Appendix A: Future of Barnet Libraries

Section One: Introduction and context

1.1 Introduction

In October 2014 an initial options appraisal regarding the future library service was presented to the Children's, Libraries and Safeguarding Committee (CELS). This was followed by a period of public consultation (Phase 1) that took place between 10 November 2014 and 22 February 2015.

The feedback received during this initial phase of consultation informed the further development of a preferred option which was then presented to the CELS Committee on the 12 October 2015. This Committee approved an additional round of resident consultation on the revised proposals which was conducted between 27 October 2015 and 6 January 2016 (Phase 2).

The initial options appraisal considered in October 2014 included three potential future models for the library service. These models were developed and informed by a range of factors including:

- a review of residents' needs.
- the budget savings required.
- the pattern of use of each library over time and the size of libraries.
- the geographical spread of 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.
- the potential to increase sources of income from library buildings together with the investment required to maintain and improve each site.

The Phase 1 consultation that took place between 10 November 2014 and 22 February 2015 sought views on a range of different issues including:
- 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 submit their own ideas (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.

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). These responses informed and shaped the new proposed library strategy and service offer for Barnet outlined in the October 2015 committee report.

The Phase 2 consultation between 27 October 2015 and 6 January 2016 attracted 1,216 responses to the survey questionnaire (743 to the open questionnaire and 473 responses by the Citizens Panel), with further engagement through focus groups, in-depth telephone interviews, written submissions and school discussion groups. This round of consultation sought residents' views on the following issues:

- maintaining the same number of static library sites in a locality model with the library space reduced in size.
- investing in new technology to provide increased opening hours while reducing the number of staffed sessions.
- recruiting more volunteers to support the delivery of the library offer.
- co-locating libraries with other services and
- partnering with other organisations and community groups to provide services through Partnership libraries.

1.2 Financial context in Barnet

Despite economic growth, Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20, driven by further reductions in government spending and increased pressure on local services as the population grows and changes. In order to meet this gap, the Council will have to take difficult decisions on how it targets its resources and how it can continue to protect services which support the most vulnerable members of society.

The £98.4m in the second half of the decade is in addition to the £72m the Council will have saved between 2010 and 2015. This has included a reduction in Library Service budget of 23.7% over the period 2010 to 2015. In real terms, by the end of the decade, Barnet Council will be spending roughly half as much on local public services.

To respond to the financial challenge, the Council can reduce its spending on administration, contracts and services, increase Council Tax, generate more income from other areas (such as fees and charges), or make use of financial reserves. To meet the challenge, the Council will need to consider all of these things to a greater or lesser extent, and the key will be to strike the right balance between them.

As part of the Priorities and Spending Review, a reduced budget envelope was 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 a further £2.85m by 2019/20, bringing the cumulative levels of savings on the library service budget to 71.35% since 2011. The financial pressure has increased due to recent increases in budget reduction which have been announced by Government since the General Election.

Section Two: Current Library Service in Barnet

2.1   The current service

This section outlines the composition of the current library service, including information on opening hours, budgets, staffing and on-going developments within the service.

The library service is made up of:

- fourteen physical sites, ranging in size from Hendon (19,375 sq. ft.) to Childs Hill (3,767 sq. ft.), providing access to books and learning materials, computers, printers, photocopiers, Wi-Fi accessibility, study and meeting space, and a range of activities run by library staff and local community groups;
- the mobile library service, which runs for four days a week with stops in 12 locations across the Borough;
- the home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
- the Local Studies and Archives service, which offers access to local historical materials by appointment three days a week, as well as online resources;
- e-books, e-audio and other online resources and learning materials;
- the Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum;
- the Early Years' service, which provides activities in libraries and other community venues for under-5s and their parents and helps administer the national Bookstart scheme; and
- support for adults, children and teenagers, including reading groups, Baby Rhyme Time and other activities.

These services are supported by a central management team, Bibliographic team and a service development team of professional librarians.

LBB is a member of the Central Buying Consortium whose role is to cost-effectively purchase new stock.

The fourteen static library sites in Barnet have two categorisations; these are 'Leading Library' and 'local library'. These categorisations were set relatively

informally, with leading libraries those which were predominantly busier, larger and open longer and local libraries which are mainly smaller, less busy and open slightly fewer hours. The borough has two community libraries, in Friern Barnet and Garden Suburb.

Figure 1 gives further detail about the 14 current library sites, including the categorisations of each library, the days and hours open and the current library footprint.

