

Equality Analysis (EqA)

Questionnaire

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Libraries Strategy	
Is it a new or revised function, policy, procedure or service? Revised service	
Department and Section: Family Services, Youth and Communities	
Date assessment completed: 17 October 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	Elissa Rospigliosi, Commissioning & Policy Advisor
Stakeholder groups	<p>Internal:</p> <ul style="list-style-type: none"> Commissioning Group Family Services Delivery Unit LBB Members <p>External:</p> <ul style="list-style-type: none"> Library users Library non-users “Charteris Groups”: elderly people; children; disabled people; unemployed people; people from areas of high deprivation (identified as having specific needs from libraries by Sue Charteris in her 2009 review of Wirral Libraries). Voluntary and community organisations
Representative from internal stakeholders	James Mass, Family & Wellbeing Lead Commissioner
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A. Separate EIA completed for impact on staff.
3. Full description of function, policy, procedure or service:	
<p>Please describe the aims and objectives of the function, policy, procedure or service <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and</i></p>	

benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

Context

Barnet has an extensive library service with high satisfaction ratings among users. Some elements of the service are relatively underused and the public can be unaware of the range of activities that libraries provide. The service was last reviewed in 2011 at which point a substantial transformation programme began, investing in more self-service technology for customers; ICT equipment and resources including new public computers and wi-fi; improvements to some of the library buildings, and rationalisation of the estate including two new libraries replacing existing buildings in Grahame Park and Church End and the creation of two community libraries.

Continuing financial constraints mean that the Council needs to explore alternative ways to deliver services and consider how it can best continue to safeguard services for the most vulnerable. Barnet has dealt effectively with the first wave of austerity, by anticipating the cuts before they arrived and planning ahead. The Council is now planning for the next 5 years and for how a further £72m will be saved.

Why is it needed?

The Council has a statutory duty, under the Public Libraries and Museums Act, 1964, to provide a 'comprehensive and efficient library service for all persons desiring to make use thereof'. To be comprehensive, the service must ensure that it is accessible to all and designed to meet local need. To be efficient, it must make the best use of the assets and resources available to it.

Since the 2011 Strategy, there have been a number of developments which offer the potential for more efficient ways of delivering the service. In particular, the increased availability of 'open' library technology (self-service technology allowing libraries to open during times at which staff are not present) outside its existing Scandinavian market; much greater community involvement in library services (including volunteer-led models such as community libraries), and improved digital and online services make it possible to deliver library services in different, more cost-effective ways.

On 23 June 2014 the Council's Children, Education, Libraries and Safeguarding Committee noted the savings target of £8m allocated by the Policy and Resources Committee and agreed to complete a Commissioning Plan and savings proposals by December 2014. Each Committee has an allocated savings target and there are difficult decisions to make in all areas. The business planning process since then has considered each of the service components within the committee remit to identify possible savings as a contribution to this target and the impact these could have.

The process began by investigating the financial contribution libraries could make whilst still delivering a comprehensive and efficient service. As a result of this, the options presented in this Committee report would deliver a saving of £2.85m between 2015 and 2020. Through the development of a new model of library provision, the Council will be able to meet these financial challenges whilst safeguarding services for local people, especially those in more vulnerable groups.

The purpose of the paper this EIA accompanies is to set out proposals for the future of the service for public consultation and feedback, which will inform a decision to be made next year by the Children, Education, Libraries and Safeguarding Committee.

What are the outcomes to be achieved? What are the aims and objectives?

The following outcomes are largely based on those agreed for the 2011 Strategy, but have been updated to reflect feedback from consultation carried out since 2011 and the financial challenges now facing the local authority. The Children, Education, Libraries and Safeguarding Committee will be asked to agree these updated objectives on 28 October 2014.

1. A library service that provides children and adults with reading, literacy and learning opportunities.
2. A library service that engages with communities.
3. A library service that makes knowledge and information easily accessible.
4. A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.

Changes to the previous objectives

The new strategy will aim to provide **‘a library service that provides children and adults with reading, literacy and learning opportunities’**. This consolidates and replaces the following previous strategic objectives:

- Increasing reading, literacy and learning opportunities for children
- Promoting reading and learning opportunities for adults

The library service will now aim to sustain reading, literacy and learning opportunities for children, rather than increasing them.

The library service will continue aiming to promote its reading and learning opportunities for adults more effectively: this has been identified as a key area in which the service could enhance its reach and become more comprehensive.

The new strategy will aim to provide **‘a library service that is at the heart of the community’**. This replaces the previous strategic objective:

- Engaging with communities and offering improved community spaces, access and resources

The changes to this objective are designed to reflect the Council’s growing ambition to mobilise community capacity to support the library service, including enhanced roles of volunteers, community leadership of libraries, and peer to peer interaction and support for residents facilitated by social media and new technologies.

The new strategy will aim to provide **‘knowledge and information that is easily accessible’** in place of the previous strategy’s objective:

- Providing easy access to the wider world of knowledge and information.

Much of the work intended under the previous strategy to promote access to knowledge and information is now in train or has been completed. The new strategy aims to maintain and enhance this access.

Finally, the new strategy proposes an additional objective, to ensure that **‘the Council is able to meet current and future financial challenges and safeguard services for vulnerable people’**. This involves configuring the library service in such a way as to support the Council in meeting these challenges, using opportunities presented by new technology and improved volunteering support are maximised to preserve libraries as physical spaces/community assets and deliver a more efficient service, and acts to frame a number of the service developments proposed in this paper.

Where there are differential impacts resulting from the changes to these objectives for particular

equality strands these are set out in section 4 (below).

Various possible directions for the service have been identified, based on technological developments, the changing context of library provision, and innovation and best practice from elsewhere. These have been considered in order to design a delivery model which can achieve these outcomes while ensuring the service is run as efficiently as possible. Three options, which combine these considerations, are being proposed for public consultation.

The options involve **maintaining some services at existing levels**, especially those aimed at outreach (such as the home and mobile libraries) and at developing provision outside libraries (such as the Schools Libraries Resources Service).

Other existing service areas will be **developed and extended**, such as **digital provision and electronic resources**; **online and self-service technology** such as the 'reserve and collect' service; **current income generation initiatives** such as meeting room space and vending machines.

