



Children, Education, Libraries and Safeguarding Committee

12th October 2015

Title	Barnet’s future Library service
Report of	Chairman of Children’s, Education, Libraries and Safeguarding Committee
Wards	All
Status	Public
Enclosures	<p>Appendix A – Library Review and Proposed Model</p> <p>Appendix B – Needs Assessment</p> <p>Appendix C – Product Catalogue</p> <p>Appendix D – Equalities Impact Assessment</p> <p>Appendix E - Consultation Report</p> <p>Appendix F – Technology-enabled Opening pilot</p> <p>Appendix G – Partnership Libraries</p> <p>Appendix H – Library Review – amended fees and charges</p>
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Summary

This report sets out a proposal for the future delivery of library services in Barnet and seeks agreement for a further period of public consultation. The proposals in the report and appendices have been developed following an initial consultation with residents regarding library services in the borough. More than 3,800 responses have been received and the findings from this consultation are set out in full in Appendix E.

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

Recommendations

- 1. That the Children's, Education, Libraries and Safeguarding Committee consider consultation findings on Barnet's future library service that took place between the 10th November 2014 and 22nd February 2015 set out in full in Appendix E.**
- 2. That the Children's, Education, Library and Safeguarding Committee consider the revised options appraisal and proposal for Barnet's future library service contained in Appendix A and summarised in paragraph's 1.11 to 1.22.2 (below)**
- 3. That the Children's, Education, Library and Safeguarding Committee agree that the proposal for Barnet's future library service contained in Appendix A and summarised in paragraph's 1.11 to 1.22.2 (below) are approved for further public consultation.**
- 4. That the Children's, Education, Library and Safeguarding Committee approve the commencement of a further round of public consultation on this proposal in accordance with the consultation plan as set out in section 5.11 of this report.**
- 5. That the Commissioning Director for Children and Young People, in consultation with the Chairman of the Committee, is delegated by the Children's, Education, Library and Safeguarding Committee to approve the final consultation design.**
- 6. That the Children's, Education, Library and Safeguarding Committee note that a further report will be presented to the Committee reporting the results of the consultation with a recommendation for a final decision.**
- 7. That the Children's, Education, Library and Safeguarding Committee note the further requirement for future funding to support the implementation of these proposals, as set out in paragraph 5.7.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 28th October 2014, the Children, Education, Libraries and Safeguarding (CELS) Committee considered a report that set out a proposed vision, outcomes and objectives for the future of Barnet's library service. The report highlighted the environment within which the library service is being provided, an environment which offers both challenges and opportunities. Challenges include the significant financial pressures facing all public services and the condition of Barnet's current library estate. Opportunities include technological innovations – to increase access and convenience - in the wider community, and the increasing involvement of local communities across the country and in Barnet, in shaping and delivering public services.
- 1.2 The report contained a detailed options paper that set out the current library service offer, reflected the feedback from residents to Barnet's 2011 Library Strategy, considered the budget and staffing arrangements of the current service, and the condition of Barnet's 14 library buildings. It asked the Committee to consider a number of options for providing a library service within a reduced budget envelope, previously agreed by the Committee as part of its five year Commissioning Plan. This Commissioning Plan, developed as part of the Council's Medium-Term Financial Strategy and subject to its own public consultation, sets out a challenge for the library service to reduce its cost by £2.85m by 2019/20, as part of the overall saving of £14.547m the CELS Committee has agreed to make across the entirety of its remit.
- 1.3 The three options presented were developed and informed by a range of factors, starting with ensuring that any future service met the statutory duties under the Libraries and Museums Act to provide a comprehensive and efficient library service, and including feedback from residents to Barnet's 2011 Library Strategy; the budget savings required; the pattern of use of each library over time and the size of libraries; the geographical spread of library services across the borough and the distance of travel to each site; a review of new technology opportunities in development nationally; opportunities to increase the use of volunteers; potential to increase sources of income from library buildings together with the investment required to maintain and improve library buildings.
- 1.4 The CELS Committee approved the commencement of consultation on the issues and options contained in the October 2014 report. The consultation period ran for 15 weeks, from 10th November 2014 to 22nd February 2015. The consultation sought views on the proposed objectives and outcomes of the library service; a range of approaches to reduce costs; which opening times were most important for residents; residents' views on the relocation and redevelopment of library sites; ways to generate additional income; different ways to manage the library service and views about specific library services. The consultation modelled three potential outline options for the borough-wide service, setting out the potential implications for each library site and also invited respondents to put forward their own proposals for the

Service (which became referred to as the 'fourth option' during the consultation process). The consultation also sought the views of library users on what they valued, and explored the views of non-users.

- 1.5 More than 3,800 responses were received through a variety of different methods (including online and paper questionnaires, focus groups, drop-in sessions and written submissions). Informed and shaped by the responses, this report proposes a new library strategy and service offer for Barnet, for further public consultation, before a final decision is made by the Committee. Appendices to this report contain the results of the consultation in full and set out in detail the proposal for the borough-wide library offer and details of the proposed offer for each library site.
- 1.6 The report seeks approval on the proposal for a period of further consultation which will run for up to 10 weeks set out in this report.
- 1.7 In the feedback from the initial consultation, respondents rejected the closure of libraries, the new proposal set out in this paper maintains the same number of static library sites across the borough as well as maintaining the home and mobile library service. Maintaining the current Barnet network of 14 libraries together with a home and mobile library service, at a time when other local authorities are taking difficult decisions to close and rationalise their library services, will be challenging. It will require the full support of Barnet's residents, voluntary sector and other partners to work with the Council to help shape the library service in response to the changing needs of local communities and to help develop and deliver a library service fit for the 21st century.
- 1.8 It is proposed to:
 - maintain the same number of libraries
 - maintain the home and mobile service
 - enhance the digital library
 - invest in new technology to extend opening hours whilst reducing the number of staffed sessions
 - recruit more volunteers to support technology enabled opening hours and to operate partnership libraries in four locations
 - maximise the income we generate through commercial or community use of library buildings and co-locating with other public services.
- 1.9 It is important to recognise that many of these measures build on developments that have already been progressed within the library service. In recent years the library service has already delivered savings of £1.156m between 2011/12 and 2013/14 through rationalising its staffing structure, introducing and improving new technology, digitising its stock and

encouraging volunteering within libraries. It has worked with partner organisations to increase the range of services offered from libraries and has sought opportunities to co-locate services – successfully in Burnt Oak. Following a difficult period in which two libraries were planned for closure in 2011, the service has also worked with local communities in Friern Barnet and Garden Suburb to help support the community groups that came forward to operate and sustain a community library at each of these sites.

- 1.10 The proposed model builds on many of these developments and the consultation, and has been shaped by some lessons learnt in implementing previous changes.

1.11 The proposal – Barnet’s future library service

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

- 1.11.2 The Council consulted residents on four proposed objectives for the service;

- **A library service that provides children and adults with reading, literacy and learning opportunities**
 - Reading and learning materials are provided for loan and library use, in traditional print/hard copy formats as well as provision of e-book, e-audio and online learning resources.
 - The Barnet Digital Library will increase reading and learning opportunities for local people, while the physical library estate continues to offer access to reading, literacy and learning opportunities for children and adults.
 - At least 95% of Barnet residents can reach their local public library by public transport and have access to study space and to learning activities run for communities by communities and by local partners.
 - Outreach and development is targeted at those most in need, with strategic partnerships in Education, Adult and Children’s Services, and appropriate local partners.
 - The service continues to deliver onsite and online literacy activities and reading schemes (The National Reading Offer) such as the *Summer Reading Challenge*, *Six Book Challenge* and *City Reads*.

- **A library service that engages with communities**
 - Library buildings continue to act as focal points of community activity, with further integration of services and use of library spaces which reflects local needs.
 - Opportunities for local people to shape and support library services are increased, through an expanded range of volunteering roles and advisory groups.
 - Social media and new technologies are increasingly used to deliver peer to peer customer interaction and support, offering residents the opportunities to share reading recommendations, advice and support.
 - Local commercial partnership opportunities are exploited where possible.

