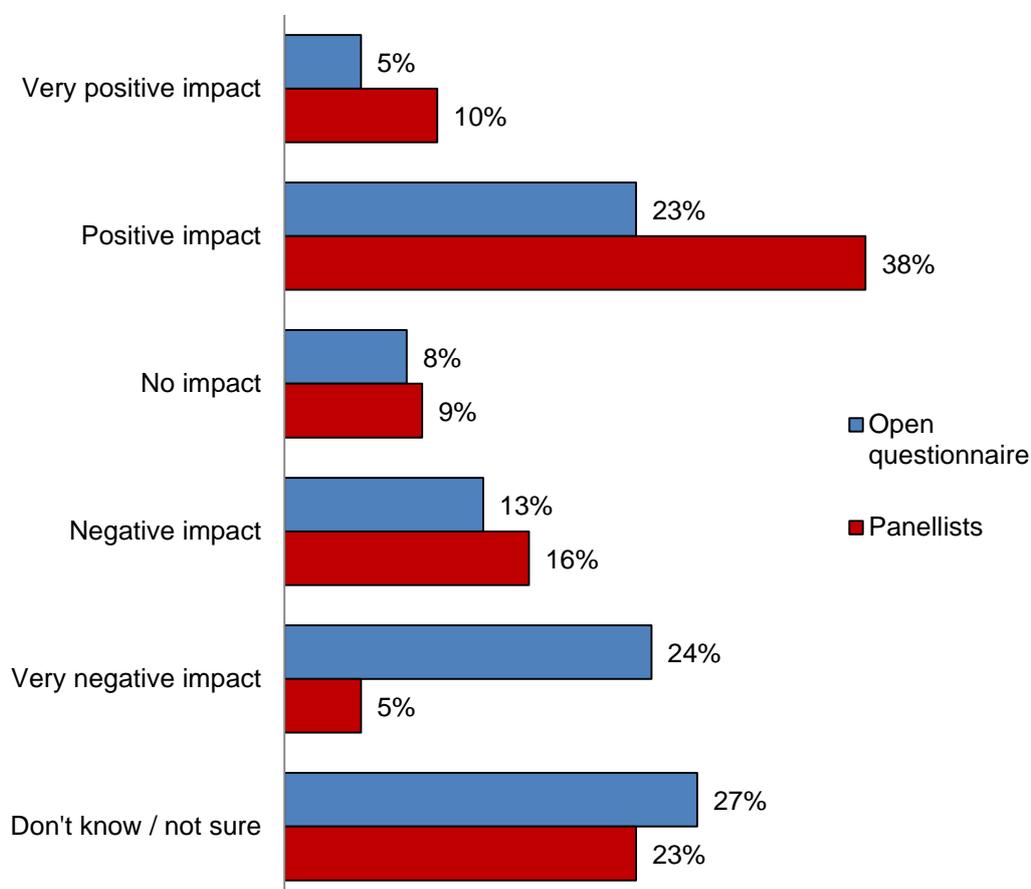


Those responding to the consultation were more positive about the impact of co-locating on other library users than themselves and their family. Almost half (48%) of panellists and almost three in ten (28%) respondents to the open questionnaire said it would have a *positive* or *very positive* impact on other library users. Virtually the same proportion of panellists and respondents to the open questionnaire said it would have no impact (8% and 9% respectively). This is shown in **Figure 25**.

Panellists and respondents to the open questionnaire under the age of 24 were more likely to say it would have a negative impact than any other age. Again, library-users (panellists) were slightly more negative than non-library users – 26% of panellists compared with 11% of respondents to the open questionnaire. There were no other significant differences.

**Figure 25 – What impact do you think the proposals in this element will have on other library users?**

**Base: All respondents providing a valid answer (728, 453)**



## Qualitative feedback on Element 4

Many participants spoke of the benefits and opportunities of co-locating libraries with other services. In fact, there were no main concerns expressed during discussions – all comments and suggestions were positive and spoke about the possible benefits to co-locating with other services. Some participants even began to give examples of how they thought it could work.

### A good idea to bring resources and venues together to encourage library use

Participants in all focus groups and in-depth interviews commented that co-locating was a good idea and libraries could be placed near to other popular venues to improve usage of the library and share running costs. Participants provided a range of suggestions of services to co-locate with such as shops/shopping centre and swimming pools.

*You could put libraries nearer popular places near shops or something.*

(School discussion group)

*I think it's really nice to be able to do that [co-locating] as people can do what they want to do.*

(Learning disability group)

*In principle, co-locating is an excellent idea. When they've looked at swimming centres, they've looked at sharing facilities. But they need to do research on it to make sure it's right.*

(Older people focus group)

*Move the library next to a swimming pool like in Swiss Cottage so you can go swimming and then go to the library.*

(School discussion group)

*If there aren't any problems with sharing, then fine, as budgets are reduced, but only if it doesn't affect usage of the library. Sharing costs is great.*

(Older person, in-depth interview)

The only cautious comments participants had regarding co-locating was to ensure the whole proposal was researched well to ensure the venues were well matched and complemented each other.

*The concept is sensible – I know it's about cutting costs, so as a concept I have no problems with that. The devil is in the detail though.*

(Older person, in-depth interview)

*Co-locating with other services in other buildings is the only good idea they've come up with, but there's been no research on which library could go with what service. They haven't done the research is it's feasible. The idea is great, the homework – zero.*

(Older people focus group)

### New libraries will need to be re-designed carefully and be 'disabled friendly'

When talking about the practical side of co-locating, participants in the physical and learning disability groups were the most concerned around the physical design of the library and the

need for it to be designed in a way that did not detract from the main focus of a library and was user friendly for physically disabled users and users that had a learning disability.

*I think putting libraries with other services would be good, but they need to be separate. You need to cut the noise as libraries need to be quiet places.*

(Physical disabled group)

*The libraries need to provide services to people with learning disabilities. If they provided courses and sessions they would encourage people to go. They need to also think about how people get there so have the right transport nearby. If an organisation like Mencap could run it then it would be good.*

(Learning disability group)

*Whatever happens, you need to make sure the toilets are big enough for disabled people. You don't want some dingy small toilet.*

(Physical disabled group)

### Need to retain the same floor space, resources and high level service

Participants felt strongly about retaining the same level of resources and floor space as is currently provided. They felt any physical move from an existing library needs to be to another location that is the same size or bigger and has a better range of books and resources.

*The libraries need to have a good range of books, as the range is not that good. So if they are smaller libraries they won't have the range. They'll all be fiction.*

(Learning disability group)

*Access in the community is the most important. It's not about twinning up or co-locating. It's about access in the community.*

(Older people focus group)

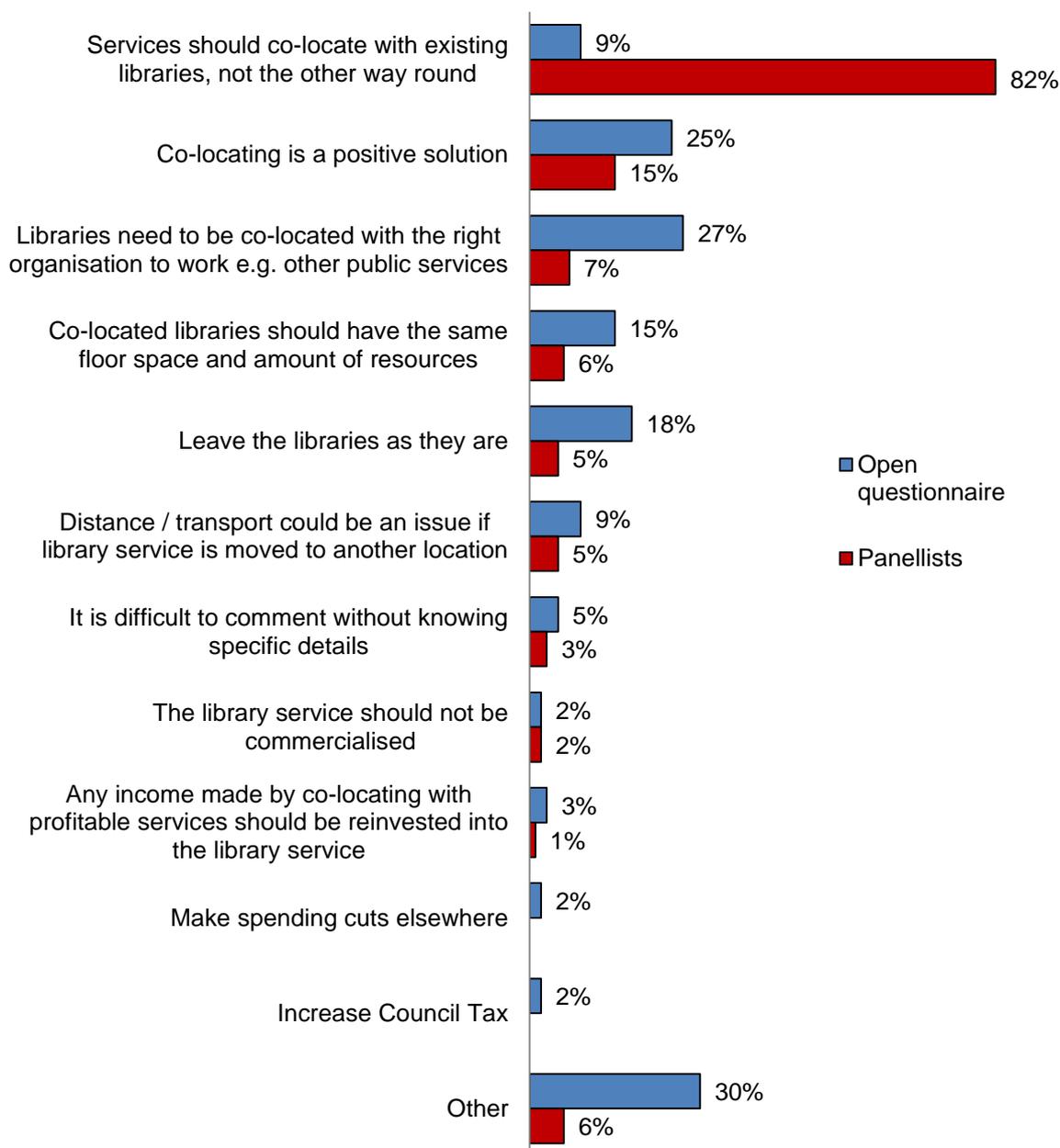
### Other ideas or approaches to minimise the impact or improve the proposals

Similarly to other responses to the same question, most responses were comments about co-locating, rather than additional ideas or approaches. Interestingly, just over four in five (82%) panellists said they *thought services should locate with existing libraries and not the other way around*. This is compared with just 9% of respondents to the open questionnaire. However, one in seven (15%) of panellists and a quarter (25%) of respondents to the open questionnaire did use the opportunity to reiterate that co-locating is a *positive solution*. This is shown in **Figure 26**.

Just over a quarter (27%) of respondents to the open questionnaire also believed that if co-locating is to go ahead, it was *important to co-locate libraries with the right organisation and public service*.

**Figure 26 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?**

Base: All respondents providing a valid answer (283, 232)



## **Element 5: Partner with other organisations and community groups to provide services through Partnership Libraries**

### **Introduction to Element 5**

To maintain the network of 14 library sites as well as the home, mobile and digital library services, Barnet Council is proposing to partner with other organisations or community groups to provide library services. The proposal would see the establishment of four Partnership libraries within the libraries network. Partnership libraries would not have any council staff on site, but would receive support from Barnet's central library service.

Partnership libraries would remain part of the Barnet libraries network and would receive an annual grant to provide a minimum of 15 hours public library service per week.

It is envisaged that Partnership libraries would harness capacity within the community, voluntary and other public services to develop services that more closely meet the needs of the community. The proposal for Partnership libraries to be part of the library network within the locality model will ensure that they receive professional support from the library service, with further support available from their neighbouring Core Plus library.

The proposal would establish four Partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network retaining the Barnet library branding.

The transition to the new provision and service would mean some disruption to the library in the short term. There would be more volunteers, meaning a different level of support would be required than is currently on offer.