Other developments considered include

- **An enhanced role for volunteers** which significantly extends the range of volunteer-led activities available in libraries. Barnet's libraries currently have very low levels of volunteering in comparison to similar local authorities and there is scope to make greater use of community capacity to complement the work carried out by paid staff. National research suggests that increased community involvement in libraries results in higher take-up of the library service and is thought to act as a stepping stone towards benefits such as increased numbers of community groups and activities in libraries, disadvantaged groups using libraries more, and stronger relationships with community service providers, particularly learning providers (Arts Council, *Community Engagement in Public Libraries*, evaluation update, March 2011).
- **Rationalising the library estate to ensure buildings are fit for purpose.** The library estate is in need of significant capital investment with major work needed to fulfil current backlog maintenance requirements and prevent the buildings from deteriorating further. In addition, consultation has identified a number of functions which the public would like library buildings to fulfil but which are not possible within the current estate, including enhanced accessibility for elderly and disabled people, 'bright, modern spaces', and more logical configurations of buildings to allow multiple uses including meetings/activities and reading/study.
- **Rationalising the distribution and locations of library buildings.** The current network is not inaccessible using public transport but analysis (using the Public Transport Access Level scale developed by Transport for London) suggests that locations could be improved. This could also be an opportunity to increase the range of people who access the library service by better integrating libraries into public places. People in Barnet have said that they wish to be no further than 30 minutes' travel time from a library by public transport, which matches the Department for Transport's national accessibility indicator. This allows for a number of potential rationalisations of the estate to prioritise support for the busiest and most popular library facilities.
- **Using the library estate to generate income.** If the estate is rationalised, there are opportunities to use the freed-up sites, or space within sites, to generate income which can then be used to subsidise other elements of the service. This would be likely to result in library spaces being co-located with other public services, within residential developments, or within buildings with commercial tenants.
- **Extending opening hours with the help of new technology.** New self-service technology – the 'open' library, self-service technology which allows libraries to open during times at

which staff are not present – makes it possible to extend library opening hours at relatively low cost, potentially increasing the range of people able to use libraries. It is proposed that there would be some restrictions on access for unaccompanied children during times when the library was not staffed, though accompanied children (e.g. schools and children's centres on library visits) would be able to use the library. Advice and support for users wanting to access information and other services would be available from library staff via a dedicated telephone line during unstaffed opening hours. A pilot of the 'open' library concept will run at Edgware library between December 2014 and February 2015 to allow members of the public to test it out and to inform responses to consultation.

- **Reducing staffed opening hours.** Staffed opening hours would need to be reduced across the network but would be targeted at the busiest times of day, and at times of heavy usage by children and young people unable to access 'open' libraries. As above, advice and support for users wanting to access information and other services would be available from library staff via a dedicated telephone line during unstaffed opening hours.
- **Use of alternative providers.** Initial assessment of the various possibilities for alternative delivery of libraries suggests that a community or staff-owned mutual or outsourced delivery model would offer the potential for service improvements as well as achieving additional savings, either through economies of scale or through greater potential for innovation and for mobilising volunteers and other additional capacity.

The library in Hendon, heavily used by students, could be effectively delivered through a partnership with an educational institution. This could enhance the service to better meet the needs of the predominant user base while also delivering savings.

The three specific options which combine these considerations are set out below:

Option 1: Maintain the full reach of the existing library network

This option aims to maintain the full breadth of the library network, with libraries in all areas where there is currently a library presence. No libraries would close. This option prioritises continued access to a 'local' library for all residents who currently have it. It maximises the number of points at which people can access services and provides a broad base of physical locations to support volunteer and community led activities in libraries. It provides the largest extension to the level of opening hours across the network of any of the options, though with the joint largest reduction in staffed opening hours.

People would use different libraries for different purposes. The service focuses on four large libraries, the existing building in Chipping Barnet; the new libraries in Church End and Colindale (the replacement for Grahame Park); and the Hendon library, moderately reduced in size. These libraries would form the core of the service and be centres for literacy and learning activities for people from across the Borough, with state-of-the-art facilities in the new libraries.

All other libraries would be reduced in size to around 540 square feet on average. The network would be as accessible as it is now – or more so if library sites were to relocate. The range of stock in the library at any one time would be reduced although books from anywhere in the network would still be available via the reserve and collect service. Literacy and learning activities would still take place within library sites though space would need to be used flexibly with compromises made between different uses. The required reconfiguration of library buildings would be likely to result in better accessibility and modernised library spaces.

Staffed hours would be reduced across the network to 50% of the current levels and targeted at times of greatest need, particularly when children and young people need access to libraries. Opening hours would be extended on current levels by 50% using 'open' library technology, supplemented by telephone access to information and advice from staff.

Option 2: Maintain the depth and quality of service provision within a consolidated library network

This option aims to keep libraries much as they are today but consolidates the network into a smaller number of sites. This allows us to free up sites and space for the purposes of generating the income needed to support this level of service. Of the three, this option offers the highest level of opening hours with staff present although it does not offer the greatest extension to existing opening hours.

Eight of the largest and busiest libraries in the network would be maintained with a similar range of stock and activities to current provision. These would be the two new libraries in Church End and Colindale (replacement for the library in Grahame Park), and the existing libraries in Chipping Barnet, East Barnet, Edgware, North Finchley, Golders Green and Hendon (the Hendon library would be likely to be reduced in size). This network has been designed to prioritise access; these libraries are concentrated around the Borough's travel hubs, meaning that more than 95% of Barnet's population would be able to access a large library within 30 minutes' travel from their home.

Staffed hours would be reduced across the network to 60% of the current levels and targeted at times of greatest need, particularly when children and young people need access to libraries. Opening hours would be extended on current levels by more than 30%, using 'open' library technology, which would be supplemented by telephone access to information and advice from staff.

Burnt Oak, Childs Hill, Mill Hill, East Finchley, Osidge and South Friern libraries would be closed. The mobile library's routes would be reviewed to ensure any less accessible areas would also have the opportunity to access a mobile library stop.