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

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

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

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

and unique service, offering learning opportunities from the early years and through retirement.

Our ambition is for libraries to:

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

1.11.4 To deliver this vision and the supporting objectives, in the light of further analysis and to respond to the views of residents, it is proposed to maintain a network of 14 libraries as well as the digital, home and mobile library services. This proposal would result in savings of £2.277m by 2019/20. This comprises revenue savings of £1.731m, with income from commercial and/or community rentals accounting for the remaining £0.546m. Maximised savings are targeted for achievement by 2019/20 within the network of provision through balancing a number of considerations including the:

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

1.12 Range of library services available within each library and locality

1.12.1 The current library offer is delivered through 14 static sites supported by the home and mobile library service and a digital library. The current offer is differentiated across a cluster of libraries within a locality. Libraries are currently split into two categories: with half being leading libraries and the

other half being designated local libraries. These categorisations were set relatively informally, with leading libraries those which were predominantly busier, larger and open longer and local libraries mainly smaller, less busy and open slightly fewer hours.

- 1.12.2 The proposal for the future service will build on this model and more clearly define the offer that will be available at each library. The offer is based upon three categories of library provision, with a clear service specification associated with each category. The proposed service offer for each category of library is set out in a product catalogue in detail in Appendix C.
- 1.12.3 How each library site has been categorised has been informed by the Needs Assessment (Appendix B). The factors which have informed the categorisation of each library, and the service offer at each site, has been determined on the following criteria;
- use of libraries – how many visitors, borrowers and general transactions have been recorded at each library
 - demographic need – what the need is within the local area, including considerations of deprivation levels and population growth
 - access – how accessible libraries are in regard to their location (e.g. are they in town centres and how good are transport links?); and
 - library site – the size and quality of the library site and what opportunities are there for community use, study space and maximising income.

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

- 1.12.4 **Core Libraries will deliver the core library service offer.** They will provide access to a core range of book stock and resources for loan and reference. These will be the items in highest demand, such as best sellers, homework support and key non-fiction subjects, with a particular focus upon provision for children and older adults. Access to other materials will be available via a free internal library reservations service and through charged inter-library loan agreements.
- 1.12.5 Most Core Libraries will have access to community space for hire. All Core Libraries will deliver a range of library led activities such as Baby Rhyme Time, Conversation Cafes for English language development and computer literacy sessions. Whilst core activities will continue to be free, some additional sessions will operate on a charged basis. Core libraries will continue to provide free access to computers and to an enhanced public wireless internet service.

- 1.12.6 Core libraries will be located in key residential areas. They will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.
- 1.12.7 **Core Plus Libraries will deliver an enhanced library service offer.** They will provide access to an extended range of stock, greater space for study and community use and will offer more extensive opening hours. They will hold specialist collections such as community language resources and reading group collections. These specialist resources will be accessible to all customers via the reservations service.
- 1.12.8 Each Core Plus library will also have access to community space for hire. Core Plus libraries will host a wide range of literacy, learning and cultural events such as regular Baby Rhyme Time sessions to one-off cultural events such as author visits as well as other regular activities. Whilst core activities will continue to be free, some additional sessions will operate on a charged basis.
- 1.12.9 Core Plus libraries will be those with the highest footfall and use and will be located in town centres and areas with the highest population density and growth. They will be sites situated near to retail and transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.
- 1.12.10 **Partnership Libraries will deliver a community-based library offer.** The proposed approach establishes four partnership libraries in Childs Hill, East Barnet, Mill Hill and South Friern. Services will be developed jointly with local communities and will remain part of the statutory library network and will retain the LBB Barnet Library branding. Professional support and expertise will be provided by Core and Core Plus libraries and by a centralised support service which will include set-up guidance and an annual training package. An annual grant circa £25k will be available to deliver to an agreed service level agreement. The service level agreement (SLA) will be set with each partner organisation, specifying the services that will be offered by the partnership library. The partnership library will be able to deploy its funding as it feels most appropriate to meet the agreed SLA, for example on resources, events, staff support etc. Further details of the proposed Partnership model is contained in Appendix G.
- 1.12.11 **Locality Model:** Core, Core Plus and Partnership libraries will operate on a locality model. Core Plus sites will provide additional support to Core and Partnership facilities. Localities have been determined based upon the geography of the borough, with each locality containing a mix of library provision and a spread of opening hours designed to maximise access to library services within a given area. The four localities are:
- West: Grahame Park, Golders Green, Hendon, Childs Hill
 - East: Chipping Barnet, Osidge, East Barnet
 - North: Edgware, Burnt Oak, Mill Hill

- Central: Church End, East Finchley, North Finchley, South Friern

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

1.13 **The digital library service**

- 1.13.1 The physical library network will be underpinned by the digital service. E-books and e-audio books will continue to be provided alongside a wide range of online magazines, journals, back issues of newspapers and other electronic reference resources. These resources will continue to be accessible from any device 24/7 both in libraries and from home. Support will be provided for those who are unfamiliar with the technology, with demonstration drop-in sessions held in Core and Core Plus libraries. Provision will be made for online publishing of local writing, which will be made accessible for loan via the Barnet Digital Library.
- 1.13.2 Customers will continue to be able to join the library online, with an electronic membership category available for those residents who are unable to visit a physical site or who just want to make use of electronic resources. An improved Library Management System (LMS) will provide an enhanced customer interface with the facility to place and track reservations online to renew items and to search an improved library catalogue. An online booking system will enable residents to book and pay for places at library events and activities.
- 1.13.3 Provision of computers and free access to the internet will continue to be a core feature of all categories of library, including Partnership Libraries. An enhanced wireless internet service will increase the number of library customers who can access the internet in their local library via their own device. Moreover, use of the wireless service will no longer be restricted to one hour. The service will also pilot a small collection of laptops for loan for use within the library for those customers who do not have access to their own device. This will enable more flexible use of library space.
- 1.13.4 Self-service technology will be extended with self-release print and payment facilities rolled out to all libraries, including Partnership Libraries. For the first time, customers will also be able to print from their own devices. These system developments will improve the library customer experience whilst also streamlining back-office processes.
- 1.13.5 The online enquiry service will be extended and offered via the library service portal and on people's network machines in libraries. This will facilitate online library users and users of unstaffed facilities making contact with trained staff, who can help with information enquiries.
- 1.13.6 The increasing availability of digital resources outlined above will support greater efficiency in stock provision and enable the Council to reduce its spending on physical resources e.g. books, DVD's and CD's.

1.13.7 To maximise efficiency, the Library service is part of a buying consortium with approximately 43 other local authorities to drive the best possible purchase price. Stock comes ready-serviced with book jackets, catalogue records and library stationery already applied, a service that is not offered by publicly available on-line retailers. Over the last few years, this approach has significantly reduced the number of staff required to purchase and process stock and has considerably improved the speed of supply.

1.14 Opening hours at static library sites

1.14.1 Overall, the proposal would result in library opening hours extending from 634 hours to at least 904 hours each week, an increase of 42% . However, the majority of the cost of operating libraries (some 70% of the total existing libraries budget) can be attributed to staff costs. In order to maintain a network of 14 library sites across the borough within the reduced budget envelope, the number of staffed opening hours will need to be significantly reduced. The proposal would result in staffed opening hours reducing from 634 hours to 188 hours each week, a reduction of 70%. Technology enabled opening would offer 596 hours per week with a further 60 hours of technology enabled opening where volunteers would be present. Partnership libraries would be commissioned to provide a minimum of 15 hours per week. Although reductions to staffed opening hours were generally opposed by consultation respondents (71% of panellists either opposed or tended to oppose and 88% of open questionnaire respondents), the Council believes this proposal, alongside the proposal to invest in technology enabled opening and the increased use of volunteers, best balances the consultation feedback with the desire of residents to retain all 14 library sites and still be able to make required financial savings.