## Quantitative views on Element 5

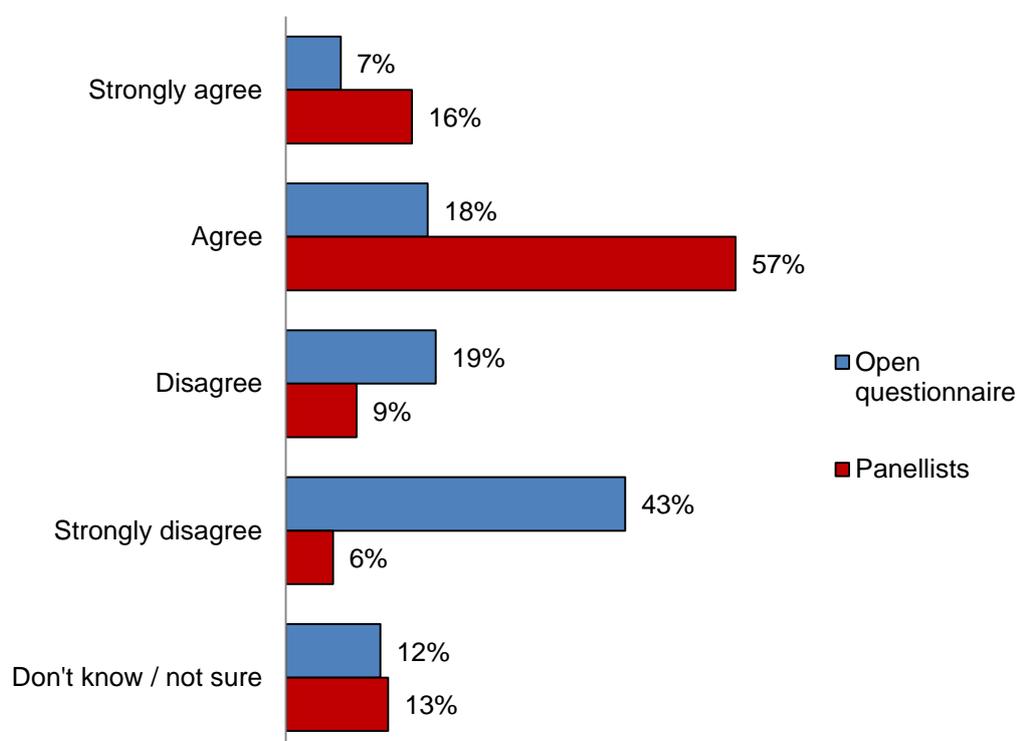
When asked to what extent they agreed or disagreed with Partnership libraries, panellists were far more in favour of the proposal than respondents to the open questionnaire. Almost three-quarters (73%) of panellists said *agree* or *strongly agree*, compared with a quarter (25%) of respondents to the open questionnaire. This is shown in **Figure 27**.

Similarly to other proposals, library users (panellists) were slightly more negative towards this proposal than non-library users, with 21% saying they *disagree* or *strongly disagree* compared with just 6% of non-library users. Younger panellists (under 24 and 25-34) were more in favour of the proposal, compared with other age groups.

In contrast, respondents to the open questionnaire over the age of 65 were more in favour of the proposal than other age groups. There were no other significant differences.

**Figure 27 – To what extent do you agree or disagree with this approach to partnership libraries?**

**Base: All respondents providing a valid answer (730, 450)**



## Impact of the proposal

When asked what impact respondents thought partnership libraries would have on themselves and their family's use of the library service, panellists were the most positive with one in three (34%) saying it would have a *positive* or *very positive* impact on themselves and their family's use of the library service compared to just one in ten (10%) respondents to the open questionnaire. This is shown in **Figure 28**. Three in five (61%) respondents to the open questionnaire thought it would have a *negative* or *very negative* impact.

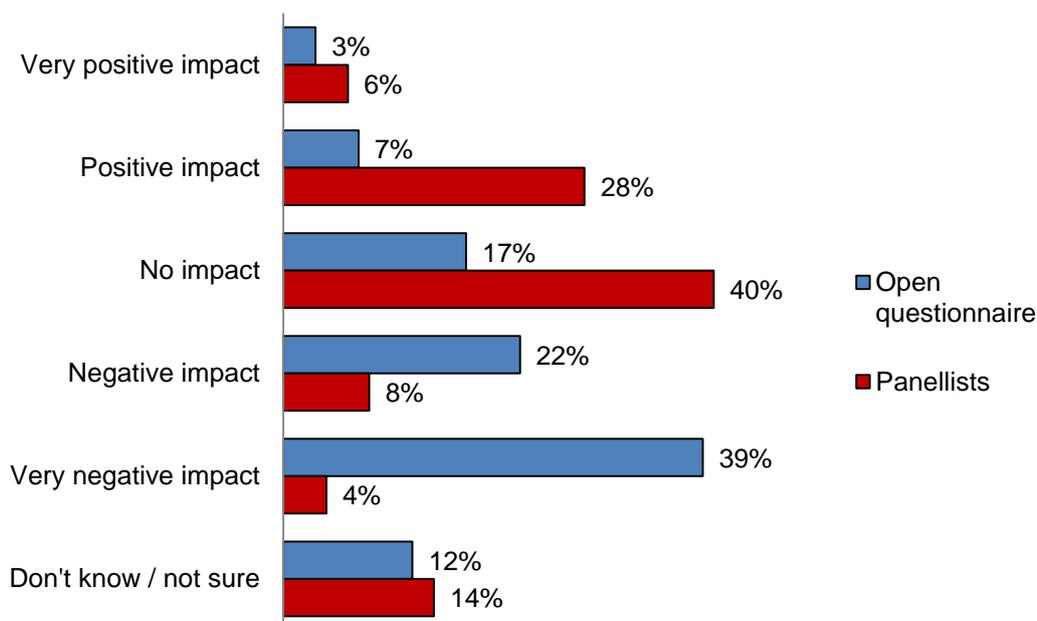
Library users (panellists) were slightly more negative than non-library users. Younger panellists (under 24 and 25-34) were more positive than other panellists in other age groups.

Respondents to the panel aged over 65 were more indifferent (*no impact*) than any other age group.

There were no other significant differences.

**Figure 28 – What impact do you think the proposals in this element will have on you and your family's use of the library service?**

**Base: All respondents providing a valid answer (732, 450)**



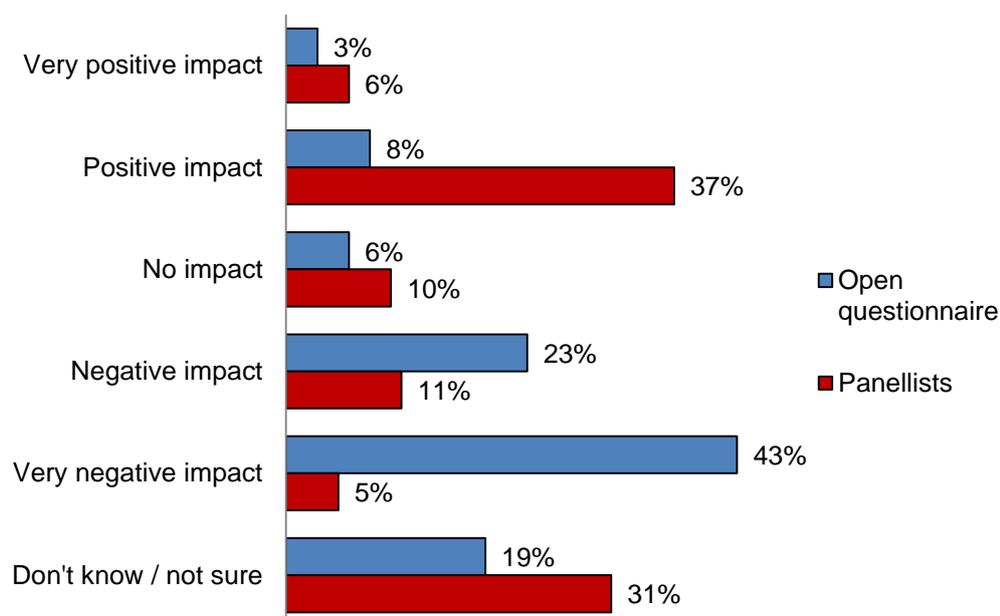
Respondents to the open questionnaire were slightly more negative in how they thought it would impact on other library users. Two-thirds (66%) of respondents to the open questionnaire thought that Partnership libraries would have a *negative* or *very negative impact* on other library users. In contrast, panellists were more inclined to believe that it would have a positive impact, with 43% saying it would have a *positive* or *very positive impact* on library users compared with just 11% of respondents to the open questionnaire. This is shown in **Figure 29**.

Similarly to the previous question, younger panellists (under 24 and 25-34) were more likely to say it would have a *positive* or *very positive impact* than any other age group. However, the majority of the same age group in the open questionnaire believed it would have a very negative impact.

There were no other significant differences.

**Figure 29 – What impact do you think the proposals in this element will have on other library users?**

**Base: All respondents providing a valid answer (727, 450)**



## Qualitative Feedback to Element 5

Generally there was mixed response to Partnership libraries. Some participants acknowledged that this was an opportunity for organisations to run libraries and meet the needs of their local community whilst others believed there could be problems with inexperienced community groups taking the lead and trying to operate a library without success.

### New opportunities in meeting the needs of the community

Many respondents spoke favourably about how Partnership libraries could meet the needs of the local community as they would be managed and delivered by local community groups that already know the community and what is needed.

*We consider that as a consequence of the need to reduce expenditure on the Library Service, the compromise of a "Partnership" library is appropriate to the evolving needs for such service locally.*

(Stakeholder response)

*Rather than see a library closed, I think partnership libraries are a good idea. I thought they would be the poorer relation, but now I know what they're about, I think they sound great and would really work.*

(Physical disability group)

*We believe that a new multi-use building in this location could be the best future location for a "Partnership" library and the building, as proposed would additionally have a café, bookable meeting/function rooms, a business hub, Customer Access facilities etc. stakeholder talking about - "Community Hub", in line with the Council's strategic direction.*

(Stakeholder response)

*A community library would be good as the community know a lot better than the council on what's needed by the community.*

(Older person, in-depth interview)

### Positive experience of a similar library

Two participants had experience of working in a community library that is managed and run in a similar approach to a proposed partnership library. Both spoke favourably about their experiences as both were volunteers at the library.

*I think the Friern Barnet library is like a community centre. There's the Knit and Natter group, they talk more than anything else so it's a social thing. There's always things on the notice board that are happening locally.*

(Physical disability group)

### Opportunities for disabled groups to run libraries and provide training and work experience

Participants from the learning disability group discussed the positive benefits of a partnership library being managed by a learning disability group and how it would provide some excellent experience and training for people.

*If a LD group could run a library, they could also run groups and sessions which would really help. They could provide education sessions on areas where these guys lack.*

(Learning disability group)

*HFT could apply for a grant and could run a library. They could have people with LD running the library. That would be really good. It would provide so many opportunities.*

(Learning disability group)

*If a library is run by LD it might put people off from using it.*

(Learning disability group)

## Community groups lack experience of running a library

Some participants were concerned, however, about the ability of community groups to manage and run a library. Participants spoke around the heavy reliance that community groups have on volunteers who may not have the skills and experience of running a library, supervising volunteer librarians and managing the library budget provided by Barnet Council.

*I'm dead against partnership libraries – they won't be able to provide the right volunteers as they're not professionals – they won't have the same qualifications or knowledge.*

(Older people focus group)

*It's a no no. Libraries must be run by people who know what they're doing.*

(Older person, in-depth interview)

## Insufficient budgets

One concern highlighted by a small number of participants and a stakeholders was that they did not believe the £25,000 grant that would be awarded each to run the partnership library would be sufficient.

*The grant is not sufficient to run a library. Our other financial concern is that the Council is suggesting that the Partnership Library should operate for 15 hours per week, and are offering £25,000 per annum to the organisation that operates it. This is roughly the cost of 1 part-time employee but is unrealistic in the context of Barnet meeting their statutory commitment to providing libraries as set out above. It would be more acceptable, as a minimum, if £50,000 were to be provided so that adequate staffing of the library for say 30 hours a week could be provided as the minimum.*

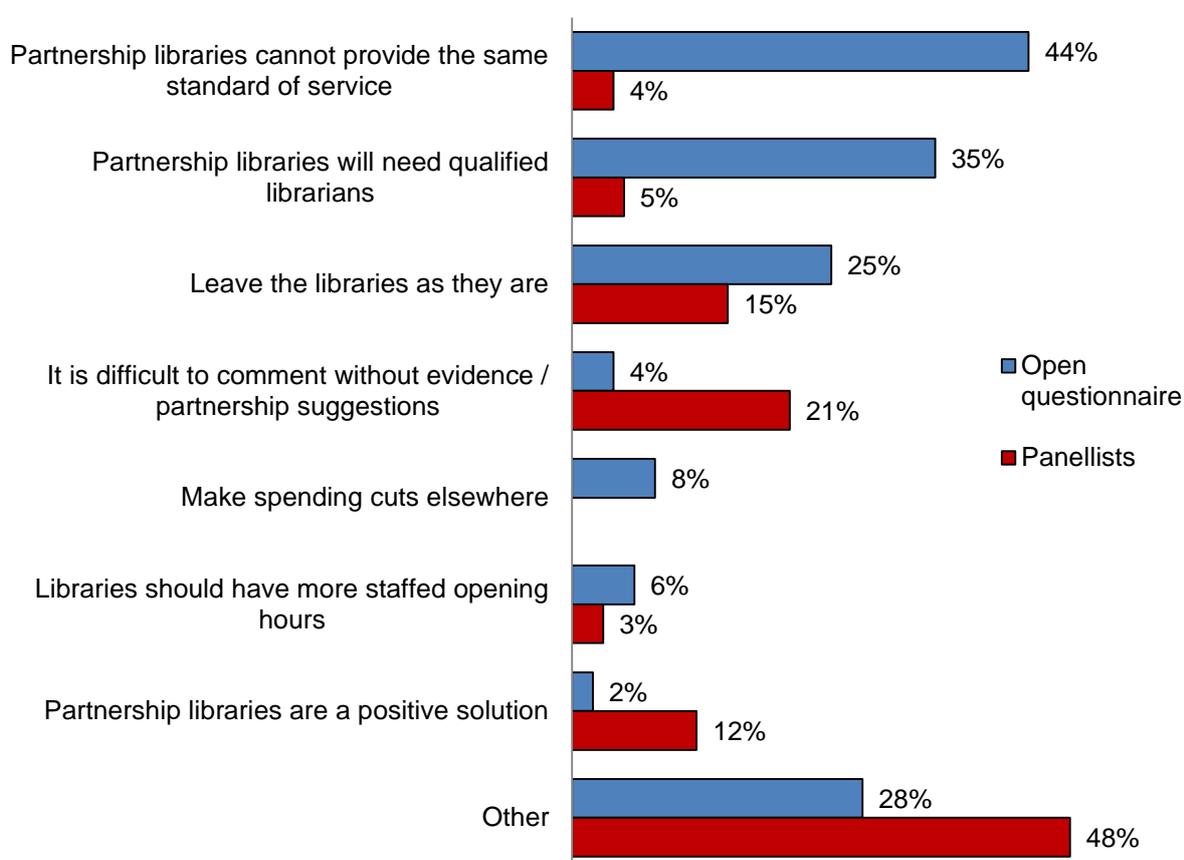
(Stakeholder response)

## Other ideas or approaches to minimise the impact or improve the proposals

When asked if respondents had any ideas of approaches to minimise the impact or improve the proposal for partnership libraries, the most common response, provided by 44% of respondents to the open questionnaire was that *partnership libraries cannot provide the same level service as the libraries that are in place now*. Just over a third (35%) of respondents to the open questionnaire also believed *partnership libraries need a qualified librarian* in place to help manage it. Fewer panellists provided these responses, with just 4% and 5% doing so respectively). This is shown in **Figure 30**.