Option 3: Community leadership of libraries

This option aims to augment the enhanced role of volunteers in the new library service by allowing communities to take over and run a number of libraries. National research suggests that community-led management structures tend to create clearer community-directed visions for library services, realising some of the further benefits of successful community involvement in public libraries identified by the Arts Council research. However, there are a number of trade-offs. Community libraries are unlikely to provide the same level of professional library services as the Council-run library network. There is a cost associated with retaining sites as community libraries and therefore a greater need to prioritise efficiency, as well as access, across the Council-led network to support them; some of the libraries which remain will be smaller than those in the network in Option 2. This option does not offer the largest extension to opening hours across the network, but has the equal highest reduction in the number of staffed hours.

The service would focus on eight core libraries, in Hendon (with a reduction in size), Burnt Oak, Chipping Barnet, Church End, Golders Green, Colindale (replacement for the current Grahame Park library), North Finchley and Osidge, maintained with a similar range of stock and activities to current provision. More than 95% of Barnet's population would be within 30 minutes' travel time of one of these core libraries. The mobile library's routes would be reviewed to ensure any less accessible areas would also have the opportunity to access a mobile library stop.

Voluntary and community groups would be invited to bid to run the libraries at East Finchley, Mill Hill, South Friern and Edgware, creating volunteer-led models shaped to meet the needs of the local communities around each library. These libraries would be smaller than the current spaces – around 540 square feet on average – and likely to be co-located with other public services, commercial providers, or in community hubs.

The libraries at East Barnet and Childs Hill would close.

Staffed hours would be reduced across the network to 50% of the current levels and targeted at times of greatest need, particularly when children and young people need access to libraries. Opening hours would be extended on current levels by more than 30%, using 'open' library technology, which would be supplemented by telephone access to information and advice from staff.

Who is it aimed at? Who is likely to benefit?

The Council's statutory duty applies to all those who live, work or study in the Borough. Whilst there is a power to make library facilities available to any person, the duty only applies to those persons whose residence or place of work is within the Borough or those who are undergoing full time education within the Borough. Library users in general will benefit from maintained or increased access to the service.

The current library service is popular among users but users are a minority (14.8%) of the Borough's population. Consultation shows that restrictions on opening hours are perceived as a barrier to access for certain groups, including young people and working people. Proposals to extend opening hours will benefit these non-user groups in particular.

Proposals to invest in the library estate will benefit all users by providing modern, fit for purpose buildings, potentially in (in some cases) more convenient locations. Groups whom consultation has shown to have concerns about the accessibility of the library buildings (disabled people, older people, parents accompanying children) will benefit in particular.

Opportunities to get involved with the service through volunteering and potentially through volunteer-led community libraries is likely to benefit local people beyond the current library user population, as experience elsewhere in the country has suggested that this broadens the range of voluntary and community activity taking place within libraries.

Identify the ways people can find out about and benefit from the proposals.

A full public consultation will take place from 3 November 2014 to 15 February 2015. The consultation document will set out the three options and underlying considerations for feedback.

The consultation document, summary document, and a survey based on these will be available online (at <http://engagebarnet.gov.uk>) and in print, from libraries and from locations which target groups of interest, including JobCentre Plus, Barnet Centre for Independent Living, day centres, schools, and Council customer access points in Burnt Oak and Whetstone.

Paper copies of the survey and consultation documents will also be available in mobile libraries and to home library users. The survey will be made available on request in different formats, including large print and easy read.

Voluntary and community groups who currently use library space to provide events and activities will be sent a targeted survey.

A drop-in session will be arranged for three hours in every Barnet library, including the mobile library. These will provide a less structured way for local people to give their views, through an independent facilitator. Notes from the discussions will be summarised and included in the consultation report.

The consultation will be presented to each of the Council's residents' forums on January 15 2015.

Targeted approaches will be made to groups who may currently be underrepresented among

users of the library service.

These will be opportunities to shape the library service of the future and to ensure that it meets local need.

From mid-December 2014 onwards, residents can use the 'open' library pilot in Edgware to experience the proposals for extended opening hours in practice and to inform their responses to the consultation.

Consider any processes they need to go through or criteria that we apply to determine eligibility.

Any member of the public is able to access a library building during staffed opening times. To borrow items, library users must join the library. This is a simple process which can be carried out in person or via email, with support available at library buildings.

The home library service is available to residents whose mobility is limited because of age, disability or illness. Users register using a short membership form which is vetted by staff to assess eligibility.

To use the 'open' library, users must opt into the scheme and receive some user education on correct practice and procedure. It is proposed that children will not be eligible to opt into 'open' library use though will be able to use the libraries during these periods if accompanied by an adult.

How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?

The review and options have been informed by a comprehensive needs assessment which analyses

- transaction data and management information from the library service
- performance data compiled by the Chartered Institute of Public Finance and Accountancy (CIPFA) and benchmarked against comparable local authorities
- data from the 2011 Census, the Department for Work and Pensions, HMRC, and the Indices of Multiple Deprivation
- travel time and accessibility data from Transport for London
- information on the condition of the library estate
- extensive public consultation carried out to develop the 2011 Libraries Strategy, public consultation on Council spending plans carried out in 2013, and focus groups undertaken to inform this options paper in summer 2014
- user feedback, satisfaction surveys carried out in 2009 and 2013 (with adults and children respectively)
- qualitative research from the Museums, Libraries and Archives Association and Arts Council England and on the special needs of particular demographic groups where relevant.

The assessment sets out the identified specific needs of each of the above groups and includes analysis of the needs of carers of disabled children. It also analyses the needs of unemployed people and people from areas of high deprivation as these are groups identified as having specific requirements from a public library service.

The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010 (this would be considered disproportionate given the purpose of the service). In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups.

For the purposes of this review, so that the Council can use recent data to consider whether the service meets users' needs and ensure that it has been able to pay due regard to its duties under the Equality Act, transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census, to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has been compared to the demographic profile of the Borough.

Four pieces of analysis have been carried out to identify the impact of the changes to the network – i.e. any significant reductions in space, closures, or community involvement in groups of libraries under each option.

To show the **impact on users**, the proportion of transactions carried out by each protected group at affected libraries has been calculated as a proportion of all library activity carried out by that group. Statistically significant differences from the mean have been identified to show where impact may be disproportionately high. As described above, this analysis uses transaction data weighted using Census information and the findings should be treated as indicative and as a starting point for further investigation and monitoring.