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

1.14.3 In order to achieve a spread of opening hours that spreads across a whole locality, it is proposed that opening hours are standardised according to category of library, with the minimum session length set at 3 hours. Opening hours have been scheduled across sites to maximise customer access to library services within a given locality. Core Plus libraries will be open for a period of time across seven days a week, with Core libraries open across periods of time six days per week.

1.14.4 **Types of opening hours.** It is proposed to provide three types of opening hours in static library sites, in Core and Core Plus libraries, each with a clear service offer:

1. Staffed opening: sessions are staffed by members of the library service, with support from volunteers – as currently.
2. Technology enabled opening supported by Volunteers: where access to the library is made possible through combining the use of new technology (e.g. Open+™) with facilitated support provided by volunteers. These sessions will be supported through the presence of volunteers.
3. Technology enabled opening: where the library is open through the use of technology and is unstaffed.

Opening hours at static sites are supported through the digital library that is available 24 hours a day, seven days a week and enables library members to access a wide range of on-line reading and learning resources.

1.14.5 The council has been piloting the use of technology enabled opening (Open +™) at Edgware Library since the end of June 2015. Open +™ technology automates the mechanical processes involved in opening and closing a public library building. This includes switching lights and PCs on and off, locking and unlocking doors and arming and disarming alarm systems. The system works in conjunction with the library's existing IT services (library management system, PC booking system and self-service kiosk technology) to manage customer access and to facilitate basic library functions such as issues, renewals, returns and internet use. Results of this pilot, using Open+™ technology are encouraging. For example:

- 513 customers have registered to access Edgware Library during extended hours (as at 31 August);
- There have been 736 instances of customers using Edgware Library during the Open+™ phase; and
- Customer transactions have included 492 book issues, 321 uses of the PC's and 178 people making use of the Wi-Fi facilities available.

1.14.6 In the consultation, 59% of panellists supported or tended to support the use of technology to extend opening hours and 35% of panellists supported or tended to support the use technology to replace staffed hours. Far fewer of the open questionnaire respondents supported or tended to support the use of technology enabled opening, at 28% and 13%. The experience of the pilot so far, suggests an encouraging level of confidence among library users in accessing libraries through the technology enabled service, with usage steadily increasing over the course of the pilot period. The pilot will continue throughout the further period of consultation with the full results of the pilot reported to the Children, Education, Libraries and Safeguarding Committee.

1.14.7 However, the proposal recognises that some residents will remain concerned about using the library during unstaffed hours. During the consultation, residents raised concerns in relation to security and safety,

restrictions placed on under-16s and the potential difficulty that some library users may have in using the technology.

The most significant factor that residents stated would help increase the use of a 'technology enabled' library was the presence of volunteers (63% of the panel survey and 42% of the main questionnaire). Therefore the proposal offers 'technology enabled' sessions with volunteers in attendance to help and support library users. The Council will work with its partners, Groundwork, to recruit new volunteers with training and support provided by the library service.

- 1.14.8 Technology enabled hours wrap around standard opening times (those with people on site). Using volunteers to support additional technology enabled opening sessions will help to increase opening hours across the borough enabling libraries to open on more days per week and on days when the site would otherwise have to be closed. Volunteer supported sessions have been timetabled as two half day sessions per site per week to ensure sustainability of this additional offer.
- 1.14.9 The proposal enables all children accompanied by an adult or on a school visit to access the full range of opening hours. However, children under 16 are required to be accompanied by an adult (e.g. adult friend, family member, parent, school teacher) during technology enabled opening sessions. Children of this age group, particularly up to the age of 14 are often accompanied. For 14 -15 year olds who are not accompanied, the 24 hour digital library and school library resources are to sources of support in addition to the staffed public library opening hours.
- 1.14.10 Opening hours have been distributed across library sites so that technology enabled opening with volunteer support sessions can be supported remotely by staff working elsewhere across the network. The proposed opening hours are set out in Appendix A. By offering early morning and more evening access through technology enabled opening, the proposal extend the hours libraries are open which may help to better meet the needs of working residents, students and families.
- 1.14.11 The representation of the service offer by opening type can be seen in the table below:

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

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

1.14.12 The type and proposed opening hours by library is set out in the table below.

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

1.14.13 Partnership libraries will be contracted to offer an initial requirement of 15 opening hours per week to be scheduled according to local need and in liaison with the partner organisation and the local community. Communities will be supported to expand the service offer beyond these hours and the key product catalogue requirements as dictated by the needs of local residents. Technology enabled opening hours will be explored according to the needs of each partnership library.

1.15 **The library footprint**

1.15.1 Throughout the consultation process, many residents were highly sceptical about a library footprint that, in some locations, might be reduced to a minimum size of 540 square feet. 88% of questionnaire respondents and 63% of panellists did not support reducing the size of libraries up to a minimum of 540 square foot on average. This was not felt to be sufficient to offer an adequate range of library services.

1.15.2 However, there was a degree of support for increasing commercial opportunities within libraries and gaining income from making better use of space. The proposed approach assigns each category of library a minimum physical footprint based upon the product catalogue of services to be delivered. In this way, the proposal reflects resident feedback regarding library size, whilst balancing this with the need to increase commercial revenue. The current library footprint includes all public and non-public areas such as workrooms, storage and circulation space (stairs and corridors). The redesign of library spaces within a reduced footprint will seek to make

best use of the retained space by maximising the amount available for public services.

- 1.15.3 Core libraries will be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries at least 1,900 square feet in size. The proposed minimum footprint for each library site can be found in Appendix A.
- 1.15.4 Where libraries reduce in footprint, they will also be redesigned to ensure that the retained library space can be used as flexibly as possible. This will facilitate the delivery of the widest range of services possible and will ensure that space can be adapted to meet changing needs throughout the year. For example, flexible use of community meeting space, and the provision of more flexible furniture will enable the service to increase the amount of study space available during exam periods. Non-public areas will be kept to a minimum compatible with effective service delivery and will be shared with co-located services where possible.
- 1.15.5 The locality model will be applied to ensure that the needs of all customers within a local area are reflected in the day to day allocation and use of library space. The redesign of library spaces within a reduced footprint will seek to make best use of the retained space by maximising the amount available for public services. The service offer available for each type of library is summarised in paragraph 1.12 and set out in full in Appendix C. The introduction of a free reservation service together with the digital library will help offset any reduction in on-site resources.
- 1.15.6 Partnership libraries, in particular at Mill Hill and East Barnet where there is the potential to co-locate with the proposed Daws Lane community services and new leisure facilities, offer an opportunity to deploy space more flexibly, with library customers able to make use of shared areas, such as café facilities, alongside traditional library resources.

1.16 Income opportunities

- 1.16.1 In 2015/16, the Library Service forecasts that it will raise £505,240 through a number of channels including traded services to: educational organisations; local authorities and the public; library services fees and charges; grant funding; and room rental.
- 1.16.2 **Community and other lettings within the library footprint:** within the network, opportunities remain to hire out space for community and other use. It is proposed to reshape some spaces within the library footprint to enable continued opportunities to raise income through letting out these spaces.
- 1.16.3 **Fines:** Fines for the late return of library resources are a standard feature of all public library services. Currently fines are charged for the late return of adult materials at a rate of 20p per item per day. This rate is relatively consistent with other London boroughs, with some local authorities charging

up to 30p per day. Fines have not been increased since April 2013 and are currently capped at £10.40 per item.