**Figure 30 – Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council’s savings commitment?**

**Base: All respondents providing a valid answer (301, 60)**



## Overall view of the proposals

Given the level of savings required, respondents were asked if they thought the council had balanced the factors effectively. Panellists were far more positive than respondents to the open questionnaire, with two-thirds (67%) saying *yes fully* or *yes partly*, compared with just a quarter (25%) of respondents to the open questionnaire. Two-thirds (66%) of respondents to the open questionnaire said *no, not at all*. This compares to just 14% of panellists. Interestingly, one in five (20%) of panellists said they *don't know*, compared with 9% of respondents to the open questionnaire. This is shown in **Figure 31**.

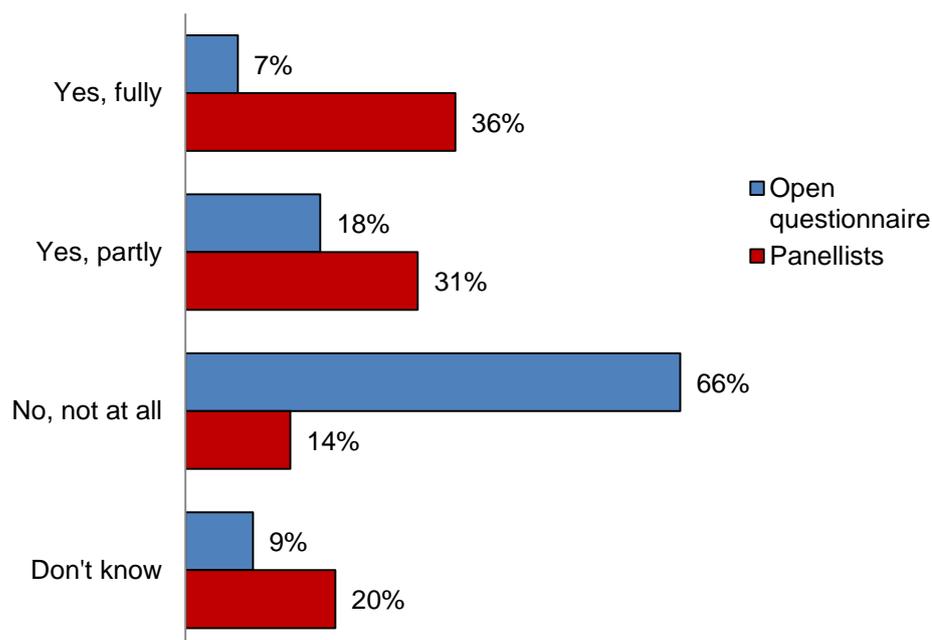
Non-library user panellists were more indecisive than library users, with 27% saying don't know, compared with 16%.

Panellists and respondents to the open questionnaire, aged 65 +, agreed more than any other age group that the council has balanced the factors effectively.

There were no other significant differences.

### Figure 31 – Given the level of savings required, do you think that the council has balanced these factors effectively?

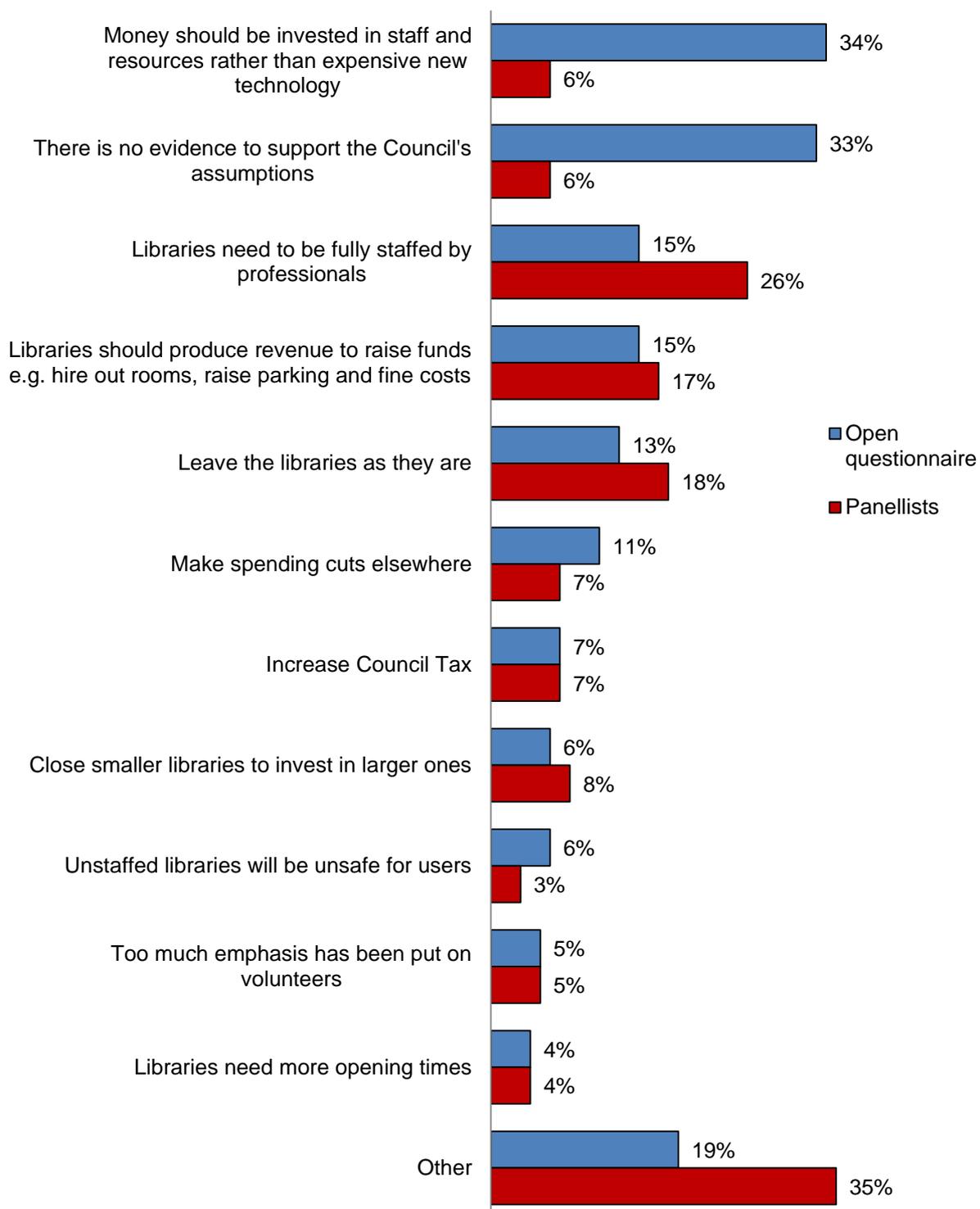
Base: All respondents providing a valid answer (729, 445)



Those responding to the consultation were asked to outline any suggestions on how the council could have effectively balanced the factors. The most common responses provided were to *invest the money in staffing and resources rather than new technology* (mentioned by 6% panellists and 34% respondents to the open questionnaire), *no evidence to support the Council's assumptions* (6%, 33%) and *libraries need to be fully staffed by professionals* (26%, 15%). This results are shown in **Figure 32**.

**Figure 32 – Please outline how you feel the council could have more effectively balanced the factors.**

**Base: All respondents providing a valid answer (424, 99)**



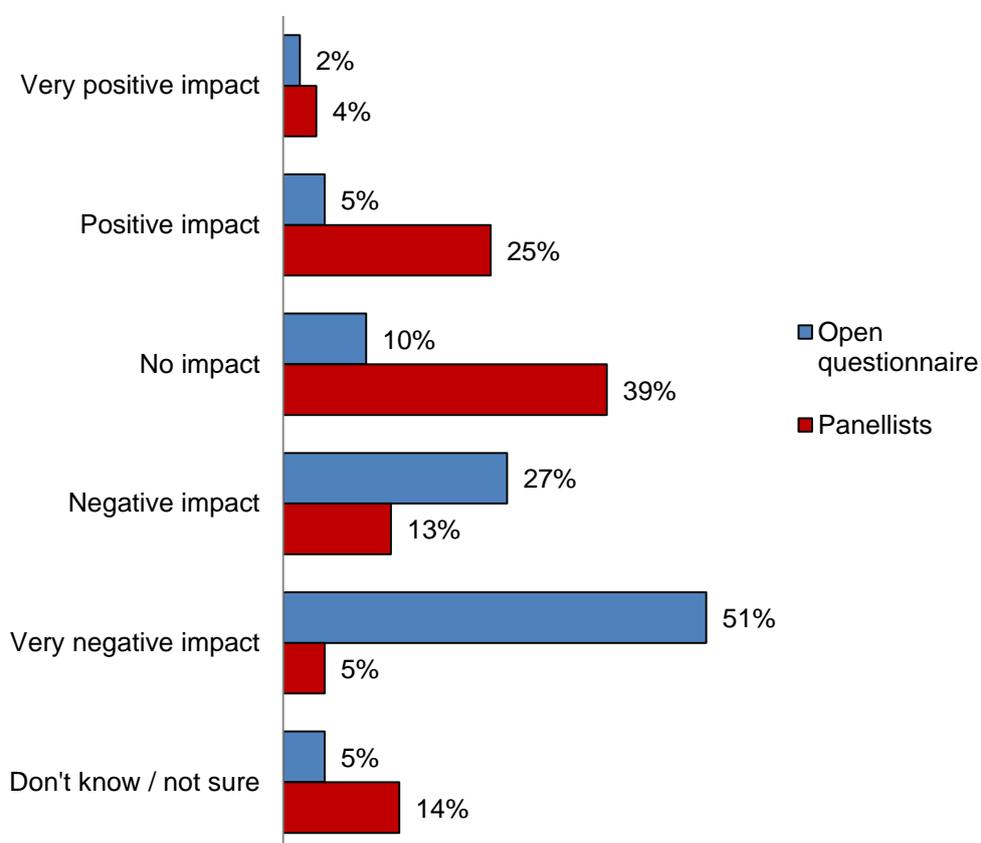
## Overall impact of the proposals

Those responding to the consultation were asked what impact they thought the overall set of proposals will have on them and their family's use of the library service. Panellists were the most positive, with three in ten (29%) saying they believed the overall proposal would have a *positive* or *very positive* impact on themselves and their family's use of the library services. This compares to just 7% of respondents to the open questionnaire. Similarly to previous results, library users (panellists) were more negative, with 26% saying it would have a *negative* or *very negative* impact compared with just 5% of non-library users. In contrast, younger panellists (under 24 and 25-34) were more inclined to say it would have a *positive* or *very positive* impact than any other age group.

There were no other significant differences.