The impact on users has also been determined by identifying the change in the **level of activity which is provided in libraries** and which is aimed at the needs of particular demographic groups.

For the **impact on the general population, including non-users**, the most significant impact identified was on the available options to access library services. This analysis therefore used Transport for London and Census 2011 data to identify the number of people living in areas of the Borough which, within the reconfigured library networks, would not have access to a local authority-run library within 30 minutes' travel time by public transport. (In all cases, this is less than 5% of the total population of the Borough). The data was analysed to identify any disproportionate representation of particular demographic groups in these areas in comparison to their representation across the Borough as a whole.

Finally, for all groups, the analysis includes any **consultation feedback** or other research relevant either to the general principles behind the three options, or specifically to the options themselves.

The needs assessment carried out within this review process identified a consistent lack of awareness of the library offer across a number of demographic groups. To ensure the success of the mitigation measures identified below it will be important to ensure proactive and targeted communication is undertaken with the intended audience for each, and that take-up is monitored in some way.

As the proposals are further developed they will be coordinated with other key strategies relating to, for example, carers.

Overall impact

Option 1:

The network footprint does not change. A total of 400 people in Barnet (0.11% of the Borough's population) do not have access to a library within 30 minutes' travel time by public transport (as

is currently the case).

A number of libraries will be substantially reduced in size. Those in scope in this option administer 59.3% of all transactional library activity across the network.

The analysis has assumed a 30% drop on current levels in the volume of library-led activities currently held in sites which would become smaller under this option. This equates to a fall of 20.9% in the total volume of activity across the network (including activity in both large and small libraries).

Option 2:

The network footprint is reduced from 14 libraries to 8 libraries, closing six. Those six administer 25.8% of all transactional library activity across the network.

14,579 people (4.2% of the Borough's population) are not within 30 minutes' travel time of a library

The sites which would close provide 38% of all library-led activities across the network. Some of this capacity might be consolidated into other sites.

Option 3:

The network footprint is reduced from 14 libraries to 8 libraries, closing two and converting four into community libraries. Libraries administering 37.4% of all transactional library activity across the network are affected.

15,933 of people (4.6% of the Borough's population) are not within 30 mins' travel time of a library (when community libraries are excluded from the analysis).

The volume of library-led activities across the network is reduced by approximately 50%.

In identifying how the various equality strands are affected, below, the common themes which apply across each option are analysed for any differential impact on each equality strand, before looking at implications of the specific options.

The qualitative data, unless otherwise stated, is drawn from the three major consultation exercises carried out in Barnet with regard to libraries, in 2011, 2013 and 2014.

4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>General considerations:</p> <p>All adults</p> <p>Despite the changes to the library service’s strategic objectives, the service will continue to try to promote its reading and learning opportunities for adults more effectively: this has been identified as a key area in which the service could enhance its reach and become more comprehensive.</p> <p>Older people</p> <p>Older people will benefit from the current proposals through increased access to information, online facilities, and accessible buildings. All these are priorities for this group.</p> <p>Older people are less invested in increases to opening hours than other groups, and will benefit less from measures to extend these.</p> <p>Older people may be concerned by an increase in the use of volunteers as they see this as a potential decline in the quality of service.</p> <p>Children and young people</p> <p>The changes to the library service’s strategic objectives mean that the library service will now aim to sustain reading, literacy and learning opportunities for children rather than increasing them.</p> <p>Children and young people have expressed specific support for many of the specific proposals set out here, including use of volunteers and increases in opening hours.</p> <p>It is proposed that unaccompanied children will not be able to use libraries when</p>	<p>Older people</p> <p>Care to be taken to communicate and explain any changes in use of volunteers accurately</p> <p>Children and young people</p> <p>Schools to be briefed on ‘open’ library technology to allow visits and outreach to continue during unstaffed hours.</p> <p>Target staffing at times when children and young people need to use the library.</p> <p>Option 1</p> <p>Explore alternative locations where study space is already available for children and young people.</p> <p>Option 2</p>

	<p>they are not staffed, for safeguarding reasons. They are therefore- likely to see a net reduction in times when they can access the library.</p> <p>Working age adults</p> <p>Working age adults are underrepresented among current library users and will benefit from extended opening in which they can access the library outside working hours.</p> <p>Option 1 offers the largest number of physical access points and the largest extension to current opening hours, but reduces staffed hours substantially.</p> <p>This combination is likely to benefit older people, who identify transport and travel issues as significant barriers.</p> <p>It is also likely to benefit working age people as longer hours, in particular, ease access for this group.</p> <p>This option heavily reduces staffed hours which is a cause for concern for older people and will have an impact on the level of access available to children and young people.</p> <p>In this option, children’s activities across the service are likely to fall more than the average for all activities: by 42.9% against an average of 20.9%.</p> <p>There is no disproportionate impact on a particular age group from changes to the libraries in scope for reduced space, based on current activity. However, the reduction of space in most libraries under this option will affect the availability of study space for children and young people</p> <p>Option 2</p> <p>Data on the impact of closing library site under this option suggests that 0-5 year olds would be disproportionately affected.</p> <p>17.5% of all activity from areas with high under-5 populations takes place at the libraries in scope for reduction under this option.</p> <p>Children’s activities reduce by 40% against an average reduction of 38% for activities overall, although some redeployment would be expected. Some children’s community-led activities would also be lost. However, children and</p>	<p>Redeploy some provision of children’s activities into remaining libraries.</p> <p>Monitor levels of activities aimed at older people.</p> <p>Option 3</p> <p>Give special attention to future provision of children’s literacy activities.</p>
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		<p>young people would be likely to benefit from the maintenance, under this option, of a broad range of activities in a larger number of sites than in option 1. Retaining a greater number of larger library sites would also ensure the continued provision of more study space, with a positive impact on children.</p> <p>In terms of physical access to library sites, a statistically significant proportion of 10-15 and 16-17 year olds are unable to access a library within 30 minutes' travel from home (7.85 and 2.7% of those affected, respectively). However, as young people cannot access 'open' libraries unaccompanied they also benefit from the relatively large range of staffed hours available under this option.</p> <p>The reduction in activities has a slightly higher impact on regular community-led activities for older people (4 of 9). However, older people again benefit from retention of more library sites providing a broad range of activities under this option – a priority for this group.</p> <p>Option 3</p> <p>Library closures have a statistically significant effect on older people in this option, with 18.8% of people affected by the closures of Childs Hill and East Barnet aged over 65.</p> <p>Again, this option reduces professional/paid library services, which is unpopular with older people.</p> <p>10-15 year olds are affected both as a significant proportion of those unable to access a library within 30 minutes (8.6%) and as a proportion of users of Burnt Oak library, should its size be reduced.</p> <p>Children's literacy events are affected more than the average by changes to the network under this option (a 57% fall against a 50% fall in activities overall)</p> <p>0-5 year olds are disproportionately represented among those affected by community libraries (17.6% of all activity across the network by 0-5 year olds is in the planned community libraries).</p>	
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General principles</p> <p>People with disabilities generally welcomed improvements in access, including better buildings and increased opening hours.</p>	<p>Access measures such as easy read symbols to be used to ensure people with learning disabilities</p>