- 1.16.4 Opportunities to renew library items and thus avoid generating fines have increased steadily over the last few years and it is now possible to renew materials 24 hours a day online or via an automated telephone renewals line.
- 1.16.5 Against this background, the proposal will raise the rate of adult fines to 25p per day and increase the cap to £11 per item. In addition, it will introduce a fine for the late return of children and teen materials of 5p per day. A number of other local authorities already levy charges for the late return of children's items and this will bring Barnet into line with the likes of Reading, Sefton and West Berkshire.
- 1.16.6 **New fees and charges:** Income from traditional library service fees and charges has diminished significantly over recent years. For example, since 2010, income from DVD hire charges has declined by around 23%. To offset this loss and to increase revenue, the library service is currently developing a range of new services including literacy training for professionals and organisations, local studies research services and high-end cultural activities. These service developments are in addition to the core universal library offer. A set of revised charges is proposed for these additional services and is available in Appendix F.
- 1.16.7 A number of library authorities operate a form of supporter scheme whereby customers pay an annual fee for discounts on events and special offers from the library service and from partner organisations. It is proposed to introduce such a scheme in Barnet.
- 1.16.8 **Deleted fees and charges:** The proposal removes charges for the reservation of items already held within the Barnet libraries network. The removal of charges for the reservation of items held in stock will significantly increase the accessibility of library materials to all Barnet residents. Currently residents living in areas served by small libraries are required to pay between £1 and £1.53 to obtain an item held by a larger Barnet library.
- 1.16.9 **Maximising revenue from advertising:** The library service currently provides limited local advertising space in the form of display windows and display cabinets. These are currently only located at Chipping Barnet and Hendon Libraries. It is proposed to expand the use of advertising display windows and cabinets for use by local residents, businesses and community organisations.
- 1.16.10 The advertising potential of the library service could be expanded significantly by selling advertising space on the exterior of library buildings, on the new mobile library and in library publications. The council will seek to engage a professional advertising company to take this work forward.
- 1.16.11 **Amending current subscription schemes:** The library service currently operates a number of subscription services including a loan service for

musical sets and scores. This scheme provides music scores to choirs and other musical groups. Currently materials are sourced from both within the borough and from other library services. Scores sourced outside of Barnet are subject to a hire charge levied by the loaning authority and are time consuming to secure. To increase efficiencies within the administration of this service it is proposed that only scores held by Barnet are made available. This brings this service into line with other Barnet Libraries subscription services such as the Barnet Book Club and The Playset loan collection. It is also proposed to amend the hire charge for sets and scores as set out in Appendix H.

1.16.12 Releasing floor space to maximise income opportunities: It is proposed to generate an estimated £546k additional income through releasing floor space in buildings where libraries are located. It is proposed that the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The library service will become a 'user' of the physical building and the future use of any space released by the re-configuration and reduction in the library footprint or through the re-location of the library will be managed by the Council's Property Services team. It will be tasked with realising the income target of £546k, maintaining the buildings and seeking opportunities to maximise the income and social return on the released property area within each site. It will also explore any future opportunities to provide modern fit-for-purpose library space (e.g. through regeneration schemes or relocation as part of new commercial or residential opportunities).

1.16.13 In this way, the proposal strikes a balance between the space required to deliver a comprehensive library service and the need to maximise the opportunity for commercial revenue.

1.17 **Working with volunteers and communities**

1.17.1 The library service already deploys library volunteers to support the delivery of the current library offer. Since the beginning of the scheme in 2011, volunteers have donated over 11,000 hours helping to shelve library books, to assist the Local Studies and Archives Service, and to support key library events and activities such as baby rhyme time and language conversation cafes. Young volunteers have provided invaluable assistance in the development of library services to children and teenagers via the Barnet Libraries Advisory Board (BLAB), through work experience programmes and through volunteering schemes to support the annual children's summer reading challenge. In 2011 the library service was awarded 'Experts in Volunteering' by Greater London Volunteering.

1.17.2 The future library service will continue to work with volunteers to support delivery of the core library offer and will seek ways to involve communities further in the development of a modern public library service. In particular, the service will expand the number of volunteers providing key support tasks such as volunteer shelvers and ICT buddies, releasing staff time to

concentrate on complex enquiries, literacy and learning activities and service development. A volunteer 'meeter and greeter' role will be created to provide additional support to customers during some of the technology enabled opening hours. These volunteers will help customers to use the new self-service systems, providing support to those less comfortable with modern technology.

- 1.17.3 As Technology enabled hours wrap around standard opening times (those with people on site), using volunteers to support additional technology enabled opening sessions will help to increase opening hours across the borough. The Council will work with its partners, Groundwork, to recruit new volunteers and to develop the capacity within the community to support extending opening hours. Training and support will be provided by the library service staff teams and by an in-house library community engagement team.
- 1.17.4 The recent consultation demonstrated a significant appetite within the community for volunteering with around a third of panellists and just under a quarter of the open questionnaire respondents stating that they would be interested in volunteering.
- 1.17.5 The library service consultation has given voice to strength of feeling within local communities about the role that libraries can play within each community. It is hoped that in re-establishing Friends Groups, this will enable the service to harness additional support from residents who want to support their local library but who are unable, or do not wish to volunteer directly. Charitable status for these groups will be investigated, enabling them to access new and alternative funding streams to support library projects initiated by local communities. Membership will be sought from residents and local businesses in the locality.
- 1.17.6 This proposal builds upon the positive examples of friends fundraising groups that have been established in other local authorities.

1.18 **Technology enabled opening**

- 1.18.1 Following the pilot of technology enabled opening at Edgware Library, the proposal is for a similar arrangement to be extended to all Core and Core Plus libraries facilitating a greater number of opening hours. A slightly different technology enabled arrangement is proposed at Burnt Oak library which is co-located with customer services.
- 1.18.2 Grahame Park and Church End libraries are being rebuilt and installation of the new technology can be incorporated into the construction of the new site. Implementation in other sites will require site specific investigations to scope the works required.

1.19 **Outreach and other library services**

- 1.19.1 **The Home and Mobile Library Service:** The future model of library services recognises that some vulnerable Barnet residents are unable to visit

a static service point. The Mobile Library Service will continue to deliver outreach library services and a new purpose-built vehicle is being procured to deliver a more flexible and efficient service. The home and library service visits sheltered accommodation, community centres, schools and children's centres.

- 1.19.2 The Home library service will continue to take a range of reading materials to the homes of residents unable to visit static sites and to those living in residential homes. As outlined in the Needs Assessment (Appendix B), the number of Barnet residents aged over 85 is projected to increase significantly over the next ten to fifteen years.
- 1.19.3 **Traded Services and services to schools:** Library staff will continue to deliver literacy and learning support to schools, nurseries, children's centres and other organisations within the borough and beyond. Services will be offered on a traded basis and will include professional training for school, children's centre staff and other local authorities. Support for parents alongside learning resources, library advice and guidance and literacy development activities will be provided.
- 1.19.4 All categories of public library will provide services to school students and those attending educational establishments within the borough. Class visits to develop literacy and information skills will continue to be a key library function. Technology enabled opening will further enhance the relationship between libraries and their local schools, for example at Osidge and Brunswick Park, through providing greater access for school use by agreement. Support will be provided to teachers in the form of a 'library pack' enabling them to make maximum use of the library with their pupils. Librarians in the Business Development Team will continue to work closely with education colleagues to identify those schools in greatest need, developing tailored literacy and information skills programmes to support teaching and learning.
- 1.19.5 The Business Development Team will continue to seek partnership opportunities to develop new services such as support for health and well-being and will identify external funding streams and grant opportunities.
- 1.19.6 **Local Studies and Archives service:** The Local Government Act 1972 (s.224) requires local authorities to 'make proper arrangements with respect to any documents that belong to or are in the custody of the Council or any of their officers'. In 1999 the Department for the Environment, Transport and the Regions (now the Department for Communities and Local Government) issued guidance on the interpretation of the term 'proper arrangements'. This guidance includes sections on the management of a local authority's administrative records, whether kept on paper or in electronic form, and proper arrangements for those records which have enduring historical value and which should be kept by an established archive service.
- 1.19.7 The Barnet Local Studies and Archives service is currently housed in Hendon Library. It is proposed that this service remains with the Hendon public library function.

1.19.8 A summary of the current outreach and other library services is provided in the table below, along with the impact of the proposals.