**Figure 33 – What impact do you think the proposal overall will have on you and your family's use of the library service?**

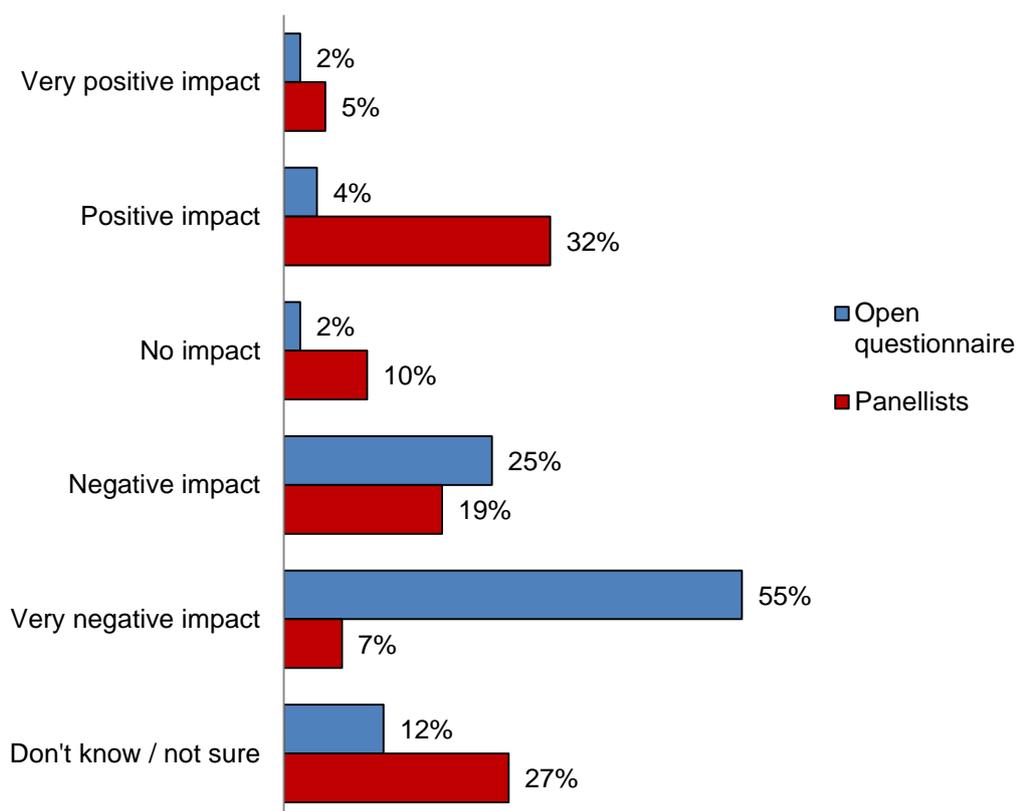
**Base: All respondents providing a valid answer (727, 442)**



When asked what impact they thought the overall proposals would have on other library users, 37% of panellists and 6% of respondents to the open questionnaire said it would have a *positive* or *very positive* impact. This is shown in **Figure 34**. Similarly to the previous question, younger respondents (under 24 and 25-34) were more likely to say it would have a *positive* or *very positive* impact on other library users. There were no significant differences between gender or library user type.

**Figure 34 – What impact do you think the proposal overall will have on other library users?**

**Base: All respondents providing a valid answer (727, 443)**



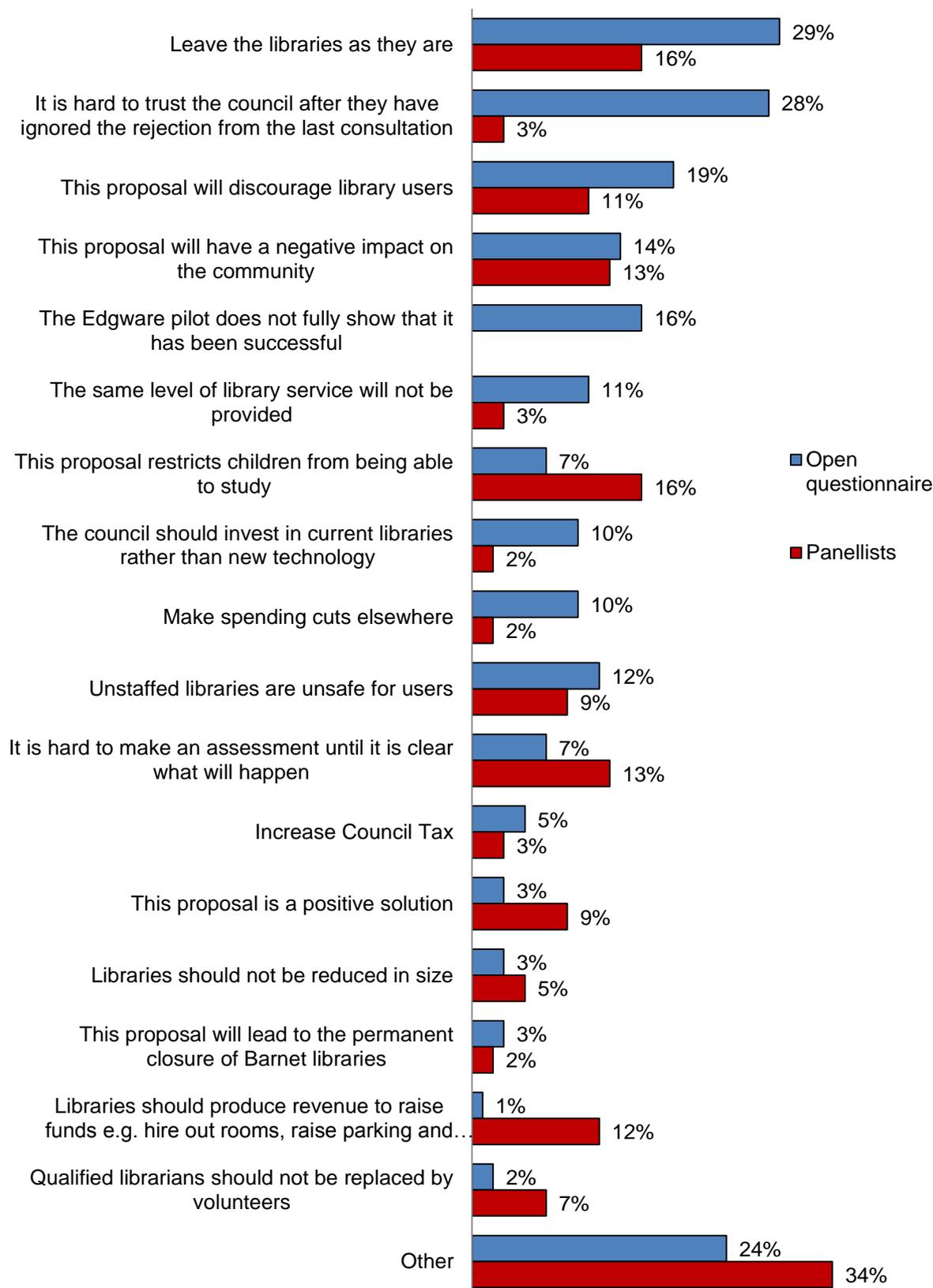
### Other comments

Those responding to the consultation were finally asked if they had any other comments on the proposals. One in six (16%) panellists and three in ten (29%) of respondents to the open questionnaire that answered this question said to *leave libraries as they are*. Interestingly, almost three in ten (28%) respondents to the open questionnaire said that *it was hard to trust the council after they had ignored the rejection from the last consultation*, however, this compares with just 3% of panellists.

One in five (19%) of respondents to the open questionnaire said they believed the proposals will discourage library users and a further 14% said it will have a negative impact on the community.

These results are shown in **Figure 35**.

**Figure 35 – Do you have any other comments you wish to make on the proposals?**  
**Base: All respondents providing a valid answer (398, 85)**



# Appendices

**Appendix 1: Revised library proposal**

**Appendix 2: Questionnaire**

**Appendix 3: Focus group discussion guide**

**Appendix 4: Profile of respondents**

# Appendix 1: Revised library proposal

Consultation

# Proposal for Barnet's future library service

28 October 2015 – 6 January 2016



# Introduction

## Barnet is a great place to live. We want a 21st century library service that is in tune with the changing lifestyles of our residents.

Libraries are a universal and unique service, offering learning opportunities from the early years through to retirement.

Our ambition is for libraries to:

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

However over the next five years, the council will need to continue to save money from across all services - including libraries - in order to meet an overall budget gap of £98.4 million to 2020. The Children Education Libraries and Safeguarding Committee (CELS) is expected to save £14.5 million across its portfolio. The revised libraries proposals are expected to save £2.27 million by 2020, against the requirement of the council's Medium Term Financial Strategy to save £2.85m.

As part of developing a proposal for the future of Barnet's library service within this reduced budget we have already consulted with residents extensively over the last four years. In particular, this consultation follows an extensive consultation exercise that took place between November 2014 and February 2015 which asked residents to consider a number of issues relating to the future delivery of library services.

Over 3,800 responses were received and considered. Background information from the last round of consultation as well as a detailed account of feedback can be found at: [engage.barnet.gov.uk/consultation-team/library-review](http://engage.barnet.gov.uk/consultation-team/library-review)

In summary, the following received some support:

- utilising library space to generate income
- locating library services alongside other services
- increasing the use of technology
- recruiting more volunteers to enhance the service.

However, there was less support for:

- library closures
- reduction in library size
- reductions in the number of staffed library opening hours.

The responses to the consultation have helped inform an alternative proposal for the future of Barnet's library service. This document summarises the alternative proposal, with the detailed proposal set out in full, in a report that was considered by the council's Children, Education, Libraries and Safeguarding Committee (CELS) on the 12 October 2015.

The report can be found here:

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MIId=8512>.

This consultation seeks your views on this new proposal. Throughout this document we have also included questions we would like you to consider before completing the questionnaire.

You can share your views by:

- completing a questionnaire online at [engage.barnet.gov.uk](http://engage.barnet.gov.uk)
- completing a paper questionnaire – available in libraries.

Please either return completed questionnaires to any Barnet library, or return using reply paid envelope available at Barnet libraries. Or, alternatively you can post directly to:

London Borough of Barnet  
Building 4  
North London Business Park  
Oakleigh Road South  
London N11 1NP

If you require this questionnaire in another format or you would like someone to help you to complete the questionnaire please email: [libraryconsultation@barnet.gov.uk](mailto:libraryconsultation@barnet.gov.uk) or call 020 8359 7100.

Consultation runs from:  
28 October 2015 – 6 January 2016.

# Key features of the revised proposal

**The new proposal aims to achieve a balance between the views of residents expressed through consultation and the council’s pressing need to achieve a reduction in spending across a wide range of services as it seeks to deal with an overall budget gap of £98.4m by 2020.**

Key features of the revised proposal are that:

- all 14 of the current library sites would remain and the library network would comprise of:
  - six Core Libraries offering a core collection of resources and services
  - four Core Plus Libraries offering a more extensive range of resources and services
  - four Partnership Libraries would be part of the council’s library network receiving an annual grant and support from Barnet’s central library service
- the home and mobile service would continue to support the network of static sites and provide services to vulnerable residents
- the digital library would be enhanced, providing 24 hour access, seven days a week to a catalogue of fiction, non-fiction and reference resources
- investment would be made in a technology-enabled<sup>1</sup> opening system at 10 sites which would allow the library to be open outside staffed hours and would increase the overall number of opening hours by over 40%
- a reduction in the number of hours when libraries are staffed, in total by around 70%
- volunteers would be recruited to support some technology-enabled opening hours

- the library estate would be re-configured to release space for commercial or community letting and, where possible, to co-locate services
- new and amended library fees and charges.

If all of these proposals were implemented, they would save circa £2.27m by 2019/20, rather than the £2.85m set out in the previous consultation, (following resident feedback and further financial modelling). This comprises revenue savings of £1.731m from within the library service, with income from commercial and/or community rentals accounting for the remaining £0.546m.

In order to develop the revised proposal, the following considerations have been taken into account:

- trends and patterns of use of libraries over time
- range of library services available within each library and locality
- extent of staffed and unstaffed opening hours at each site
- the library footprint<sup>2</sup> required to deliver the library offer
- release of space within library buildings to maximise income
- income raising opportunities through library charges

<sup>1</sup> technology-enabled-opening is where the use of new technology means visitors can access the library during unstaffed periods by scanning their library card and entering a unique PIN.

<sup>2</sup> Footprint is the surface space occupied by the library. This includes both public areas and staff areas.

- range of material available through digital channels
- availability of home and mobile services for more vulnerable residents
- availability of the Local Studies and Archive Service
- capacity within the community to support library services
- capacity within the voluntary sector and other partner organisations to support the delivery of the library service
- opportunities for re-locating and/or co-locating library services with other services offered by the council, community groups or partner organisations
- views of library users and residents.

# Other ways in which the council could make savings

**To meet the £98.4 million funding gap by 2020 the council will need to look across all areas of spending to identify savings, as well as identifying how it can generate more income.**

As outlined in the consultation that was carried out between November 2014 and February 2015, the council has considered a range of alternative options to achieve these savings including:

**Increasing Council Tax** – The council has frozen Council Tax up to 2016/17, in line with the administration's manifesto commitment to help ease the financial burden on households. Our indicative budget plan includes annual Council Tax increases of 2% a year from 2017/18 to 2019/20, which is up to the maximum increase allowed before triggering a local referendum.