	<p>Concerns have been expressed about accessibility of digital provision and of the 'open' library for people with learning disabilities.</p> <p>People with sensory impairments may find it more difficult to navigate the 'open' library. However, there are alternative routes which this group has identified as more convenient for access to literary resources, including library ebooks, content available directly from the Royal National Institute for Blind People (RNIB), and the home library service. People with sensory impairments also suggested a number of measures which would improve access to the existing service.</p> <p>People with sensory impairments had some concerns about the skills of volunteers and sought reassurance that volunteers would be properly trained, including safeguarding training. Development of an enhanced volunteer offer should mitigate these issues but it will be important to offer reassurance to vulnerable residents that this training has taken place.</p> <p>Option 1</p> <p>This option maintains the largest physical network and the potential for more accessible, newer buildings.</p> <p>People whose disabilities limit their activity a lot are significantly overrepresented in current usage of the libraries which will reduce in size (6.6% of usage).</p> <p>Option 2</p> <p>Longer opening hours and the relatively long staffed opening hours under this option will benefit disabled people. People with learning disabilities and people with mental health issues both focused on libraries' role in reducing isolation and will benefit from the continuation of rounded provision in more libraries.</p> <p>Some disabled people may find it difficult to have to travel further to reach a library. Disabled people are represented among those no longer within 30 minutes' travel time to a significant extent (7.3% against 6.6% average).</p> <p>Data suggests people whose day to day activities are limited a lot are affected to a statistically significant extent (6.6% of all activity by this group). They are, specifically, relatively heavy users of libraries at Childs Hill and Burnt Oak.</p> <p>One disability-related community event would be lost under this option.</p>	<p>can use open libraries. Use of other provision to be monitored and surveyed to ensure it remains accessible for all.</p> <p>It will be important to offer reassurance to vulnerable residents that volunteers have been thoroughly trained, including safeguarding training.</p> <p>For options</p> <p>Take-up of service by disabled people, including home library service, to be monitored to identify any developing issues. Disabled people directly invited to feedback specifically on 'open' library pilot.</p> <p>More publicity of home and mobile library services via disabled people's support groups and/or social care contact routes to ensure users are aware of the service.</p> <p>Consider options for improved access</p>
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		<p>Option 3</p> <p>Both staffed and opening hours are more limited under this option than under others, reducing the benefits of both.</p> <p>Disabled people conduct a significant proportion of usage of sites which close or reduce under this option, though there is no impact on them caused by changing use of the four libraries which may go into community ownership.</p> <p>Changes in travel time have no significant impact on this group.</p>	<p>proposed by and for people with sensory impairments.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General principles</p> <p>The service does not hold data on this characteristic and few consultation responses have been received from identified trans people. If the number of trans people using libraries were similar to their rate within the general population they would make up approximately .0.6% of library users (300 active borrowers).</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p> <p>Improved access to information (longer opening hours and more digital information) should have a positive impact on this group.</p> <p>There is no data to suggest a differential impact across the various options. If the proportion of trans people followed that in the general population, this would imply that 87 people with gender dysphoria would not be able to reach a library in 30 mins in option 2 and 95 people would be affected across the Borough in option 3.</p>	<p>Monitor consultation for any issues/data that do arise</p> <p>Ensure digital offer and future stock purchases take this group's needs into account</p>
<p>4. Pregnancy and maternity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General principles</p> <p>Physical access to library buildings, internal and external, is important for parents who often need to use cars to -transport children.</p> <p>Parents say that they are more likely to use online services so will benefit from increased provision of e-resources</p> <p>Parents have been disproportionately supportive of any potential increases in opening hours and are likely to benefit from this change.</p>	<p>Communicate availability of e-resources to improve take-up.</p> <p>Option 3 Consider redeploying some parent-focused events across the remainder of the network.</p>

		<p>Option 1 This option offers the largest increase in opening hours and as a result may have the largest potential benefit to parents. Changes to the network would reduce activities aimed at parents roughly in line with the average – 20.3% against an average 20.9%</p> <p>Option 2 Opening hours would not increase as significantly as in option 1. Parent-focused activities lost as a result of network changes would be a larger proportion than under option 1, but a smaller reduction overall – 17% against the average 14.5%.</p> <p>Option 3 Opening hours would not increase as significantly as in option 1. Parent-focused activities would reduce roughly in line with the average – 48.3% against 50.2% on average – but would change by a much larger proportion.</p>	<p>Encourage community libraries to provide parent-focused events.</p>
<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General principles BME residents support the idea that libraries should be maintained as physical spaces. Improvements to the estate should benefit this group. BME residents have also expressed higher levels of support for change, particularly increased volunteering and use of self-service technology. These changes to the service may have a particular benefit for them. There is some evidence in the needs assessment which suggests that Gypsies and Travellers may use the library service significantly less than other demographic groups, although numbers are very small (0.035% against a Borough average of 0.037%).</p> <p>Option 1 There would be a greater number of physical library spaces under this option than any other, which BME people consistently say they value. However, BME users also express consistent support for a broad range of activities suitable for people from a diverse range of backgrounds, so the reduced range of activities in many libraries may not be an advantage for this group.</p>	<p>Outreach with Gypsies and Travellers to identify whether there are any barriers to use of the service and suitable mitigation measures if barriers are identified. Early years and play activities can be a successful route for engagement with Gypsy and Traveller communities and may provide opportunities here.</p> <p>Option 2 Outreach with Black African community and</p>