	Current Service	Future Service
Mobile Library	Operates 4 days per week. Procurement for a new vehicle is currently in process.	Current service to be maintained. The new vehicle will allow us to review the current routes and to assess whether these provide the best access to the mobile library service.
Home Library	Delivers books and reading materials every 4 weeks to residents who are housebound and every 8 weeks to those living in residential homes	Current service to be maintained
School Libraries Resources Service	Delivers a traded resource and support service to 63 schools	Current service to be maintained
Early Years' Service	Delivers outreach services to Early Years venues including Children's Centres	Current service to be maintained
Local Studies and Archives	Open by appointment on 3 days per week. Selected resources available on open access 7 days a week	Current service to be maintained

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

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

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

- 1.20.3 The council is also developing an investment programme in new leisure and sports facilities. If this programme proceeds, this could present an opportunity to co-locate the proposed partnership library at East Barnet within the new leisure facilities.
- 1.20.4 The Council intends to enter into a strategic partnership with Middlesex University for the provision of library services in Hendon library.
- 1.20.5 As part of developing the library proposal, a site by site assessment has been undertaken to explore the suitability of each of the current buildings to offer a modern library service. Between 2016 and 2018, capital investment will deliver new fit-for-purpose libraries in Church End (Finchley) and Colindale. Additional development and relocation opportunities will be initiated as applicable. The aim will be to address deficiencies in the current buildings and to provide modern, fit-for-purpose accommodation. Paragraphs 5.5.1 to 5.5.8 (below - all inclusive) provide more detail around the Estates element of this proposal.

1.21 Financial support for Friern Barnet and Garden Suburb library

- 1.21.1 It is proposed to continue to provide informal high-level practical support for Friern Barnet and Garden Suburb community libraries. In addition, the Council will continue to provide an annual grant and the use of the premises. This support will be offered through an agreed service level agreement.
- 1.21.2 It is important to note that the new Partnership Libraries at Mill Hill, Childs Hill, East Barnet and South Friern will be supported within the Barnet library network unlike Friern Barnet and Garden Suburb community libraries which operate independently.

1.22 Future management arrangements for the library service

- 1.22.1 There are an increasing number of examples across the country where alternative management arrangements have been developed for library services including staff mutual, charitable trusts, etc. Some of the reasons for the increasing popularity of these new models of delivery are that they offer an opportunity to access new funding sources, increase the freedom to innovate and develop new services to generate income, develop a more flexible staffing model and through closer or direct involvement of local communities, can offer greater opportunities to engage more directly with customers, communities and partners.
- 1.22.2 The council will continue to explore the opportunity to develop an alternative model for the management of library services. However, following soft market testing as part of the options appraisal, it is felt that additional clarity regarding the future service offer is required before this option can be progressed. Therefore alternative management arrangements will be considered further once the future model for the service has been agreed by the Council and will feature as the focus of Phase III (Future Delivery Model).

2. REASONS FOR RECOMMENDATIONS

- 2.1 The challenge of delivering and maintaining a modern fit for purpose library service within the current financial climate for public services is set out in Appendix A. The recommendations in this report have been developed through a service review and options appraisal, also set out in Appendix A, and an extensive consultation process, reported in full in Appendix E. The proposal contained in this report is recommended for further consultation, after which the Council will make a decision on the future shape of library services in Barnet.
- 2.2 The proposal set out in this report aims to achieve a balance between the views of residents expressed through the consultation so far and the Council's pressing need to achieve a reduction in spending across a wide range of services as it seeks to negotiate an overall budget gap of £98.4m by 2020.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Council undertook an extensive consultation exercise on a range of issues and ways to develop and change the library service offer. In particular the Council consulted on three potential options for the future direction of library services in Barnet. These three options are set out in full in Appendix A. The three options had some common features but offered a choice of models. These can be summarised as:
- maintaining all of the current libraries through reducing ten sites to a minimum of 540 square feet and reducing opening hours;
 - consolidating services on a fewer number of sites with the closure of six sites; and
 - maximising the support of communities and volunteers with four libraries run in partnership with residents groups in sites of a minimum of 540 square feet, and two library closures.
- 3.2 These three options have been reviewed in the light of community feedback that no libraries should close and that the proposed minimum footprint of 540 square feet was not sufficient to offer a range of library services within a locality. The proposal outlined above enables the maintenance of 14 static library sites with revised footprint for each category of library, linked to a clear service offer at each site.
- 3.3 In relation to libraries, some comments have been raised about the alternative options which have been considered:
- With respect to increasing Council Tax, the current Medium Term Financial Strategy which was approved at Full Council on the 3rd March 2015, includes the assumption that Council Tax will be frozen in the financial years 2015/16 and 2016/17. There will then be 2% annual

increases from 2017/18 to 2019/20. The level of council tax is reviewed on an annual basis as part of the Business Planning Process overseen by the Policy & Resources Committee.

- The size of the budget gap means the Council needs to look across all service areas to find savings. If the libraries budget were protected in its entirety, this would increase the amount that would need to be saved from other budgets within the Children, Education, Libraries and Safeguarding (CELS) Committee's remit or in other service areas. These services include education services, family and youth support, children with disabilities, looked after children, and young people. Protecting the libraries budget from any savings would increase the burden on other services within the CELS budget by 19.6% based on the overall savings target of £14.547m so far allocated to CELS Committee.
- The Council retains annual reserves of £15 million in order to help reduce the impact of unexpected pressures that may occur in-year. This represents just 5.3% of the annual Council budget. The use of reserves is not a viable permanent alternative to making the recurrent £98.4 million savings required to the Council's base budget by 2019/20.

3.4 The proposal set out in this report and Appendices will result in a saving of £2.277m by 2019/20. The amount and the pace with which these savings will be delivered fall short of the target set out in the council's Medium Term Financial Strategy. The Council had considered all viable options for a library service that meets its duties to provide a comprehensive and efficient service yet still make the savings required of it. Through the consultation process, residents were clear that they do not want the library service budget to be cut to the extent that the Council's consultation options required. Further refinement of the commercial model to maximise income generation opportunities has also informed the current proposal to generate £2.277m. It is still open to the Committee to decide to deliver £2.85m through proceeding with, at least, the consultation options outlined in the most recent resident engagement. However, on balance, in the light of the feedback from residents and the further financial modelling, this is not recommended. The CELS Committee and the Council's Policy and Resources Committee will consider the shortfall in anticipated savings as part of the Council's business planning cycle for 2016/17 and beyond.

4 POST DECISION IMPLEMENTATION

- 4.1 If this proposal is agreed, the Council will embark on a further round of consultation with residents and other interested parties on the proposals contained within this report. The results of this new round of consultation, which will run for 12 weeks, will be reported to the Children, Education, Libraries and Safeguarding Committee to inform a final decision on the future shape of the library offer in Barnet. Dates for the consultation and subsequent reporting need to be factored into the relevant timetabling mechanisms.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

Barnet Corporate Plan	
Barnet is a place of opportunity, where people can further their quality of life	<p><i>Literacy and Reading:</i> through provision of literacy and reading materials, development programmes and support to schools/organisations;</p> <p><i>Learning:</i> through provision of study space and resources to assist learning and employment;</p> <p><i>Culture:</i> through cultural events and workshops/exhibitions</p> <p><i>Communities:</i> through provision of materials and events to help local businesses and start-ups and space to promote services and products</p> <p><i>Health & Well-being:</i> co-locating with leisure facilities in East Barnet</p>
Barnet is a place where people are helped to help themselves, recognising that prevention is better than cure	<p><i>Literacy:</i> through schemes for adults and children, and through events and activities for children;</p> <p><i>Learning:</i> through educational visits and learning events to develop learning and study skills;</p> <p><i>Communities:</i> providing community meeting spaces, job clubs and conversation cafes to improve English-speaking skills;</p> <p><i>Health & Well-being:</i> through books on prescription schemes for people with specific health conditions and their carers, provision of health materials, sign-posting to services, and delivering health events;</p>
Barnet is a place	<i>Communities:</i> through volunteering opportunities in the

where responsibility is shared fairly	library service for adults and young people, and part of safer places schemes for vulnerable adults;
Barnet is a place where services are delivered efficiently to get value for the taxpayer	<p><i>Literacy & Learning:</i> through increased provision of on-line reading and learning materials;</p> <p><i>Culture:</i> through a mixed-economy of core cultural events for free, or with a small charge;</p> <p><i>Communities:</i> through fees and charges kept as low as possible and removal of charges that can't be avoided. Increasing use of technology to extend opening hours and reduce cost. Competitive pricing for hall hire;</p>
Barnet is a place with improved customer services and increased transparency	<i>Literacy & Learning, Culture, and Health & Well-being:</i> provision of on-site and online advice and guidance regarding literacy, learning, culture and health & well-being