**Making cuts to other services** – The size of the budget gap means that the council will need to look across all service areas to find savings. Protecting the libraries budget from any savings would increase the burden on other services within the Children, Education, Libraries and Safeguarding Committee (CELS) remit. If libraries were instead included in the remit of any other committee, there would still be a trade-off between the libraries budget and funding for other services within that committee's remit.

**Use of financial reserves** – The use of reserves is not a viable permanent alternative to making the current £98.4 million savings required to the council's base budget by 2019/20.

You can find more information on other ways in which the council could make savings, which were outlined in the previous consultation, here <https://engage.barnet.gov.uk/consultation-team/library-review>

## What do we want to know?

In the previous consultation we asked for residents' views on a range of factors in relation to the library service ([engage.barnet.gov.uk/consultation-team/library-review](https://engage.barnet.gov.uk/consultation-team/library-review)). This consultation is not designed to ask the same questions again. Rather, it is designed to seek the views of residents about how the range of factors set out above have been brought together and have been balanced within the new proposal in the light of the need to make savings. It also seeks your views about some specific aspects of the revised proposal. Finally, it asks for residents' views on what they consider the impact of these proposals would be and additional ways to mitigate the impact.

## Proposal components

The proposal has been split into five elements with each element described in more detail over the page. Your views are asked on each element.

These focus on parts of the proposal which have not previously been consulted on or where we require further feedback from residents.

<b>The five key elements are:</b>	
<b>Element 1</b>	Maintain the same number of static libraries in a locality model, with the library space reduced in size
<b>Element 2</b>	Invest in new technology to provide increased opening hours while reducing the number of staffed sessions
<b>Element 3</b>	Recruit more volunteers to support the delivery of the library service offer
<b>Element 4</b>	Co-locate libraries with other services
<b>Element 5</b>	Partner with other organisations and community groups to provide services through Partnership libraries

The consultation paper also includes the option to feedback your views on the proposal as a whole.

# Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

## Residents told us that they do not want libraries to close.

The proposal is to maintain a network of 14 static library sites with three types of libraries.

Each type of library would have a clear service offer. The type of library proposed on each site has been determined using the following main criteria: the use of libraries, demographic need of the local area, the quality of the access to the library, and the size and quality of the library site. This proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours).

The proposed library categories are:

- **Core Libraries** – these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge
- **Core Plus Libraries** – these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware
- **Partnership Libraries** – four partnership libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and would retain the council's Barnet library branding. Libraries would receive an annual grant

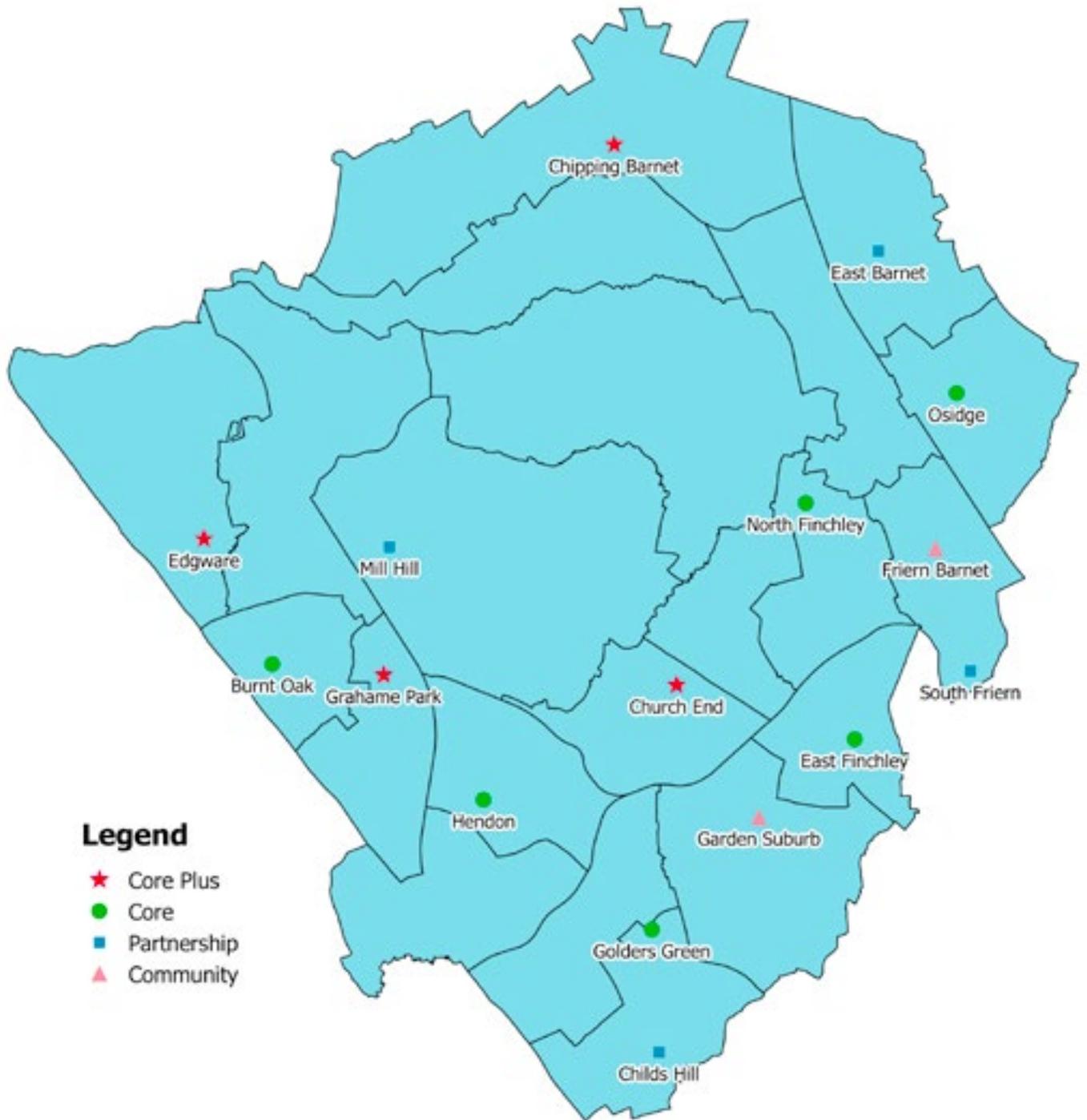
and support from Barnet's central library service.

The network of libraries would be organised on a 'locality model' with localities determined by the geography of the borough. Each locality would contain a mix of library provision and a spread of opening hours designed to maximise access to library services within a given area. The Core Plus libraries would provide additional support in terms of professional advice and expertise to Core and Partnership facilities.

These four localities would be:

- west: Grahame Park, Golders Green, Hendon, Childs Hill
- east: Osidge, East Barnet, Chipping Barnet
- north: Edgware, Burnt Oak, Mill Hill
- central: Church End, East Finchley, North Finchley, South Friern

Residents would continue to be able to access all library services across the borough.



## Why are we doing this?

The four localities have been designed to ensure the full range of different libraries are offered in each of the areas, with each locality comprising a Core Plus library, at least one Core library and a Partnership library. While it is not proposed to close any libraries, the council still needs to make savings and this model ensures that resources are geographically allocated in an effective way.

## What impact will it have?

The current network of 14 sites would remain and continue to be supported by the home, mobile and digital library. However, the library space in each building would be reduced. This could reduce the range of resources held in Core and Partnership libraries, with less frequently requested stock concentrated in Core Plus libraries. The locality model would ensure that categories of library are geographically distributed across the borough with opening hours and service offer balanced between sites.

Proposed changes in library footprint*		
Library	Existing footprint (sq. ft.)	Minimum proposed library footprint (sq. ft.)
Burnt Oak	2,713	2,153
Childs Hill	3,767	1,991
Chipping Barnet	17,222	15,069
Church End	6,405	5,382
East Barnet	5,834	1,991
East Finchley	5,081	2,153
Edgware	5,748	5,382
Golders Green	5,070	2,153
Grahame Park	7,040	5,382
Hendon	19,375	2,153
Mill Hill	5,597	1,991
North Finchley	6,512	2,153
Osidge	4,445	2,153
South Friern	4,445	1,991

\* Footprint is the surface space occupied by the library. This includes both public areas and staff areas

## How can we minimise the impact of this proposal?

We are proposing various measures to minimise the impact of this model. These include:

- enhancing the digital library offer
- providing free reservations to stock already held within the library network
- maintaining access to the home and mobile library service
- continuing to offer a wide range of learning-based activities during reduced staffed hours
- redesigning library spaces to make maximum and efficient use of the reduced footprint.
- using technology to extend opening hours.

## What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

# Element 2: Invest in new technology to provide increased opening hours while reducing the number of staffed sessions

**More than two-thirds of the costs of running the library service is attributable to staffing.**

In order to maintain the network of 14 library sites across the borough within a reduced budget, the number of staffed opening hours need to be significantly reduced while maintaining sufficient professional librarian expertise.

However, the increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed. We have successfully piloted the technology at Edgware Library to extend opening hours. We are proposing to introduce this (or similar) technology at all Core Plus and Core libraries.

The technology allows customers to access the library when it is unstaffed, using their library card and a PIN number. Customers are also able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing help and advice to use the technology and signposting to resources held within the library.

The table below outlines the the proposed changes in weekly opening hours:

Proposed change in weekly opening hours					
Library	Current configuration		Proposed configuration		
	Total opening hours per week (all staffed)	LBB staffed hours open per week	Technology enabled hours per week		Total opening hours per week
			Technology only	Volunteer supported	
Chipping Barnet	56.5	23.5	62.5	6	92
Edgware	53.5	23.5	62.5	6	92
Church End	50.5	23.5	62.5	6	92
Grahame Park	35	23.5	62.5	6	92
Hendon	56.5	16	63	6	85
Burnt Oak	51	15.5	29.5	6	51
Golders Green	46	15.5	63.5	6	85
North Finchley	43	15.5	63.5	6	85
Osidge	39	15.5	63.5	6	85
East Finchley	40	16	63	6	85
East Barnet	50.5		15 hours minimum		
Mill Hill	43		15 hours minimum		
South Friern	35		15 hours minimum		
Childs Hill	35		15 hours minimum		

## Why are we doing this?

Technology-enabled opening means that customers can use the library during hours when it would otherwise be closed. The number of staffed hours needs to be reduced, in order to maintain 14 library sites across the borough within a reduced budget.

## What impact will it have?

A number of staffed hours will continue to be offered at Core Plus and Core libraries. However, the number of staffed hours would reduce by around 70%. The use of technology to enable libraries to open without staff means they can be open for longer and at times when the library would otherwise be closed. The number of hours library services would be available would increase from 596 staffed hours to 904 hours (a mix of staffed hours, technology-enabled hours and volunteer supported hours).

The proposal would allow for technology-enabled opening sessions to be accessible to all registered library users (over 16s and accompanied children) outside staffed hours. Children under 16 would need to be accompanied by an adult. Residents would need to adjust to new ways of accessing the building and engaging with the services that are delivered through the site.

## How can we minimise the impact of this proposal?

- we will offer a clear timetable of staffed hours at each site
- staffed hours will be available at different times across the day and early evening
- staffed hours will be timetabled across the borough to maximise the number of staffed hours in each locality
- we will train volunteers so that they can support residents to use technology-enabled opening library sessions
- volunteers would be present at each site in two technology-enabled library sessions a week to support residents
- volunteer sessions will be supported remotely by paid staff working elsewhere in the network
- CCTV would be installed in all libraries offering technology enabled opening
- only registered users would be able to access libraries during technology enabled opening using a card and chip and PIN system
- we will enhance the digital library which provides a 24 hour, seven days a week service
- children under 16 can use technology-enabled opening sessions if accompanied by a registered library user over the age of 18 (including friends, relatives, teachers etc).

## What feedback do we want from you?

- whether you would use libraries during technology-enabled opening hours?
- whether you think we have set the right age limit for using libraries during technology enabled opening hours?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

# Element 3: Recruit more volunteers to support the delivery of the library service offer

## Volunteers currently support Barnet's library services.

Since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

### Why are we doing this?

Increasing the number of volunteers would increase their capacity to undertake support tasks such as shelving, helping residents to use technology, releasing staff time to concentrate on complex enquiries and supporting literacy and learning activities. Evidence shows that Barnet has a lower number of library volunteers than other boroughs, suggesting that there is significant potential for Barnet to make more use of volunteers in our libraries.

The proposal would see a new role created for volunteers to 'meet and greet' residents during technology-enabled opening. The role would provide support to customers during some of the technology-enabled opening hours, helping customers to use the new self-service systems, providing advice and help to those less comfortable with modern technology. The presence of volunteers was the most significant factor cited in the last consultation as something that would help them increase the use of a 'technology enabled' library sessions.

The council would work with its partners to recruit new volunteers with training and support provided by a newly created team

within the library service. The proposal would also see the establishment of a 'friends of library' scheme, establishing a local group to support and fund raise for each library.

### What impact will it have?

The proposal would provide an extended range of volunteering roles and advisory groups enabling more opportunities for local people to shape and support library services. Using volunteers to support additional technology-enabled opening sessions will help to increase opening hours across the borough.