	<p>Looking at usage of the libraries which would be reduced in size, the data suggests Gypsies and Travellers would be affected to a significant extent, even though they are still responsible for less than 1% of usage overall.</p> <p>Black British: Other users are also affected to a significant extent, carrying out 0.9% of transactions in the libraries which will be reduced in size.</p> <p>The reduction in BME resident-focused activities in libraries would be lower than average for general activities under this option: 13.7% against an average of 20.9%.</p> <p>Option 2</p> <p>BME users express consistent support for libraries to provide a broad range of activities tailored to people from a diverse range of backgrounds. Option 2 would have a positive impact in relation to this as it preserves the broadest range of activities in the greatest number of libraries.</p> <p>Looking at usage of the libraries which would be closed, the data suggests Gypsies and Travellers would be significantly affected although they still carry out less than 1% of this usage.</p> <p>Changes to the network would have a significant effect on travel time to access a library for specific BME groups.</p> <p>In particular, Black British African residents make up 9% of people unable to access a library within 30 minutes under this option (1304 people). Mixed: White and Black African (1.4%, 202 people) and Other Black British (1.6%, 236 people) are also statistically overrepresented in this group.</p> <p>The proportion of affected activities (in closing libraries) aimed at BME groups is low, suggesting minimal impact (11.9% against the 38% average).</p> <p>Option 3</p> <p>The data suggests usage of the four libraries specified as potential community libraries is significantly higher than would be expected for certain BME groups.</p> <p>British Indian people (8.7% of usage), British Pakistani people (1.6%), British Black: African (5.5%) and British Black: Caribbean (1.2%) are all overrepresented.</p>	<p>other Black British groups to identify impact of changes and relevant mitigation measures. Consider deployment of mobile site to make up for change in access</p> <p>Option 3</p> <p>Outreach and investigative work during consultation with the broad range of BME communities identified as potentially suffering negative differential impact from site closures or reductions in library space, to identify potential mitigation measures.</p> <p>Particular care to be taken when organising sessions for voluntary and community groups interested in running libraries, to ensure that these are accessible to and attended by appropriate community representatives given the makeup of the library user base.</p>
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		<p>This suggests that the intended benefits of community libraries – greater involvement and a service which can be directed by community need – would fall disproportionately to these groups, but that other impacts would also do so (e.g. reductions in the level of professional support in libraries; reduced space in library buildings).</p> <p>Reducing space in Burnt Oak has a disproportionate impact on Gypsy and Traveller library users (.1% of all transactional activity) and Black British: African (11.1%) and Black British: Other (2.0%) people.</p> <p>Closing East Barnet and Childs Hill libraries has a significant impact on library usage by Mixed: White and Caribbean people (.1%), Black British: Other people (.1%), and Other: Arab people (.2%). In each case the numbers are small and should therefore serve as a trigger for additional investigation rather than being treated as definitive.</p> <p>Changes in travel times for some areas of the Borough to access a library have a disproportionate effect on White people (52.1%), Mixed: White and Caribbean (.9%) people, and Pakistani people (1.6%).</p> <p>Again, the reduction in activities aimed at BME people is actually disproportionately small: 24% against an overall reduction of 50.1% in activities across the network.</p>	
<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>General principles</p> <p>The data suggests that the proportion of use by Jewish people is higher than would be expected given the makeup of the Borough’s population (to a statistically significant extent), while Muslim residents use libraries slightly less than would be expected given the makeup of the Borough’s population.</p> <p>This finding is surprising because the national Taking Part survey, which monitors the uptake of cultural events among different demographic groups, shows that there are differences in participation between religious groups and that Muslims</p>	<p>Further engagement will be undertaken during the consultation period for these proposals to identify whether there is indeed differential use of the library service by Muslim residents and whether there are any specific access barriers</p>

	<p>are significantly more likely to use libraries than other religious groups (DCMS survey, cited in MLA, 2010).</p> <p>The data also suggests that some libraries are used more than would be expected by people from particular religious groups. Muslim people are relatively heavy users of Burnt Oak and Childs Hill libraries. Jewish people are heavier users of Edgware, Golders Green, Hendon and Mill Hill than would be expected even given the high numbers of Jewish people in those areas.</p> <p>Option 1</p> <p>Data suggests the only impact on any religious group of reducing space in libraries is on those grouped under 'other religion'. The impact on any one group is likely to be limited.</p> <p>Option 2</p> <p>The impact of this option on library users relates to the current usage of libraries which are to be closed. Again, data suggests that Muslim users make up a statistically significant proportion of usage of these libraries: 10.9% of usage of libraries by Muslims overall will be affected by these closures.</p> <p>Muslims also make up a significant proportion (11.3%) of the population now unable to access a library within 30 minutes' travel time under this option. This is statistically significant and affects 1647 individuals. Relatively heavy use of the libraries at Burnt Oak and Childs Hill means closure of these sites will have a higher impact on Muslim residents as a group.</p> <p>Option 3</p> <p>The proposed community libraries would have an impact on a disproportionate level of library usage by Jewish people (21.5% of all use of libraries by Jewish people) and people whose religion is 'other' (1.4% of such people use the potential community libraries).</p> <p>The reduction in size of the Burnt Oak library affects a disproportionately high percentage of library use by Muslims (16.5%) and by Buddhists (2.3%)</p> <p>The closure of East Barnet and Childs Hill libraries together has a</p>	<p>for Muslim residents in Barnet. Ensure reductions to the library at Burnt Oak do not have a lasting impact on communities which use it heavily.</p> <p>Ensure the Jewish community are engaged in discussions around community libraries.</p> <p>Review the mobile library to identify any potential gaps in coverage.</p>
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		<p>disproportionate impact on Christians (47.8%) and on people with no religion (17.7%)</p> <p>In this option, the impact on travel times is only statistically significant for Jewish people (18.1% of those affected, or 2,877 people).</p>	
7. Gender / sex	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General principles</p> <p>Men in Barnet have expressed a higher preference for self-service technology than women have.</p> <p>Women are strongly in favour of longer opening hours for libraries and also support improved access particularly around parking.</p> <p>Proposals to extend opening hours and the use of self-service technology, and to revitalise the library estate, should meet the delivery needs of both groups.</p> <p>Option 1, which offers the greatest extension to opening hours overall, would be likely to be preferable for women using libraries because of this.</p> <p>The differential gendered impact will also be seen in different responses on the basis of pregnancy and maternity and in the experience of using libraries with young children.</p>	<p>Cross-monitor with other characteristics such as pregnancy/maternity and the experience of using libraries with young children to ensure any differential gendered impact is picked up.</p>
8. Sexual orientation	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>General principles</p> <p>The service does not hold data on this characteristic and few consultation responses have been received from lesbian, gay or bisexual (LGB) people. If the number of LGB people using libraries were similar to their rate within the general population they would make up approximately 6% of library users (2,990 active borrowers).</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p> <p>Option 1</p> <p>No significant change identified.</p>	<p>Monitor consultation for any issues/data that do arise</p> <p>Ensure digital offer and future stock purchases take this group's needs into account</p>