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

Finance - Revenue funding

- 5.2.1 Despite recent economic growth, Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20. This is driven by continued reductions in central government spending – with the impact on Local Government particularly acute as a result of the ‘ring-fencing’ of priority budgets such as health, schools and defence - and increased pressure on local services as the population grows and changes. In order to meet this challenge, the Council undertook a review of all its services and the Children, Education, Libraries and Safeguarding (CELS) Committee are tasked with identifying savings of £14.547m over a period of 2016/17 to 2019/20 from a budget of £55.9M.
- 5.2.3 Following a period of public consultation from December 2014 to February 2015, the CELS committee published its five year Commissioning Plan for the range of services within its responsibility including services for children with disabilities, special educational needs (SEN) and high needs, children with poor mental health, child and adolescent mental health services (CAMHS), Looked after children and young people, keeping children safe, supporting families in need, preventing young people from offending and library services. The Commissioning Plan sets out the intention of the Committee, the outcomes to be achieved and the budget envelope for each service area. The library service has been targeted to save £2.85m (equivalent to 67% of the operational Library service budget) by 2019/20.
- 5.2.4 The net budget for the libraries service in 2014-15 was £4.5m. The proposal set out in this paper is expected to deliver £1.731m of savings within the operational budget for the library service. It is forecast that a further £0.546m

of income can be achieved by 2019/20 through releasing space for commercial or community letting.

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

5.2.6 Revenue savings in the Library service budget

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

	2016/17	2017/18	2018/19	2019/20	Total
Savings from within the operational budget for the library service	£0.165m	£1.541m	£0.025m	£0.0	£1.731m

Income from commercial/community use

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

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

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

There will be costs associated with reducing the staffing levels of the service, in relation to redundancy and pension costs – see section 5.6

5.2.8 The amount and the pace of savings fall short of the target set out in the council's Medium Term Financial Strategy. The CELS Committee and the Council's Policy and Resources Committee will need to consider how to address the shortfall in savings within the Council's business planning cycle for 2016/17 and beyond.

5.3 Capital investment

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

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

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

5.3.3 **Reconfiguring sites to release space:** An estimate of the reconfiguration costs have been calculated at £2m. It is important to note that this figure is a 'place holder' since more detailed work will need to be carried out between approval of this report and the end of the next consultation phase to refine the level of investment required. A small allowance has been included for new library equipment (furnishings, etc.), and for the redesign of retained library space.

5.3.4 **Investing in new technology:** The cost of implementing technology-enabled opening arrangements is estimated to be £2.41m. Like the costs for reconfiguring the sites, more detailed work will need to be carried out to define the actual level of investment required.

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

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

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

- Current information held on condition of buildings is a reasonable

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

5.5 **Property**

- 5.5.1 The Council's public libraries are located in buildings constructed at various times since the 1930's and were designed to meet the library requirements of their day.
- 5.5.2 However, as outlined in paragraphs 1.11 to 1.22.2 (all inclusive) the way the library service will be provided under the terms of the proposal, means that the property requirements will also need to change.
- 5.5.3 As part of this Library Review preliminary work has been undertaken to ascertain the estimated floor space requirement for each site based on the future service provision. The consequence of this is to reduce the floor space from which library services would be offered within each building:

Library	Existing Floorspace (sq. ft.)	Proposed library footprint (sq. ft.)	Space released for income generation (sq. ft.)	Provisional estimate of potential rental income p.a. assumed for modelling purposes by 2019/20**
Burnt Oak	2,713 (total) Est. 2,200 (public)*	2,153	559	Circa £4k
Childs Hill	3,767 (total) Est. 2,000 (public)*	1,991	1,776	Circa £10k
Chipping Barnet	17,222 (total) Est. 15,000 (public)*	15,069	2,153	Circa £20k
Church End	6,405 (total) Est. 5,500 (public)*	5,382	1,023	Circa £73k
East Barnet	5,834 (total) Est. 4,800 (public)*	1,991	3,843	Circa up to £54k
Edgware	5,748 (total) Est. 4,800 (public)*	5,382	366	Circa £4k
East Finchley	5,081 (total) Est. 4,300 (public)*	2,153	2,928	Circa £24k
Golders	5,070 (total)	2,153	2,917	Circa £29k

Green	Est. 3,500 (public)*			
Hendon	19,375 (total) Est. 15,800 (public)*	2,153	17,222	Circa £176k
Mill Hill	5,597 (total) Est. 4,600 (public)*	1,991	3,606	Circa up to £60k
North Finchley	6,512 (total) Est. 5,700 (public)*	2,153	4,359	Circa £44k
Osidge	4,445 (total) Est. 3,500 (public)*	2,153	2,293	Circa £19
South Friern	4,445 (total) Est. 4,000 (public)	1,991	2,454	Circa £29k

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

- 5.5.4 Excluded from this assessment are Grahame Park Library, Church End Library, Garden Suburb and Friern Barnet. The new Grahame Park Library is currently under construction, whilst the new Church End Library has gained planning consent.
- 5.5.5 Responsibility for the day-to-day management, repairs and maintenance of the buildings housing the Library Service will rest with the Council's Property Services team. Opportunities for lettings in non-library spaces will be sought by Property Services in order to maximise commercial revenue and community provision. Buildings will be maximised in line with the Council's Community Asset Strategy Implementation plan.

Proposed building works

- 5.5.6 Internal adaptation will be considered for each building where it is planned to release space for income generation. A preliminary assessment has been undertaken although more detailed designs, costings, and investigative structure assessments are yet to be carried out. These would form part of the next stage of work. Each site will be considered individually.
- 5.5.7 It is likely that as part of the reconfiguration works to deliver the new library service, each library will need to be temporarily closed for a period of time whilst the works necessary are carried out. The length of temporary closure will vary from site to site and will be confirmed as part of the work to develop the detailed implementation plan.
- 5.5.8 Planning permission and building regulation approval may be required for

some changes and any alterations to the two libraries that are Listed Buildings - Hendon and East Finchley - are likely to need Listed Building Consent.

5.6 **Staffing Considerations**

- 5.6.1 As at September 2015, the service comprises of 114 full time equivalent posts (FTE). These posts are covered by a mix of full and part time employees (155 individuals) who work across the borough at multiple sites. A total of 7.78 FTE (35 individuals) are weekend and evening assistants, whilst 98.49 FTE (139 individuals) deliver services directly to customers via library branches and outreach services. A complement of 15.5 FTE (16 individuals) occupy central roles providing essential support, service development and professional services including volunteer management, income generation, event programming and stock purchasing.
- 5.6.2 The proposal set out in this report, if agreed, will result in a reduction in current staffing levels over the next two years. The proposal will also require new roles and responsibilities for staff in order to deliver the transformed service. Under the model being proposed, the Library Service is likely to see a reduction of c.52 FTE. Library staff will continue to be deployed across multiple sites.
- 5.6.3 Public consultation will commence as soon as CELS Committee approves the recommendations set out in this report. Informal consultation with the affected staff and their trade union representative will also commence during the public consultation.
- 5.6.4 Formal consultation with the staff affected and their trade union representatives will commence shortly after the public consultation has concluded and after the Council has had time to consider the outcome of the consultation. The period of formal consultation with staff will be between 30 to 45 days depending on the model that is finally agreed and the number of affected staff. All consultation will meet legislative requirements.
- 5.6.5 All staffing matters will be conducted in line with the Council's policies for managing change.
- 5.6.6 The one-off costs associated with redundancy (pension and other pre-existing contingent liabilities) estimated to be in the region of £1.5m. Further work is underway to refine the estimate of the costs and these will be reported to CELS in the final report, following the period of public consultation and informal staff consultation.
- 5.6.7 The costs associated with any redundancies will be funded through the council's existing redundancy budget held in central expenses.