Figure 1

	Current configuration			
Library	**Current tier**	**Days open p.w**	**LBB Staffed hours open p.w**	**Library footprint (sq. ft)**
Chipping Barnet	Leading Library	7	56.5	17,222 (total) Est.15,000 (public)*
Edgware	Leading Library	7	53.5	5,748 (total) Est.4,800 (public)*
Church End	Leading Library	6	50.5	6,405 (total) Est.5,500 (public)*
Hendon	Leading Library	7	56.5	19,375 (total) Est.15,800 (public)*
Burnt Oak	Leading Library	6	51	2,713 (total) Est.2,200 (public)*
Golders Green	Leading Library	6	46	5,070 (total) Est.3,500 (public)*
North Finchley	Leading Library	5	43	6,512 (total) Est.5,700 (public)*
Grahame Park	Local Library	5	35	7,040 (total) Est.3,500 (public)*
Osidge	Local Library	5	39	4,445 (total) 3,500 (public)*
East Finchley	Local Library	5	40	5,081 (total) Est.4,300 (public)*
East Barnet	Local Library	6	50.5	5,834 (total) Est.4,800 (public)*
Mill Hill	Local Library	5	43	5,597 (total) Est.4,600 (public)*
South Friern	Local Library	5	35	4,445 (total) Est.4,000 (public)*

Childs Hill	Local Library	5	35	3,767 (total) Est.2,000 (public)*
Total			634.5	

*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.

2.2 Budget

The net budget for the Libraries service in 2015/16 is £4,639,820. The Library Service forecasts that it will raise £505,240 in 2015/16 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.

Included in the net budget detailed above is the Media Fund, which in 2015/16 is £623k. This fund covers the cost of physical and electronic books, CDs, and other audio and visual materials.

Friern Barnet Community Library receives an annual grant of £20k, and Garden Suburb receive support to an equivalent amount, covering rent, utilities and other services.

2.3 Staff and volunteers

The service is staffed (as at September 2015), by 114 full time equivalents (FTE) (155 individuals but this varies at any one point in time). 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.

The library service deploys library volunteers to support the delivery of the current library offer. Since the beginning of the scheme in late 2011, volunteers have donated over 13,600 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. The recruitment and management of volunteers is currently contained within the remit of the centrally based Service Development Team.

There were 46 volunteers working within the library service in 2014/15, with 41 currently active (as of February 2016) and 143 new volunteer applications received in 2014/15.

The number of volunteers currently active (41) compares to an average of 193 for the Borough's Chartered Institute of Public Finance and Accountancy (CIPFA) comparator group, which benchmarks the performance of the service against similar local authorities. The proportion of hours worked by volunteers was 0.6% against a comparator average of 5.3%. This is based on the 2014 CIPFA data, which is the latest published information. At present, volunteers help support the current library offer. The service routinely receives more volunteer applications than can be processed within the current capacity of the central team responsible for their recruitment and management. Later sections of this Appendix discuss proposals to increase volunteering.

2.4 Recent developments

Following 2011's Strategic Library Review, a number of developments have been implemented or set in train, including:

- extending customer self-service and upgrading the free Wi-Fi available at all sites;
- initiating a phased capital maintenance programme;
- procurement of a new mobile library vehicle;
- initiating an ICT transformation programme to increase network capacity, public access PC devices, improve Wi-Fi accessibility, replace software such as the Library Management System and public network booking systems;
- a new library building in Colindale, relocating the existing library in Grahame Park, due for completion in summer 2016; and
- a new library in the redeveloped Gateway House building, relocating the existing library in Finchley Church End, due for completion in summer 2017.