### How can we minimise the impact of this proposal?

The proposal would see the council working with partner organisations to recruit new volunteers and to develop capacity within the community to support local libraries. The proposal would see an investment in a new small team of library staff, employed to recruit, train and support volunteers.

### What feedback do we want from you?

- what is your view on this proposal?
- whether the proposal would encourage you to use libraries during technology-enabled opening hours?
- whether you would like to be a library volunteer?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

## Element 4: Co-locate libraries with other services

**Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.**

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership library with proposed new leisure facilities in the area and the Mill Hill Partnership library with other community-led services.

### Why are we doing this?

Co-locating libraries and developing library services in partnership with community groups or other organisations, offers an opportunity to retain library services at a lower cost and encourage use of the library.

### What impact will it have?

Co-locating library services would enable residents to access more than one service from each location. It would offer the potential for financial efficiencies in relation to sharing building and operational costs.

### What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

# Element 5: Partner with other organisations and community groups to provide services through Partnership libraries

## Residents told us that they do not want libraries to close.

To maintain the network of 14 library sites as well as the home, mobile and digital library services, we can reduce costs by partnering with other organisations or community groups to provide library services. The proposal would see the establishment of four Partnership Libraries within the libraries network. Partnership Libraries would have no council staff on site but would receive support from Barnet's central library service. Partnership Libraries would remain part of the Barnet libraries network and would receive an annual grant to provide a minimum of 15 hours public library service per week.

### Why are we doing this?

Partnership Libraries would harness capacity within the community, voluntary and other public services to develop services that more closely meet the needs of the community. The proposal for Partnership Libraries to be part of the library network within the locality model will ensure that they receive professional support from the library service, with further support available from their neighbouring Core Plus library.

### What impact will it have?

The proposal would establish four partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network retaining the Barnet library branding.

The transition to the new provision and service would mean some disruption to the library in the

short term. There would be more volunteers, meaning a different level of support would be required than is currently on offer.

### How can we minimise the impact of this proposal?

- Partnership libraries would be part of the libraries network
- an annual grant of circa £25,000 would be available to each Partnership library
- a service level agreement would be in place for each Partnership library setting out a minimum number of public opening hours
- professional support and expertise would be provided by Core and Core Plus libraries within their locality and by a centralised support service which would include set-up guidance and an annual training package
- Partnership libraries would be able to respond to local needs and would be able to deploy its funding as it feels most appropriate to meet the agreed service level agreement, for example on resources, events, staff support etc.

### What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?
- are there any other ideas or approaches that you think we should be considering?

# Your view on the overall proposal

## What feedback do we want from you?

- what is your view on this proposal?
- what impact do you think this proposal will have both on you and others?

---

For more information:

tel: 020 8359 7100 email: [libraryconsultation@barnet.gov.uk](mailto:libraryconsultation@barnet.gov.uk)  
or visit [engage.barnet.gov.uk](http://engage.barnet.gov.uk)

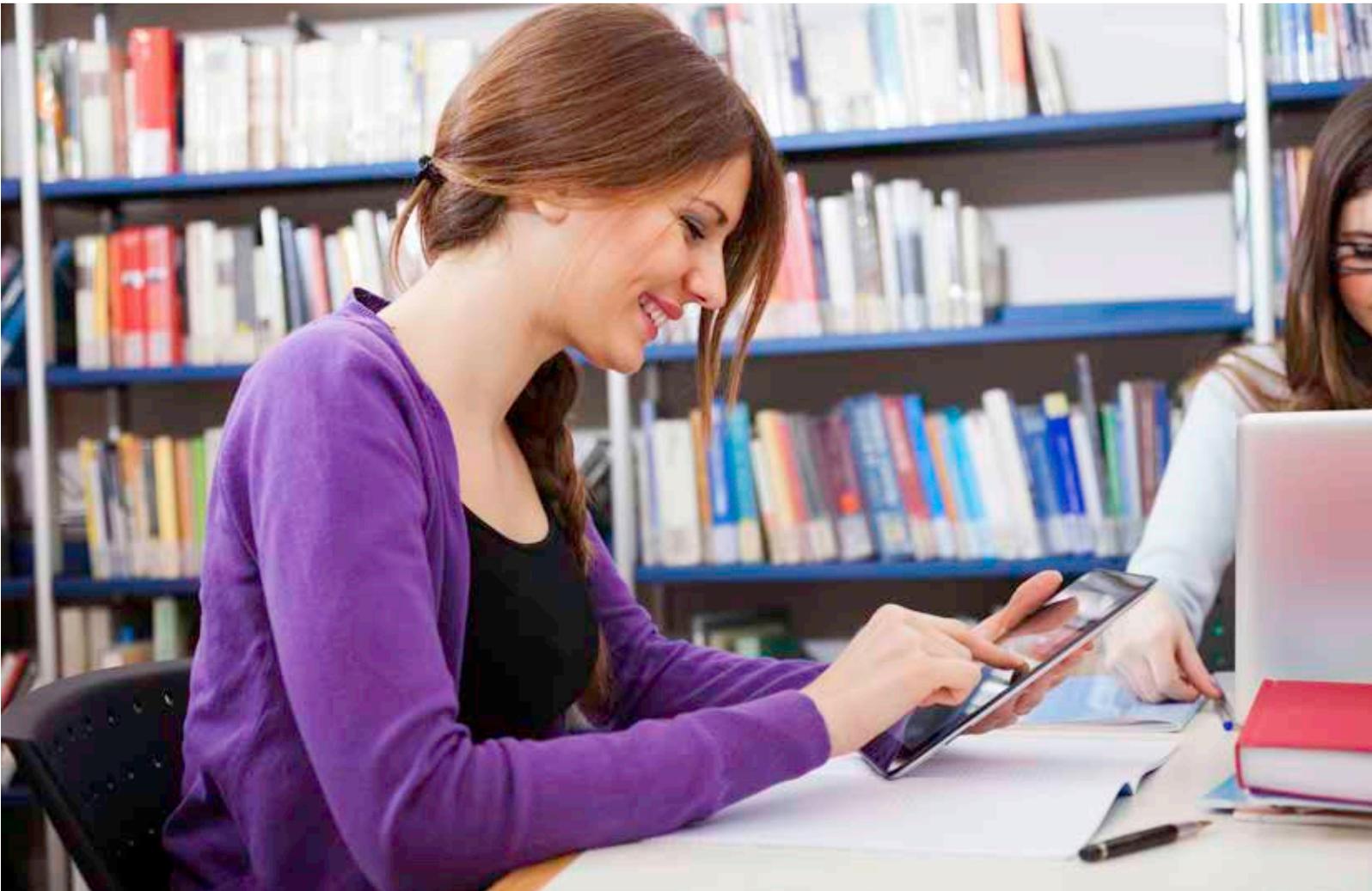
## Appendix 2: Questionnaire

Questionnaire

# Proposal for Barnet's future library service

28 October 2015 – 6 January 2016  
Your chance to give us your views

Before completing this questionnaire, please read the accompanying document  
– **Consultation: Proposal for Barnet's future library service.**  
This is available at all libraries and online at [engage.barnet.gov.uk](http://engage.barnet.gov.uk)



# Introduction

**Following an extensive consultation exercise earlier this year which involved asking residents to consider a number of issues relating to the future delivery of library services, Barnet Council has developed a new proposal for Barnet's library service. The council is now inviting Barnet residents – both users and non-users of the library service – and people from outside of the borough who use Barnet libraries to take part in this additional consultation on the new proposal.**

## Before completing this questionnaire

To take part in this consultation, please read the consultation document before answering any questions. Summaries of the different elements of the proposal have also been included within this questionnaire for you to consider as you complete each question.

You can complete this questionnaire and return it in the reply-paid envelope provided. Alternatively you can return it to any Barnet library, or you can post it directly back to:

London Borough of Barnet  
Building 4, North London Business Park  
Oakleigh Road South  
London N11 1NP

Alternatively you can complete the questionnaire online at <https://engage.barnet.gov.uk>

If you require this questionnaire in another format or you would like someone to help you to complete the questionnaire please email: [libraryconsultation@barnet.gov.uk](mailto:libraryconsultation@barnet.gov.uk) or call 020 8359 7100.

The consultation runs from: 28 October 2015 – 6 January 2016.

# Instructions

The questionnaire has been designed to make it as easy as possible for you to fill in. Most questions only require you to tick one box. The following guide describes the other instructions you may encounter.

Go to Q	Go to the question number indicated. This may mean you miss out one or more questions, or even the rest of the section, but these questions are probably not relevant to you.
Tick all that apply	Here you may tick as many boxes as you want.
Tick <b>one</b> box on each row	Tick one box in the series of boxes going across each row.
Tick <b>one</b> box in each column	Tick one box in the series of boxes going down each column.
Other <input type="checkbox"/> Write in...	If you tick 'other', write your own answer in the space provided.

Please check that you have answered all the questions that apply to you.

If you tick the wrong box by mistake, please cross it out completely and then tick the right box.

## Confidentiality

This questionnaire is being carried out independently by Enventure Research on behalf of Barnet Council. Enventure Research is a market research agency, bound by the Market Research Society's Code of Conduct. All completed online responses and all paper questionnaires are sent to Enventure Research for processing. This ensures that your personal details and other information will only be used for the purposes of the questionnaire and will not be disclosed to any third parties.

# Element 1: Maintain the same number of static libraries in a locality model, with the library space reduced in size

**The proposal is to maintain a network of 14 static library sites with three types of libraries. Each type of library would have a clear service offer.**

The type of library proposed on each site has been determined using the following main criteria: the use of libraries; demographic need of the local area; the quality of the access to the library; and the size and quality of the library site. This proposal builds upon the current model where libraries are split into two types: leading libraries (those which were predominantly busier, larger and open longer), and local libraries (mainly smaller, less busy and open slightly fewer hours). The proposed library categories are:

- Core Libraries: these would provide access to a core range of book stock and resources for loan and reference. They would be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley, and Osidge.
- Core Plus Libraries: these would provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They would be based at Chipping Barnet, Church End, Grahame Park, and Edgware.
- Partnership Libraries: four Partnership Libraries would be established in Childs Hill, East Barnet, Mill Hill, and South Friern. Services would be developed jointly with local communities and would remain part of the statutory library network and will retain the London Borough of Barnet library branding.

For more information on Element 1, please refer to page 8 in the consultation document.

- 1. The council needs to reduce the cost of the library service. Residents have said that they do not want any library to close. To what extent do you agree or disagree with the council's proposed locality model comprising of smaller libraries designated as either Core, Core Plus or Partnership Libraries as a way to reduce costs and maintain all 14 static sites?** (Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly Disagree	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

**2. What impact do you think these proposals will have on you and your family's use of the library service?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

**3. What impact do you think the proposals in this element will have on other library users?**  
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

**4. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?** (Please write in your answer)

## Element 2: Invest in new technology to provide increased opening hours whilst reducing the number of staffed sessions

More than two-thirds of the costs of running the library service is attributable to staff costs. In order to maintain the network of 14 library sites across the borough within a reduced budget, the number of staffed opening hours need to be significantly reduced whilst maintaining sufficient staff expertise.

However, the increased use of technology would enable residents to use library services outside of staffed opening hours and at times when the building would otherwise be closed.

Barnet Council has successfully piloted the technology at Edgware library to extend opening hours. We are proposing to introduce this (or similar) technology at all Core Plus and Core Libraries. The technology allows customers to access the library when it is unstaffed, using their library card and a PIN number. Customers are also able to use the computers, the wireless internet service and to issue and return items during unstaffed hours.

It is proposed to recruit volunteers to be present during some technology enabled sessions to support residents to use self-service systems, providing assistance and advice to use the technology and to provide signposting to resources held within the library.

For more information on Element 2, please refer to page 11 in the consultation document.

### 5. How likely or unlikely are you to use a Barnet library during technology-enabled opening sessions? (Please tick **one** box only)

Very likely	<input type="checkbox"/>	1	Go to Q7
Likely	<input type="checkbox"/>	2	Go to Q7
Not sure yet	<input type="checkbox"/>	3	Go to Q7
Not likely	<input type="checkbox"/>	4	
Very unlikely	<input type="checkbox"/>	5	

**6. If 'not sure', 'not likely' or 'very unlikely', what would encourage you to use technology-enabled opening?** (Please tick **all** that apply)

Presence of volunteers	<input type="checkbox"/>	1
Training	<input type="checkbox"/>	2
Additional security	<input type="checkbox"/>	3
On site access to toilets	<input type="checkbox"/>	4
Nothing would encourage me	<input type="checkbox"/>	5
Other (please specify)	<input type="checkbox"/>	6

**7. We are currently proposing that under 16s wishing to use a library during technology enabled opening, must be accompanied by a registered library user over the age of 18. Do you agree with this?** (Please tick **one** box only)

Yes	<input type="checkbox"/>	1	Go to Q8
No	<input type="checkbox"/>	2	
Don't know	<input type="checkbox"/>	3	Go to Q8

**8. If 'no' to Q7, what age do you think children / young people should be able to use technology enabled opening hours unaccompanied?** (Please tick **one** box only)

Age 13 or older	<input type="checkbox"/>	1
Age 14 or older	<input type="checkbox"/>	2
Age 15 or older	<input type="checkbox"/>	3
Age 16 or older	<input type="checkbox"/>	4
Age 17 or older	<input type="checkbox"/>	5

**9. What impact do you think the proposals in this element will have on you and your family's use of the library service?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**10. What impact do you think the proposals in this element will have on other library users?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**11. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?** (Please write in your answer)

## Element 3: Recruiting more volunteers to support the library service offer

Volunteers currently support Barnet's library services, and since 2011, volunteers have donated over 11,000 hours helping, for example, to shelve library books, and to support key library events and activities such as baby rhyme time.