5.7 **Implementation**

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

Phase 1 - planning and consultation

Phase 2 - implementation and delivery

Phase 3 - potential phase to consider future delivery vehicles

5.7.2 A number of activities remain to be delivered in Phase 1 to plan for the future shape of the library service. These include:

- undertaking a further round of public consultation
- feasibility work on required building reconfigurations
- scoping, planning and pre-procurement activities to expand the introduction of technology enabled opening
- preparing for Partnership Libraries and Friends of Libraries' schemes
- developing strategy to increase volunteering
- restructuring building operation costs
- preparing for staff consultation

5.7.3 The total cost for completing Phase I is forecast to be £400,000. The table below indicates a breakdown of the forecast costs associated with completing Phase I.

ACTIVITY	COST
Programme / Project Management	£133,000
Consultation Activities	£52,000
Staff Consultation/HR activity	£54,000
Developing volunteering	£15,000
Estates/Architectural Activities	£99,000
Legal Advice	£10,000
Contingency (10%)	£36,300
TOTAL	£399,300

5.7.4 The cost will be funded through the existing Library Transformation funding already allocated to the development of the Library Strategy.

5.7.5 A detailed implementation plan, including site-by-site approaches for delivering the new Library Service will be developed and presented as part of the scoping activities to shape Phase II of the project.

5.7.6 Indicative costs associated with Phase II implementation are likely to be in the region of circa £750k. This will cover project management, professional fees such (such as legal and HR costs), engaging subject matter experts (e.g. architectural consultants), and costs associated with recruiting and developing community groups to take on the Partnership Libraries. The full extent of these costs will be defined as part of the detailed implementation plan.

5.8 Legal and Constitutional References

- 5.8.1 The Public Libraries and Museums Act 1964 provides a general duty for library authorities. Section 7 makes it a duty to provide a comprehensive and efficient library service for all persons desiring to make use of it. However, whilst there is a power to make 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.
- 5.8.2 In fulfilling its duty, a local authority must have regard to the desirability of:
- ensuring that facilities are available for the borrowing of and reference to books and other printed material, recorded music and pictures and film to meet the general and special requirements of both adults and children;
 - encouraging adults and children to make full use of the library service and of providing advice as to its use and information as may be required by users of the service;
- 5.8.3 The duty refers to the requirement to provide a service. It is not a duty to provide this service via library buildings. The meaning of a “comprehensive and efficient library service” has been considered by the courts, specifically in the case of R (Bailey) v London Borough of Brent (2011). This held that the duty does not mean that every resident lives close to a library, but that comprehensive means delivering a service that is accessible to all residents, using reasonable means, including digital technologies. An efficient service has been held to mean making the best use of the assets available in order to meet its core objectives and vision, whilst recognising the constraints on council resources. Decisions about the service must be made taking into account evidence of needs and aspirations across a diverse community within the local area.
- 5.8.4 Case law has confirmed that a local authority cannot meet its statutory duty without having an adequate assessment of need for library services. The Council has carried out a detailed Needs Assessment, and this has been reviewed since the last public consultation and updated. The latest Needs Assessment can be found at Appendix B.
- 5.8.5 When making public decisions, local authorities must take account of their overarching duties and public law principles of fairness. In particular, the Council must have due regard to its public sector equality duty, must take account of all relevant information and should not take account of irrelevant information. When deciding to consult on a proposal, this must be carried out in a fair and lawful way.
- 5.8.6 Case law on consultation has confirmed four principles which must be met to ensure that consultation is lawful. These are:
- Consultation must be carried out at a formative stage. In this case, the Committee is being asked to agree a preferred option;

- Consultees must be provided with sufficient reasons for the proposal to allow them to understand the impact and provide an informed response. This would include details of the buildings which may no longer be used as libraries, details of changes to building size, details of changes to the library service offered in each location and details of alternative provider, where this will impact on the delivery of the service;
- Consultees should have sufficient time to respond to the consultation. The timing and length of consultation should take account of the nature of the decision and the method of consultation. In this case, the consultation will take place during term time and school holidays, when library use may change for children and parents. There are a variety of methods being adopted to engage the community and a period of up to 10 during which consultees may respond.
- Consultation must conscientiously be taken into account by the decision maker. At the CELS Committee meeting to discuss the results of the proposed consultation, Members should expect to see a full summary of the consultation responses. This does not mean that the Council is obligated to make a decision which supports the majority of respondents. When making difficult policy decisions, based on financial constraints, it will be common for consultees to have strong views in support of retaining current provision. Members must consider these views and balance this with other information to decide the most appropriate way forward.

In addition the degree of information to be supplied will depend on individual circumstances and in particular, who is being consulted;

Consideration should be given to the extent to which alternatives and discarded options should be consulted on.

- 5.8.7 Sections 81-85 of the Localism Act 2011 introduced a right – the Community Right to Challenge - for community, voluntary and charitable bodies and local authority employees to “express an interest” in providing or assisting in providing a service of behalf of the local authority. Upon receipt of such an expression, the local authority must consider it and if it accepts it, must carry out a procurement process for the service. Use of this power was considered in a recent case involving libraries in Lincolnshire. If an expression of interest is made in time by an appropriate body, it must be considered by the local authority when making decisions about the future provision of library services.
- 5.8.8 The Council’s Constitution, Responsibility for Functions Appendix A within the Terms of Reference for the Children’s Education, Libraries and Safeguarding Committee responsibility include development and enhancement of the Library Service

5.9 Risk Management

5.9.1 Significant risks identified to date include:

Risk	Mitigation
Residents could prove reluctant to use technology enabled opening sessions due to unfamiliarity with technology, concerns about safeguarding or health and safety	<p>We have learned valuable lessons from piloting the technology enabled opening at Edgware Library. Since the pilot went live at the end of June 2015, registrations to use the technology have been encouraging and the patterns of utilisation continue to improve week-by-week. The pilot will continue during the further period of consultation.</p> <p>The proposal introduces a small number of volunteer supported sessions. We will seek to increase volunteer presence as community capacity grows.</p> <p>Training and support sessions will be organised in each location to assist residents to become familiar with the technology.</p>
Building constraints delay the implementation of the use of technology enabled opening at some sites	Site by site planning and phasing of the building works is underway and will be reported to the CELS committee as part of the final report.
If the Council is unable to commercially rent sites, then savings will not be achieved and further proposals for change will be required.	The separation of property related activities from the Library Service means that the focus on income generation will be the responsibility of property specialists within the Council and not be an expectation or burden on the delivery of the Library Service
There may be insufficient community capacity to support the libraries within the indicated timeline and Partnership libraries may prove unsustainable	We will work with partners, such as Groundwork, to develop a strategic approach to increasing volunteering and community engagement. We will do this by providing (i) technical assistance, (ii) capacity building and, in the case of Partnership Libraries, (iii) access to finance
Staff may become demotivated and disengaged throughout the consultation and implementation process, leading to a potentially negative impact on the long-term success of the programme.	The Council will develop a comprehensive staff engagement process to match the needs of staff affected with the requirement to continue to develop a comprehensive and efficient library service in line with its statutory duties.