Section three: Key factors in developing a new library offer

3.1 Introduction

This section outlines the Council's approach to the review of library services in Barnet and outlines the key factors which have been considered in developing the proposal for the future shape of library services in Barnet.
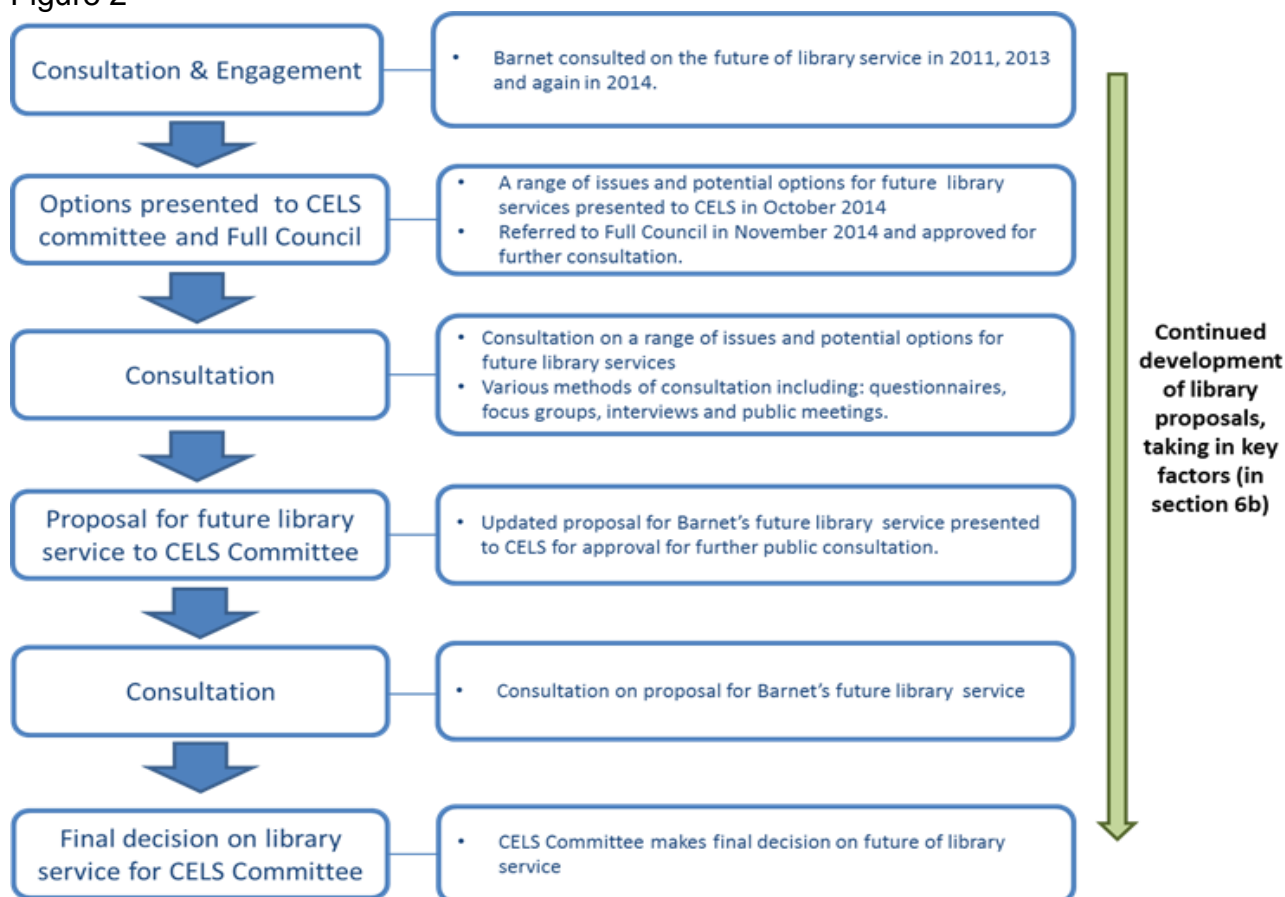
To ensure a robust process was followed, learning was undertaken from library reviews across the country as well as reviewing recent case law, judicial reviews and public enquiries. The Council has also taken into account the key findings from the 2009 Charteris Review. The following factors are considered relevant to this paper:

- requirement to make assessment of local need prior to considering changes to the library service;
- requirement to consider the specific needs of adults, including older people, disabled people, unemployed people and those living in deprived areas;
- the need to have due regard for the general needs of children, including consideration of the role of schools in the library service;
- the need to take a strategic approach to the library service, rather than focusing on asset management and cost savings;
- the need to have a clear understanding of the extent and range of services currently provided within libraries;
- consideration of the need for a comprehensive outreach service.

The review of library services is based on a programme of engagement and consultation with Barnet residents, library users and other stakeholders. The options proposed for consultation that were presented to the Children's, Education, Libraries and Safeguarding Committee (CELS) on 28[t] October 2014 and Council on 4 November 2014, were informed by previous resident engagement and consultation spanning from 2011 to 2014. Following the consideration by CELS and Council, these options, together with a range of library issues, were consulted on between 10 November 2014 and 22 February 2015. The feedback from this Phase 1 consultation, alongside more detailed design work informed the proposals outlined in a report considered by the CELS committee and Council in October 2015. A further round of consultation, Phase 2, took place between 27th October 2015 and the 6th January 2016.

The diagram below (Figure 3) summarises the process of engagement and political decision making undertaken through this review.