The proposal would see an increase in the number of volunteers and an increase in the role that volunteers play within the service.

For more information on Element 3, please refer to page 13 in the consultation document.

**12. The proposal would see an investment in a small team of library staff to recruit, train and support volunteers. To what extent do you agree or disagree this is an effective way to encourage and support volunteers?** (Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly disagree	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

**13. The proposal would see volunteers 'meeting and greeting' residents during some technology enabled opening hours, supporting and assisting residents to use new technology. How likely or unlikely do you feel that this role would encourage residents to use technology enabled opening?** (Please tick **one** box only)

Very likely	<input type="checkbox"/>	1
Likely	<input type="checkbox"/>	2
Not likely	<input type="checkbox"/>	3
Very unlikely	<input type="checkbox"/>	4
Don't know / not sure	<input type="checkbox"/>	5

**14. In the last consultation a quarter of respondents said that they would be interested in volunteering. Would you be interested in volunteering at a library?** (Please tick **one** box only)

Yes	<input type="checkbox"/> 1
Possibly	<input type="checkbox"/> 2
No	<input type="checkbox"/> 3

**15. If 'yes' to Q14, what role would you be interested in?** (Please tick **all** that apply)

Assisting and supporting residents to use technology enabled opening in unstaffed libraries	<input type="checkbox"/> 1
Routine support tasks such as shelving, supporting events in staffed libraries	<input type="checkbox"/> 2
One-off or short-term volunteering opportunities such as supporting the Summer Reading Challenge	<input type="checkbox"/> 3
Other (please specify)	<input type="checkbox"/> 4

If you are interested in volunteering, please email: [libraryconsultation@barnet.gov.uk](mailto:libraryconsultation@barnet.gov.uk) with your contact details and state that you are interested in volunteering.

**16. What impact do you think these proposals in this element will have on you and your family's use of the library service?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**17. What impact do you think these proposals in this element will have on other library users?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**18. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?** (Please write in your answer)

## Element 4: Co-locate libraries with other services

**Where possible, libraries would be co-located with other services. Future opportunities for co-locating libraries with other public services would be explored.**

For example, the proposal contains an opportunity to explore the co-location of the East Barnet Partnership Library with proposed new leisure facilities in the area and the Mill Hill Partnership Library with other community led services.

For more information on Element 4, please refer to page 14 in the consultation document.

**19. To what extent do you agree or disagree with the approach of co-locating libraries with other services?** (Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly disagree	<input type="checkbox"/>	4
Don't know	<input type="checkbox"/>	5

**20. What impact do you think the proposals in this element will have on you and your family's use of the library service?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**21. What impact do you think the proposals in this element will have on other library users?**  
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**22. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?** (Please write in your answer)

## Element 5: Partner with other organisations and community groups to provide services through Partnership Libraries

Residents told us that they do not want libraries to close. To maintain the network of 14 library sites as well as the home, mobile and digital library services, we can reduce costs by partnering with other organisations or community groups to provide library services.

The proposal would see the establishment of four Partnership Libraries within the libraries network. As part of the network, Partnership Libraries would receive professional support from Barnet's central library service.

For more information on Element 5, please refer to page 15 in the consultation document.

### 23. The proposal would see Partnership Libraries remaining part of the Barnet Library network. They would receive support from Barnet's central library service. To what extent do you agree or disagree with this approach to Partnership Libraries?

(Please tick **one** box only)

Strongly agree	<input type="checkbox"/>	1
Agree	<input type="checkbox"/>	2
Disagree	<input type="checkbox"/>	3
Strongly disagree	<input type="checkbox"/>	4
Don't know	<input type="checkbox"/>	5

### 24. What impact do you think the proposals in this element will have on you and your family's use of the library service? (Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

**25. What impact do you think these proposals in this element will have on other library users?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/>	1
Positive impact	<input type="checkbox"/>	2
No impact	<input type="checkbox"/>	3
Negative impact	<input type="checkbox"/>	4
Very negative impact	<input type="checkbox"/>	5
Don't know / not sure	<input type="checkbox"/>	6

**26. Are there any ideas or approaches that you feel the council could take to minimise the impact or improve the proposals in this element that would still meet the council's savings commitment?** (Please write in your answer)

## Your view on the overall proposals

The council has balanced these factors in order to develop a proposal that maintains all static libraries as well as the home, mobile and digital libraries whilst delivering savings of £2.27m. A link to the proposals can be found here: <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8512>

Reference copies are available in libraries.

**27. Given the level of savings required, do you think that the council has balanced these factors effectively?** (Please tick **one** box only)

Yes, fully	<input type="checkbox"/>	1	Go to Q29
Yes, partly	<input type="checkbox"/>	2	
No, not at all	<input type="checkbox"/>	3	
Don't know	<input type="checkbox"/>	4	Go to Q29

**28. If 'Yes, partly' or 'no' to Q27, please outline how you feel the council could have more effectively balanced the factors (eg number of sites, opening hours, staffed hours, use of technology, use of space, income raising)?** (Please write in your answer)

**29. What impact do you think the proposals overall will have on you and your family's use of the library service?** (Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**30. What impact do you think the proposals overall will have on other library users?**  
(Please tick **one** box only)

Very positive impact	<input type="checkbox"/> 1
Positive impact	<input type="checkbox"/> 2
No impact	<input type="checkbox"/> 3
Negative impact	<input type="checkbox"/> 4
Very negative impact	<input type="checkbox"/> 5
Don't know / not sure	<input type="checkbox"/> 6

**31. Do you have any other comments you wish to make on the proposals?**  
(Please write in your answer)

# About you

## When consulting with our residents and service users Barnet Council needs to understand the views of our different communities.

Please be assured that all the answers you provide will be treated in the strictest confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

**32. So that we can analyse the findings by different locations in the borough, please can you provide the first three characters (e.g. N11) of your postcode (excluding the last half of your postcode means that we will not be able to identify your address and your survey responses will remain anonymous):**

(Please write the first three letters/numbers of you postcode in the box below)

**33. Are you responding as a:** (Please tick **one** box only)

Barnet resident	<input type="checkbox"/>	1	Go to Q36
A resident from outside the London borough of Barnet	<input type="checkbox"/>	2	Go to Q36
Business based in Barnet	<input type="checkbox"/>	3	Go to Q36
Barnet resident and business based in Barnet	<input type="checkbox"/>	4	Go to Q36
A member of library staff	<input type="checkbox"/>	5	Go to Q36
Representing a voluntary/community organisation	<input type="checkbox"/>	6	Go to Q34
Representing a public sector organisation	<input type="checkbox"/>	7	Go to Q35
Other (please specify below)	<input type="checkbox"/>	8	Go to Q36

**34. Please specify the type of stakeholders or residents your community group or voluntary organisation represents:** (Please write in your answer)

**35. Please specify the type or name of public sector organisation you are representing:**

(Please write in your answer)

--

**36. Have you used a library in Barnet in the last 12 months?** (Please tick **one** box only)

Yes	<input type="checkbox"/> 1	
No	<input type="checkbox"/> 2	Go to Q38

**37. Which library do you use most often?** (Please tick **one** box only)

Chipping Barnet	<input type="checkbox"/> 1	Osidge	<input type="checkbox"/> 9
Edgware	<input type="checkbox"/> 2	East Finchley	<input type="checkbox"/> 10
Church End	<input type="checkbox"/> 3	East Barnet	<input type="checkbox"/> 11
Grahame Park	<input type="checkbox"/> 4	Mill Hill	<input type="checkbox"/> 12
Hendon	<input type="checkbox"/> 5	South Friern	<input type="checkbox"/> 13
Burnt Oak	<input type="checkbox"/> 6	Childs Hill	<input type="checkbox"/> 14
Golders Green	<input type="checkbox"/> 7	Home/ mobile library	<input type="checkbox"/> 15
North Finchley	<input type="checkbox"/> 8		

**If you are representing a business or an organisation you do not need to complete the rest of the diversity monitoring questions**

**38. Are you currently employed, self-employed, retired or otherwise not in paid work?**

(Please tick **one** box only)

An employee in a full time job (31 hours or more per week)	<input type="checkbox"/> 1	Unemployed and available for work	<input type="checkbox"/> 6
An employee in a part time job (Less than 31 hours per week)	<input type="checkbox"/> 2	Permanently sick or disabled	<input type="checkbox"/> 7
Self- employed (full or part-time)	<input type="checkbox"/> 3	Wholly retired from work	<input type="checkbox"/> 8
On a Government supported training programme (e.g. Modern Apprenticeship or Training for Work)	<input type="checkbox"/> 4	Looking after the home	<input type="checkbox"/> 9
In full- time education at school, college or university	<input type="checkbox"/> 5	Doing something else (please specify below)	<input type="checkbox"/> 10

# Diversity monitoring

**Barnet Council is required by law, under the Equality Act 2010, to pay due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people from different groups.**

One way we do this is to assess the impact of our services and practices on different groups. The information collected here will help the council to ensure that our policies and services are fair and accessible, assess the impact of policies, services and decisions on the protected characteristics covered by the Act and demonstrate compliance with the law.

To assist us in complying with our duty under the Equality Act 2010 we are asking you some personal questions, which we would encourage you to complete. Collecting this information will help us understand the needs of our different communities.

Please be assured that all the answers you provide will be treated in the strictest confidence and will be stored securely in an anonymous format. All information will be stored in accordance with our responsibilities under the Data Protection Act 1998.

For the purposes of this questionnaire we are asking four of the protected characteristics included in the Equality Act 2010.

**39. Are you male or female?** (Please tick **one** box only)

Male	<input type="checkbox"/>	1	Female	<input type="checkbox"/>	2
------	--------------------------	---	--------	--------------------------	---

**40. What is your age group?** (Please tick **one** box only)

Under 18	<input type="checkbox"/>	1
18 – 24	<input type="checkbox"/>	2
25 – 34	<input type="checkbox"/>	3
35 – 44	<input type="checkbox"/>	4
45 – 54	<input type="checkbox"/>	5
55 – 64	<input type="checkbox"/>	6
65 – 74	<input type="checkbox"/>	7
75 and over	<input type="checkbox"/>	8
Prefer not to say	<input type="checkbox"/>	9

**41. What is your ethnic origin?** (Please tick **one** box only)

Asian or Asian British	
Bangladeshi	<input type="checkbox"/> 1
Chinese	<input type="checkbox"/> 2
Indian	<input type="checkbox"/> 3
Pakistani	<input type="checkbox"/> 4
Any other Asian background (please specify below)	<input type="checkbox"/> 5
<input type="text"/>	
Black or Black British	
African	<input type="checkbox"/> 6
Caribbean	<input type="checkbox"/> 7
Any other Black /African/Caribbean (please specify below)	<input type="checkbox"/> 8
<input type="text"/>	
Mixed	
White and Asian	<input type="checkbox"/> 9
White and Black African	<input type="checkbox"/> 10
White and Black Caribbean	<input type="checkbox"/> 11
Any other Mixed/Multiple ethnic background (please specify below)	<input type="checkbox"/> 12
<input type="text"/>	

White	
British	<input type="checkbox"/> 13
Greek/Greek Cypriot	<input type="checkbox"/> 14
Gypsy or Irish Traveller	<input type="checkbox"/> 15
Irish	<input type="checkbox"/> 16
Turkish/Turkish Cypriot	<input type="checkbox"/> 17
Any other White background (please specify below)	<input type="checkbox"/> 18
<input type="text"/>	
Other ethnic groups	
Arab	<input type="checkbox"/> 19
Other ethnic group (please specify below)	<input type="checkbox"/> 20
<input type="text"/>	
Prefer not to say	<input type="checkbox"/> 21

**42. What is your religion or belief?** (Please tick **one** box only)

Agnostic	<input type="checkbox"/> 1
Atheist	<input type="checkbox"/> 2
Baha'i	<input type="checkbox"/> 3
Buddhist	<input type="checkbox"/> 4
Christian	<input type="checkbox"/> 5
Hindu	<input type="checkbox"/> 6
Humanist	<input type="checkbox"/> 7
Jain	<input type="checkbox"/> 8

Jewish	<input type="checkbox"/> 9
Muslim	<input type="checkbox"/> 10
Sikh	<input type="checkbox"/> 11
No religion	<input type="checkbox"/> 12
Other religion/belief (please specify below)	<input type="checkbox"/> 13
<input type="text"/>	
Prefer not to say	<input type="checkbox"/> 14

## Disability

The Equality Act 2010 defines disability as ‘a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities’.