Implementation of any agreed option is delayed by legal challenge	The Council believes that the model contained in this report has been based on strong evidence which takes into account the needs of the communities in which each library serves, and which the Council believes meets its statutory commitments to provide a comprehensive and efficient library service. However, if a legal challenge is made, the profile of savings indicated to be achieved will need to be remodelled.
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5.10 Equalities and Diversity

- 5.10.1 Equality and Diversity issues are a mandatory consideration in decision-making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 5.10.2 The specific duty set out in s149 of the Equality Act is to have due regard to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.10.3 The relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. The Equalities Impact Assessment (EIA) also considers the impact on unemployed people, people from areas of high deprivation and students in full time education.
- 5.10.4 An EIA has been completed as part of the development of Barnet’s future Library service and is attached as Appendix D. The EIA uses a range of sources to inform the analysis, including information outlined in the Needs Assessment about the demographic make-up of the borough and modelled library usage as well as feedback as part of the consultation process.
- 5.10.5 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. Therefore part of the analysis is based on modelled data

which is based on transaction data from the financial year 2013-14 matched to data at small area level from the 2011 census.

- 5.10.6 Completing the EIA as part of the process identified a range of potential adverse impacts on particular protected characteristics, allowing officers to carefully consider the potential adverse impacts and develop mitigating actions to minimise impact on these groups as part of proposals.
- 5.10.7 The proposal for the future library service in Barnet does not include any closures of physical library sites and therefore there is no change in regard to access to physical sites based on transport or accessibility. Based on Transport for London's Strategic modelling over 99% of Barnet's residents within 30 minutes travel distance of a library site.
- 5.10.8 Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.
- 5.10.9 Proposed changes to opening hours may have positive and adverse impacts on specific groups. The overall increase in library opening hours, with the majority being technology support sessions, will benefit residents who prefer to access libraries in the evenings and early mornings (working age adults) and are confident using the library unsupported.
- 5.10.10 The reduction in staffed opening hours will mean less support available in the library to get advice, information and to utilise the resources in the library. This will have the biggest impact on those who may require support to make best use of services at static library sites or are less able, or confident at using libraries without library staff support. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated open library, training and information sessions on technology enabled libraries and use of the home and library service are examples of initiatives designed to mitigate the adverse impact of the changes on these specific groups.
- 5.10.11 Due to restrictions on access to the library during technology enabled opening hours, there will be an adverse impact on those under the age of 16 who currently access library services without being accompanied by an adult. It is anticipated these restrictions, alongside the reduction in study space in libraries, will have the most adverse impact on 15-16 year olds, who are most likely to access the library unaccompanied by an adult. The 24 hour a day, seven day a week digital library service and working closely with schools to promote school visits are examples of initiatives designed to help mitigate the adverse impact of the changes on this specific groups.

5.10.12 When mitigating actions are taken into account there will be a minimal negative impact on the groups outlined above. Officers have taken due regard to the impact on protected groups and consider that the potential adverse impact on a small group of residents, although not completely mitigated by other steps, is justified by the benefits of the future library service in Barnet and the financial constraints on the Council.

5.10.13 The EIA will be kept under review during the consultation phase and an updated assessment will be submitted to a future Childrens, Education, Libraries and Safeguarding Committee for the final decision on the future of the library service. This will include consideration of feedback from the upcoming consultation on the proposed model.

5.11 Consultation and Engagement

5.11.1 Over the last four years there have been various strands of engagement with Barnet residents around the future of library services in the borough:

- consultation around 2011 Libraries Strategy;
- public consultation on Council spending plans carried out in 2013; and
- focus groups undertaken to inform options paper in summer 2014.

5.11.2 These consultations informed a report considered by the CELS Committee on 28th October 2014 and subsequently by Full Council on the 4th November 2014. The report, drawing on the key themes that emerged from previous consultations, contained a proposal to consult with residents on a number of issues and options for the future delivery of library services in the borough. The council wished to seek the views of residents about how best to deliver library services whilst achieving the savings required (set out above).

5.11.3 The consultation aimed to understand resident's views on the proposed outcomes and objectives, changes to the library services, modelled options and to get a better understanding of how residents use libraries. This consultation took place between 10th November 2014 and 22nd February 2015.

5.11.4 The consultation process was supported by Opinion Research Services (ORS), a spin-out company from Swansea University with UK-wide experience of conducting social research and major statutory consultations. ORS was appointed by the Council to process the questionnaire responses, facilitate consultation events, convene deliberative discussion groups with residents, and to provide an independent report of the formal consultation programme

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

5.11.6 The details of the original proposals submitted for consultation, and the responses received to the consultation exercise, are set out in the ORS report “Barnet’s Future Library Service: Final Report of the Consultation Outcomes – Report of Findings for London Borough of Barnet”. The full document is attached at Appendix E to this report.

5.11.7 The report details the range of responses and the different views of groups of respondents. There was a wide range of views from residents on the future of library services as part of the consultation with varying levels of support for different proposals. The table below contains a very high level summary of some of the key concerns from residents and outlines how the proposals set out in the report seeks to address these concerns.

Key concern	How new proposal responds
None of the modelled options were supported by a majority of main questionnaire respondents, nor by a significant amount of those who responded through focus groups and written statements.	The Council has reviewed the modelled options and developed a new proposal for the future of library services in Barnet – set out in this report - which takes account of key concerns.
There was little or no support for library closures in principle, with questionnaire respondents being particularly opposed.	As a result the Council is proposing that all 14 static library sites continue to offer library services.
There were strong feelings from residents that the option to reduce libraries to 540 sq. ft. would be too small to accommodate many of the activities and facilities currently offered in libraries.	The Council has reviewed and clarified the range of activities that it proposes will be offered from library services in each location and increased the proposed minimum footprint. In all cases libraries will be significantly larger than 540 sq. ft. (50.2 sq. mtrs.), with the smallest libraries being Partnership Libraries which will be a minimum of 1,991 sq. ft. (185 sq. mtrs.).
Some residents raised concerns about unstaffed libraries, mainly relating to security and safety issues for users, the library stock, restrictions on under 16s and the potential difficulties that some library users may have in using the technology.	The Council has undertaken an Open +™ pilot at Edgware Library to understand the impact of the proposal. Results from the pilot have been encouraging and are reported in Appendix F. In order to address some of these concerns, It is proposed to offer ‘facilitated sessions’, where volunteers support unstaffed libraries.
Some residents were concerned that libraries run by volunteers will not be sustainable and the	In order to address this concern, it is proposed that ‘partnership libraries’, which are developed jointly between

standard of the service would decline over a number of years.	the Council and local community, would remain part of the statutory library network and have professional support and stock provision from the council. The council will invest in a centrally located library staff resource to support partnership libraries.
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5.11.8 The above is intended to be a summary and Appendix E sets out the results of the consultation in full. Consultation feedback has been one of the key factors which have informed the development of the proposal set out in this report and it has helped inform the needs assessment and equalities impact assessment. Consultation responses are referenced throughout this report.

Future Consultation

5.11.9 The Council plans to undertake consultation on the proposals set out in this report, from 26 October 2015 to 4 January 2016. As this is the second consultation regarding the library strategy the Council is undertaking a shorter period of consultation, it was intended to run for 8 weeks. However, the Council proposes to extend this by 2 weeks over Christmas and New Year to ensure residents have plenty of opportunity to have their say.

5.11.10 Consultation will involve an online/offline questionnaire and a small number of drop-in sessions. These will be supported by targeted work to make sure residents have sufficient opportunity to feed in to the consultation. Drop-in sessions will be advertised at the start of the consultation period and there will be a drop-in session in each proposed locality.

5.11.11 Once completed, the consultation feedback will be reported to the Children's, Education, Libraries and Safeguarding Committee to inform the decision on the future Library service in Barnet.

6. BACKGROUND PAPERS

Strategic Library Review, Cabinet, 26 July 2011,

<http://barnet.moderngov.co.uk/Data/Cabinet/201107261900/Agenda/Document%203.pdf>

Library Strategy, Children's Education, Libraries and Safeguarding Committee, 28 October 2014,

<http://barnet.moderngov.co.uk/documents/s18680/Libraries%20Strategy.pdf>

Business Planning 2015/16 - 2019/20, Council, 3rd March 2015

<http://barnet.moderngov.co.uk/documents/s21537/Policy%20and%20Resources%20Committee%20Business%20Planning%20201516%20-%2020192%20Recommendations%20to%20Council.pdf>

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