Figure 2

| Consultation & Engagement | • Barnet consulted on the future of library service in 2011, 2013 and again in 2014. |

| Options presented to CELS committee and Full Council | • A range of issues and potential options for future library services presented to CELS in October 2014
 • Referred to Full Council in November 2014 and approved for further consultation. |

| Consultation | • Consultation on a range of issues and potential options for future library services
 • Various methods of consultation including: questionnaires, focus groups, interviews and public meetings. |

| Proposal for future library service to CELS Committee | • Updated proposal for Barnet's future library service presented to CELS for approval for further public consultation. |

| Consultation | • Consultation on proposal for Barnet's future library service |

| Final decision on library service for CELS Committee | • CELS Committee makes final decision on future of library service |

Continued development of library proposals, taking in key factors (in section 6b)

3.2 Key factors

The diagram (overleaf in Figure 3) outlines the main factors which have informed the decision making process, grouped around nine key issues. These factors have been balanced against each other to develop a deliverable service model which continues to offer a quality service whilst delivering the savings required. It does not claim to be an exhaustive list but aims to demonstrate the considerations that have informed the proposed model for future library services in Barnet.

Figure 3

3.3 Vision and objectives of the library service

The review has considered and consulted on the vision and objectives of the library service in Barnet. A proposed new vision for the service was developed following the first round of resident consultation in 2014/15. This is set out below in Section Five.

3.4 Needs of residents

A Needs Assessment (Appendix B) underpins the development of the library service proposal. The Needs Assessment includes demographic profiles, patterns of local library use, accessibility for transport, geographical spread of libraries and equality impact assessments. All these elements inform the development of the service offer outlined in this paper to ensure that the library service meets the needs of residents and local communities in Barnet. The Needs Assessment has informed the equalities impact assessment which considers the potential impact of the proposed changes of different demographic groups. The full Equalities Impact Assessment is in Appendix D.

The Needs Assessment has made use of quantitative data drawn from the Barnet library service, cross referencing this with demographic data from, for example, the Office for National Statistics and transport and accessibility data from Transport for London.

Firstly, the analysis explores the needs of Barnet's population, looking at local need in terms of the demographic profiles of those who live, work or study in the Borough. Secondly, the analysis looks at current patterns of use at local libraries for active users identifying where services are over- or under-utilised, looking at relative accessibility by public transport and equality impact assessments. Specific consideration has been given to relative levels of deprivation and other key indicators of demographic need when analysing library provision and usage.

In terms of Barnet's profile, census data shows that it is a large and growing borough in terms of population size. The Needs Assessment shows that, whilst Barnet is one of the least deprived London boroughs, there are pockets of high deprivation especially in the west of the borough. Similarly, whilst Barnet is less ethnically diverse than its neighbours, there are a large number of Jewish residents and a growing number of Muslim residents living in Barnet. The analysis shows that Barnet performs well in terms of educational attainment and health, both scoring high when compared to other London boroughs and the UK as a whole. Barnet has high car ownership when compared to other London boroughs.

The analysis indicates that library sites are fairly evenly spread across the borough (noting the large area of green space in the centre of the borough). Barnet's libraries are well used, but usage has been steadily decreasing at all sites over the last decade. Usage varies from library to library. Analysis of various different elements of use at each library site has been completed, including: number of transactions; number of borrowers; computer usage; and busy-ness. The analysis helps to build a picture of both how libraries are used in the borough, and by whom. For example, libraries in Chipping Barnet and Hendon are the busiest libraries and have the largest numbers of borrowers. The libraries in Grahame Park and Burnt Oak have the highest proportion of users from areas of deprivation and significantly more users from BME groups whilst libraries in Golders Green and Hendon have a high number of 'non-Christian' users.

Lincolnshire County Council's 2014 review of their service reconfigured the library network so that 95% of the population were able to travel to a library within 30 minutes by public transport.   This was tested through a legal challenge which found faults in their process but not the substance of their proposals. This 30 minute standard matches the Department for Transport's indicator measuring the accessibility of public services in a local area. Respondents to consultation carried out in Barnet in 2013 also cited a maximum journey time of 30 minutes as their optimal distance from a library. The options considered through the decision making process use the 30 minute public transport travel time standard to judge access to sites in the Barnet library network and have modelled travel times to and from these, using Transport for London data.

3.5 Financing

The financial challenge facing the Council is set out above and the requirement of the library service to contribute to reducing the Council's expenditure. Finances influence all aspects of the decision making process, both in regard to revenue expenditure (day-to-day expenditure on services) and capital expenditure (one-off investment). The Council has a responsibility to all residents and tax-payers that the public services for which it is responsible provide value for money and the deploy the most efficient use of resources. For the library service, for example, this includes looking at library usage over time;

the ability of new technology to realise efficiencies and respond to changing use of services; and maximising revenue from the service and from buildings.