		<p>Option 2</p> <p>If the incidence of LGB people in the sample no longer able to access a library within 30 minutes followed their proportion in the general population, 874 people would not be within the required range of a library under option 2.</p> <p>Option 3</p> <p>If the incidence of LGB people in the sample no longer able to access a library within 30 minutes followed their proportion in the general population, 956 people would not be within the required range of a local authority-run library under option 3.</p>	
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No specific differential impact identified for the general principles of change to the service.</p> <p>Option 1</p> <p>The data suggests that married people are making higher use of libraries which would be reduced under this option, carrying out 48.2% of all usage at these libraries.</p> <p>Option 2</p> <p>Married people are the largest group affected by proposed closures, though not larger than others to a statistically significant effect (45.66% of activity). The data suggests that people in same sex civil partnerships are disproportionately affected by proposed library closures (0.25% of activity in those libraries) but numbers are very small.</p> <p>For groups potentially affected by increased travel following library closures, separated (not divorced) people emerge as significantly more likely to be affected by the change, although the numbers are small (403 people).</p>	<p>Monitoring for marital status among service users is likely to be experienced as intrusive, so to ensure that any barriers are identified in this area, the deliberative events planned as part of the Council's consultation should be commissioned so as to recruit people with different marital statuses.</p> <p>Consultation should also aim to identify any specific needs of, or barriers to access for, single parents.</p>
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Unemployed people</p> <p>Unemployed people are one of the groups identified as having special needs from libraries by Sue Charteris's inquiry into the Wirral libraries strategy (Charteris, 2009).</p>	<p>Unemployed people</p> <p>Option 2</p> <p>Explore possible alternative provision of</p>

	<p>Unemployed people in Barnet are in favour of online services but may not know about alternative ways of accessing services, such as job clubs or ebooks.</p> <p>Option 1</p> <p>The physical library network would remain but access to some of the support and information jobseekers need may be curtailed if reduced space means fewer computers in each small library.</p> <p>There would not be a disproportionately high impact on events and activities for jobseekers. These would be reduced by around 11.2% against the 20.9% average reduction for all activities in libraries.</p> <p>Option 2</p> <p>Burnt Oak is currently a library which data suggests has disproportionately high use by people claiming JobSeekers' Allowance (as does South Friern). Both would close under option 2.</p> <p>This, along with the other closures, would mean that library events devoted to job-hunting would be reduced by a relatively low proportion (22.2% against a 38% average for activities in this option).</p> <p>496 unemployed people would find themselves outside the 30 minute travel time to access a library.</p> <p>There is the potential for alternative provision for this group via the welfare reform team's work taking place in Burnt Oak itself and the provision of the new library nearby in Colindale.</p> <p>Option 3</p> <p>Burnt Oak would be maintained in this option while South Friern would be put forward as a potential community library, likely to be a good candidate for co-location with a relevant service for jobseekers.</p> <p>The fall in activities for unemployed people in this option is relatively low – 37.2% against 50% average for all activities – but much higher than the other options for this group.</p> <p>People from areas of high deprivation</p>	<p>some activities in Burnt Oak, either through the new library at Colindale or through links with existing welfare reform initiatives in the area.</p> <p>Areas of deprivation</p> <p>Option 2</p> <p>Explore use of the mobile library to access some areas of deprivation near to libraries which have closed.</p> <p>Option 3:</p> <p>Explore whether take-up from children living in poverty is actually low for the libraries proposed to close under this option.</p> <p>Engage with disadvantaged groups early on in relation to community libraries.</p>
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	<p>Burnt Oak is located in the top 20% of deprived areas nationally. The Colindale replacement site for the Grahame Park library is also currently in the top 20% of deprived areas although regeneration plans mean this is likely to change. Childs Hill, Osidge and South Friern are all close to areas which are in the most deprived 30% nationally and East Finchley is near two areas in the most deprived 20%.</p> <p>Option 1</p> <p>No libraries close in this option and a core library is located in Colindale, serving the communities of Grahame Park and Burnt Oak and providing opportunities to link work in libraries with regeneration strategies.</p> <p>Burnt Oak would remain open and can continue to sustain links with local welfare reform work.</p> <p>Option 2</p> <p>Burnt Oak closes but Edgware and Colindale remain, each easily accessible from the Burnt Oak catchment area.</p> <p>Childs Hill, Osidge, South Friern and East Finchley libraries would all close and are all near to areas of significant deprivation. The mobile library service can mitigate this to some extent by making stops in those areas.</p> <p>People from areas of deprivation have said that they value physical library spaces, so this option favours them less than option 1.</p> <p>Option 3</p> <p>Data suggests that the libraries which close have around 19.3% of their transactions originating from the most deprived areas of Barnet, and only 1% of those where child poverty is high. The first matches the Borough's population, suggesting it is unlikely that there will be a disproportionate impact on this group. The proportion of transactions from areas with large-scale child poverty is low compared to the proportion of library users from these areas. The impact is likely to be minimal.</p> <p>The libraries currently proposed as community libraries handle approximately</p>	
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		<p>17.4% of transactions from people from areas of deprivation, and 4.9% of transactions from people in areas where child poverty is high. This suggests that there could be a positive impact for these groups under this option, giving them the opportunity to gain the wider benefits of community involvement identified as a side-effect of community led libraries.</p> <p>Students in full time education</p> <p>There were 28,910 students in Barnet at the time of the 2011 Census.</p> <p>The most significant proposal for this group is that of a partnership with an educational institution to run the Hendon library. Students would gain a library service tailored to their needs and extended opening hours which mirror the setup already familiar in many university libraries.</p> <p>Elsewhere, in option 1, reductions in study space in smaller buildings might prove problematic for this group and alternative provision considered.</p>	
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<p>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</p>
<p>Satisfaction ratings may initially drop among service users and the public as the upcoming decision will be a difficult one. Ultimately, the proposals will aim to provide a renewed library service with an increased satisfaction rating.</p>
<p>6. How does the proposal enhance Barnet’s reputation as a good place to work and live?</p>
<p>The proposals develop an innovative model for library provision which will strike the appropriate balance between maintaining the level of service and finding the efficiencies needed.</p> <p>They aim to make libraries accessible to all including those currently prevented from using them by restrictions on opening hours caused by the constraints of the working day.</p>
<p>7. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</p>
<p>The consultation exercise will be carried out to a high level of transparency by an independent, trusted facilitator via a robust process with will seek to assure people of the validity of the findings.</p> <p>The prospect of community involvement in running libraries – even if simply as a volunteer – has a positive impact on residents’ engagement with other services.</p>
<p>8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)</i></p>
<p>The consultation plan builds in a mid-point review period to monitor uptake and enable targeted work with any underrepresented groups.</p> <p>The consultation will also involve follow-up investigations of any issues identified within this needs assessment and EIA, such as the potential need for improved links with the Muslim community.</p>
<p>9. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i></p>