In this definition, long-term means more than 12 months and would cover long-term illness such as cancer and HIV or mental health problems.

### 43. Do you consider that you have a disability as outlined above?

(Please select the definition(s) from the list below that best describes your disability/disabilities.

(Please tick ALL that apply or ‘Prefer not to say’ ONLY).

Yes	<input type="checkbox"/> 1	No	<input type="checkbox"/> 2	Don't know/ not sure	<input type="checkbox"/> 3	Prefer not to say	<input type="checkbox"/> 4
-----	----------------------------	----	----------------------------	----------------------	----------------------------	-------------------	----------------------------

Hearing (such as deaf, partially deaf or hard of hearing)	<input type="checkbox"/> 4	Severe Disfigurement	<input type="checkbox"/> 9
Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	<input type="checkbox"/> 5	Learning Difficulties (such as dyslexia)	<input type="checkbox"/> 10
Speech (such as impairments that can cause communication problems)	<input type="checkbox"/> 6	Mental Illness (substantial and lasting more than a year, such as severe depression or psychoses)	<input type="checkbox"/> 11
Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	<input type="checkbox"/> 7	Physical Co-ordination (such as manual dexterity, muscular control, cerebral palsy)	<input type="checkbox"/> 12
Reduced Physical Capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath energy or stamina, asthma, angina or diabetes)	<input type="checkbox"/> 8	Other disability (please specify below)	<input type="checkbox"/> 13
		<input type="text"/>	
		Prefer not to say	<input type="checkbox"/> 14

Thank you very much for taking part in this. Your views are very important to us.  
Please return your questionnaire to a library by Wednesday 6 January 2016.

For more information:

tel: 020 8359 7100 email: [libraryconsultation@barnet.gov.uk](mailto:libraryconsultation@barnet.gov.uk)  
or visit [engage.barnet.gov.uk](http://engage.barnet.gov.uk)

## Appendix 3: Focus group discussion guide

### Focus Group Discussion Guide

*Please note this discussion guide is intended as a guide to the moderator only. Sections may be subject to change during the course of the focus groups if, for example, certain questions do not illicit useful responses. Wording and explanations may change to suit the audience.*

#### Introduction (2 mins)

My name is.....and I work for a company called Enventure Research.

We have been commissioned by Barnet Council to undertake a consultation exercise to find out what people think about the new proposal for Barnet's future library service. The proposal that we're going to talk about was developed by the Council following an extensive consultation exercise earlier this year. So essentially the Council wants to find out what people think about the new proposal for future library services.

I know there has been some campaign work from local residents around the closures of the libraries. We have been commissioned by Barnet Council to undertake an independent consultation, which is being undertaken in two parts.

The first part is a survey which some of you may already have completed. The second part is speaking directly to people in small focus groups, such as this one.

The results to the survey are still being collected as it is open until the beginning of January. Once the survey finishes and we have completed these focus groups, we will analyse the results and write a full report for Barnet Council detailing the responses and putting forward recommendations.

Please be assured that everything you say during this session is totally confidential, so please be as open and honest as possible. There is no right or wrong answer. Enventure Research is an independent research agency, meaning that we are not part Barnet Council.

Enventure Research works to the Market Research Society Code of Conduct, which means that anything you say today will be treated in the strictest confidence, and nothing will be tied back to your name.

I will be recording the session so I do not need to take notes as you are talking. However, the recording is only used to help me write my report and is deleted once it has been used. Please speak clearly and do not talk over each other.

Please feel free to help yourself to drinks during the session.

The session will last for no more than 90 minutes.

Do you have any questions before we begin?

## **Warm-up exercise (5 mins)**

*Moderator to go around the group and ask respondents to introduce themselves.*

- Just so we can get to know each other a bit, can you please introduce yourselves?

*Ask a selection of questions*

- First name
- Where do you live and who you live with
- What you do for a living
- What you do in your spare time
- What do you like about living in Barnet

## The Proposal

We're now going to discuss various aspects of the proposals. It doesn't matter if you agree or disagree with them or think they'll have positive or negative impacts. I just want to hear what you think.

### Changing the services and facilities at each library (Locality model) (20 mins)

*Moderator to provide some background to this element.*

All

- What do you think about splitting the libraries into different categories (core, core plus and partnership) so that all 14 libraries can remain?
- What impact do you think this proposal will have on you/your family/others?
  - Why do you say this?
- Do you think the council could take any other steps to minimise the impact (but still meet the Council's savings commitment)?

Older/Physical disability/Learning disability

- How will this affect your use of libraries?
- Do you use / will you use the home and/or mobile library service?
- Do they meet your needs?
- How will smaller libraries impact on you?

Unemployed

- Will the different level of services impact on how you access the libraries?

CYP

- What services do you use at libraries?
- How can you see it working with having four 'core plus' libraries offering the full range of services?

All

- There will be a new charging structure for services, including a change in fines to charge for late return of children's books.
- What impact will this have on you? – Probe in particular CYP, unemployed
- What impact will this have on low income families?

## **New technology, increased opening hours, more volunteers, few staff (20 mins)**

*Moderator to provide some background to this element.*

All

- What are your first impressions of using technology to support the libraries so they can stay open?
- Thoughts on opening times being extended – an increase of 50% overall
- Would you use this technology yourself?
  - Why do you say that?
- What support do you think people would want in place if they were using technology-enabled opening sessions?
- CCTV will be installed in all libraries – do you have concerns about security?
- What do you think the minimum age for children and young people should be to be able to attend during technology-enabled opening sessions
- What impact do you think this proposal will have on you/your family/others?
  - Why do you say this?

Older/Physical disability/Learning disability

- Confidence in the use of technology
- Support needed from staff and volunteers
- Happy with volunteers staffing libraries at certain times
- Will unstaffed libraries affect your use of them? Why?
- Would you need training on how to use new technology?
- What specific needs will you have in terms of your disability?
- Will you use the library when volunteers are there? Why?
- Would you want to be a volunteer? Why?

- How do you think the role of volunteers will differ from that of paid staff?
- What sort of support do you think might need from a volunteer?

### CYP

- Is it feasible for young people to be accompanied by adults?
- What age should this start?
- How do you use libraries?
- Do you use libraries for private study?
- Do you use the e-resources?
- What support do you think will be needed to use new technology?
- How do you use your school library?

### Unemployed

- Will the longer opening hours be better for you?
- Will the reduction of staff impact on the help you need or do you think the technology and volunteers will be sufficient?

## **Co-locate libraries with other services (15 mins)**

*Moderator to provide some background to this element.*

### All

- What do you think about locating libraries with other services such as leisure facilities?
- What advantages / disadvantages can you think of?
- Do you think this could work?
  - Why do you say that?
- What impact do you think this proposal will have on you/your family/others?
  - Why do you say this?
- Are there any buildings where co-locating would work well? Why?

Older/Physical disability/Learning disability

- When considering co-locating libraries with other services/buildings, what does Barnet Libraries need to consider to ensure the new location/library is accessible and meets your needs?

## **Partner with other organisations and community groups to provide services through Partnership Libraries (15 mins)**

*Moderator to provide some background to this element.*

All

- What do you think of the library service partnering up with other organisations or community groups which would form a libraries network?
- Which type of organisation would do a good job in providing a library service? Why?
- What can this type of library/organisation do differently / better than existing libraries?
- What are your thoughts on local community groups and organisations receiving a budget and managing the delivery of a library?
- What impact do you think this proposal will have on you/your family/others?
  - Why do you say this?

Older/Physical disability/Learning disability

- Are there any specific aspects that a local community group would do better for you?
- Anything that they would need to play particular attention to?

## Appendix 4: Respondent Profile

The following tables show the breakdown for the respondents to the open questionnaire and the citizen panel (panellists).

### Profile of respondents to the open questionnaire

The general public consultation response cannot be compared to the borough's population in its entirety due the low completion rate of the diversity monitoring questions, as up to 15% of respondents did not answer these questions fully.

Characteristic	Unweighted Count	Unweighted %
<b>By Age</b>		
Under 24	19	3%
25 - 34	36	5%
35 - 44	123	19%
45 - 54	136	21%
55 - 64	135	21%
65 +	202	31%
<b>Total valid responses</b>	<b>651</b>	<b>100%</b>
<i>Prefer not to say</i>	54	
<b>By Gender</b>		
Male	274	42%
Female	384	58%
<b>Total valid responses</b>	<b>658</b>	<b>100%</b>
<i>Prefer not to say</i>	34	
<b>By Ethnicity</b>		
White	520	86%
Asian	41	7%
Black	15	3%
Mixed	13	2%
Other	13	2%
<b>Total valid responses</b>	<b>602</b>	<b>100%</b>
<i>Prefer not to say</i>	99	
<b>By Disability Status</b>		
Disability	63	10%
No disability	552	89%
Don't know / not sure	6	1%
<b>Total valid responses</b>	<b>621</b>	<b>100%</b>
<i>Prefer not to say</i>	63	

## Profile of the respondents taking part from the Citizens Panel (panellists)

The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although panellists are selected at random and the panel is broadly representative of the wider population, the achieved sample was unbalanced owing to non-response. During the consultation, 473 responses were received from a total of 2,000 panel members, giving a response rate of 23.7%. This is a low response rate compared to typical Citizens' Panel surveys, hence the achieved sample profile was more unbalanced than usual owing to the non-response and is, therefore, less representative than usual.

However, under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.

The returned sample was checked against comparative data for age, gender, ethnic group, tenure, working status and ward, then subsequently weighted by age, gender and ethnicity.

The results of the panel survey are, therefore, likely to be more representative of the views of the wider population than those of the open questionnaire. The table below shows the unweighted and weighted profiles of the responses to the survey.

Characteristic	Unweighted Count	Unweighted %	Resident population (weighted %)
<b>By Age</b>			
18 - 24	10	2%	11%
25 - 34	61	13%	23%
35 - 44	66	14%	20%
45 - 54	84	18%	17%
55 - 64	107	23%	12%
65 +	144	31%	17%
<b>Total valid responses</b>	<b>472</b>	<b>100%</b>	<b>100%</b>
<b>By Gender</b>			
Male	218	46%	48%
Female	254	54%	52%
<b>Total valid responses</b>	<b>472</b>	<b>100%</b>	<b>100%</b>
<b>By Ethnicity</b>			
White	380	81%	64%
Asian	57	12%	21%
Black	16	3%	8%
Other	19	4%	6%
<b>Total valid responses</b>	<b>472</b>	<b>100%</b>	<b>100%</b>
<b>By Disability Status</b>			
Disability	75	16%	12%
No disability	397	84%	88%
<b>Total valid responses</b>	<b>472</b>	<b>100%</b>	<b>100%</b>

## Type of respondent

**Base: All respondents providing a valid answer (735, 436)**

'N/A' – The Barnet Citizens' Panel is made up of Barnet residents only and, therefore, all other respondent types are not applicable

Type of respondent	Open questionnaire	Panel respondents
Barnet resident	94%	100%
A resident from outside the London Borough of Barnet	3%	N/A
Barnet resident and business based in Barnet	1%	N/A
A member of library staff	1%	N/A
Representing a voluntary / community organisation	1%	N/A
Representing a public sector organisation	0%	N/A
Business based in Barnet	0%	N/A
Other	0%	N/A

## Religion

**Base: All respondents providing a valid answer (696, 472)**

Type of respondent	Open questionnaire		Panel respondents	
	Count	Percentage	Count	Percentage
Christian	177	33%	191	43%
Jewish	88	17%	104	23%
Atheist	72	14%	28	6%
Agnostic	52	10%	17	4%
Muslim	11	2%	16	4%
Humanist	8	2%	2	0%
Hindi	8	2%	19	4%
Jain	5	1%	4	1%
Sikh	0	0%	4	1%
Buddhist	4	1%	3	1%
Baha'i	0	0%	1	0%
No religion	95	18%	56	13%
Other	10	2%	3	1%
<b>Total valid</b>	<b>530</b>	<b>100%</b>	<b>448</b>	<b>101%</b>
<i>Prefer not to</i>	166		24	

## Library usage – Have you used a library in Barnet in the last 12 months?

**Base: All respondents providing a valid answer (725, 445)**

In respect of library usage, the general public consultation response had a particularly high number of library users (96%) compared to the Citizens' Panel (62%), which is broadly representative of the population.

Type of respondent	Open questionnaire	Panel respondents
Library user	96%	62%
Non-library user	4%	38%

## Which library do you use most often?

**Base: All respondents that are defined as a library user (i.e. those who have used a library within the last 12 months) (669, 256)**

Type of respondent	Open questionnaire	Panel respondents
Burnt Oak	1%	5%
Childs Hill	3%	1%
Chipping Barnet	13%	12%
Church End	8%	8%
East Barnet	12%	5%
East Finchley	20%	6%
Edgware	4%	9%
Golders Green	5%	7%
Grahame Park	1%	1%
Hendon	9%	17%
Home / mobile service	0%	0%
Mill Hill	8%	6%
North Finchley	8%	13%
Osidge	6%	8%
South Friern	3%	2%