By designing a library service suitable for all and able to run efficiently enough to safeguard services for the most vulnerable, the Council will ensure that the needs of all stakeholders are met and promote good relations between them.

10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.

Previous library strategy consultation and other relevant engagement:

Consultation for the Strategic Review of the London Borough of Barnet Library Service (January 2011)

- A consultation was taken to inform the 2011 strategic review. Initiated in 2010, its key objective was to establish how to modernise and develop libraries in the borough within a reduced budget. The consultation comprised three different strands:
 - 6 group discussions in November 2010 convened by Alpha Research with people who live, work or study in the Borough. Each group formed a representative sample of people from across the Borough, with good spread by demographics and library usage. All discussions involved at least 8 respondents.
 - Consultations from October to December 2010 with various community and voluntary organisations and their members, convened by CommUNITY Barnet. The consultations involved 27 different targeted groups with protected characteristics. Focus groups and ballot box presentations were the predominant methods used, with some short informal workshops also held.
 - A general population online survey, designed and hosted by the London Borough of Barnet on their website, running from October to December 2010, received 1670 responses (non-user responses supplemented by 60 telephone interviews conducted by Alpha Research). An additional online survey for young people, running from November to December 2010, received 58 responses.

Priorities and Spending Review Engagement (October - December 2013)

- In September 2013 the London Borough of Barnet commissioned OPM to consult with local residents, service users, and businesses to help inform the Priorities and Spending Review for 2015-2020.
- The consultation involved 3 Citizens' Panel workshops (a total of 78 residents) and 16 focus groups (a total of 137 residents) that were held between October and December 2013. The workshops included a reflective sample of the local population while the focus groups were targeted at specific service users, businesses and some protected characteristic groups.
- The objectives of the research were to:
 - understand residents' views at the formative stage of the Priorities and Spending Review
 - communicate to participants the need for the council to conduct the Priorities and Spending Review set in the context of the Government's continued austerity programme and rising demand for council services.
 - gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the Priorities and Spending Review over the next five years
- While none of the groups discussed libraries in detail they were mentioned in all 3 Citizens' Panel workshops, most of the social care user groups, young people's group and BME group. There was a clear view across the groups that discussed libraries that they need to widen their offer.

Priorities and Spending Review Call for Evidence (March - June 2014)

- A Barnet Challenge online Call for Evidence was conducted by OPM from March to June 2014 as part of the Priorities and Spending Review consultation. The aim of the survey was to hear the views of organisations, businesses and residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time.
- Evidence was sought on two main topic areas:
 - ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services
 - ideas on how the council could be more entrepreneurial and generate more income
- 20 responses were received from individual residents, 7 from organisations.

Consultation, research and engagement at the formative stage to inform the development of the Library Options Paper to be considered by the Children, Education, Libraries and Safeguarding Committee on 28 October 2014 (August - September 2014)

As part of the evidence-led review of its library service, the Council commissioned a series of focus groups to discuss the current library service and what residents expect from library services in the future. The consultation was designed, facilitated and reported on by OPM, an independent research organisation:

- 11 focus groups (a total of 88 residents) were held during August and September 2014 - one-off 1.5 hour group discussions aiming to capture the views of users and non-users of library services.
- The focus groups were selected to ensure a representative sample across groups identified as having particular needs in the Charteris Review and groups with protected characteristics. Further details can be found below.

Recruitment ensured a range across the following criteria:

- Age
- Gender
- Households: single, couples and families
- Ethnicity and religion
- Socio-economic areas
- Geographical areas

Groups identified as having particular needs in the Charteris Review and with protected characteristics were also targeted in the individual focus groups as listed below:

- General population users
- General population non-users
- General population users and non-users (mixed group)
- Older people (over 65s)
- Range of BME residents
- People with learning disabilities
- People with disabilities
- People with mental health issues
- Unemployed people
- Low income households/people living in areas of high deprivation
- Young people

In addition, four in-depth interviews were carried out with people with sensory impairments by an independent facilitator and added to the main report as a separate section.

Overall Assessment

11. Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ¹ <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
12. Scale of Impact		
Positive impact: Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision <input checked="" type="checkbox"/>	Adjustment needed to decision <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
At this stage the decision is merely to propose revised objectives and to bring proposed options forward for consultation. An extensive range of evidence has been brought together and analysed to inform this. Mitigation measures have been identified for any adverse impacts and built into the next stage of the project plan.

¹ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.