3.6   Views of residents

The Council has engaged with residents and library users throughout the development of the library service proposal. Over the last four years there have been various strands of engagement with Barnet residents around the future of library services. Consultation was undertaken to inform the development of the 2011 Library Strategy (Barnet 2011). Consultation and engagement was again undertaken in 2013, this time to inform the development of the Council's Priorities and Spending Review.

As described above, two rounds of consultation have informed the proposals set out in this paper, Phase 1 in 2014/15 and phase 2 in 2015/16 as set out above.

Phase 1 consultation in 2014/15 sought views on a range of components involved in delivering a library service, views on three modelled options and collected views on any other ideas residents had for the future of the service. The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries for a 12 week period);
- a survey of the Citizens' Panel;
- 12 focus groups, including one for non-users and one for infrequent users;
- a variety of in-person public consultation events including drop-ins at every library and three public meetings; and
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living.

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

All the feedback, including respondents' alternative ideas for the future of the service, was analysed by Opinion Research Services (ORS), an independent research organisation who produced a full and comprehensive report for the council outlining findings in July 2015. The full ORS report is included as Appendix E.

Findings from the consultation and how they have influenced the decision making process featured throughout the committee report and appendices considered by the CELS Committee on the 12th October 2015. The Committee agreed to a further ten week period of consultation.

Phase 2 consultation in 2015/16 attracted 1,216 responses to the survey questionnaire (743 to the open questionnaire and 473 responses by the

Citizens Panel), plus further engagement through focus groups, in-depth telephone interviews, written submissions and school discussion groups. This round of consultation sought residents views on maintaining the same number of static library sites in a locality model with the library space reduced in size; investing in new technology to provide increased opening hours while reducing the number of staffed sessions; recruiting more volunteers to support the delivery of the library offer; co-locating libraries with other services; and partnering with other organisations and community groups to provide services through Partnership libraries. The results were analysed by Enventure research, an independent research organisation who produced a full and comprehensive report for the council outlining its findings in February 2016. The full Enventure report is included as Appendix I.

3.7   Comprehensive and Efficient Library Service

Local authorities have a statutory duty to provide a library service. The Public Libraries and Museums Act (1964) states that "It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof". The duty is owed to people who live, work and who are in full-time education in the Council's area

To comply with the duty, the Council needs to ensure that the breadth and quality of the service provided can be considered comprehensive and efficient. This will mean considering the needs of local people as demonstrated in the needs assessment and other material, and then ensuring that the services directed towards meeting those needs are "comprehensive and efficient".

In undertaking this duty, the Act says that the Council must have regard to the desirability of:-

(*a*)   *of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and*

(*b*)   *of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and*

and of co-operating with other public authorities in any matter relating to libraries in the area.

The service being delivered also needs to be accessible to all residents using reasonable means, including digital technologies. The duty does not mean that every resident has to live close to a library, but distances and time taken to reach a library must nonetheless be reasonable and must take into account problems which people may face, whether physical disabilities, or those created

by age or family circumstances. Budgetary constraints can be taken into account when deciding the nature of the service provided.

The Council has studied case law to consider the practical impact of the duty, specifically Ouseley, J in Bailey v London Borough of Brent [2011] EWHC 2572 (Admin), stated that:

'A comprehensive service cannot mean that every resident lives close to a library. This has never been the case. Comprehensive has therefore been taken to mean delivering a service that is accessible to all residents using reasonable means, including digital technologies. An efficient service must make the best use of the assets available in order to meet its core objectives and vision, recognising the constraints on council resources. Decisions about the Service must be embedded within a clear strategic framework which draws upon evidence about needs and aspirations across the diverse communities of the borough.'

Furthermore, in Draper v Lincolnshire County Council [2014] EWHC 2388 (Admin), the question of delivery method and access should be considered, based on the whole service, rather than the location of library buildings:

"An example of access by digital technology could involve the identification of a book followed by delivery through a mobile library. But there are no doubt other ways in which such access could be achieved. The key is a reasonable ability to access the service by all residents of the county. This means that distances and time taken to reach a library must be reasonable and any particular problems, whether physical disabilities, or created by age or family considerations, must be capable of being met. Furthermore, budgetary constraints can properly be taken into account in deciding the nature of the service provided that it meets the requirements of s.7 of the 1964 Act."

Reviewing case law has helped develop a proposed model that is comprehensive and efficient.

The proposal includes a product catalogue (Appendix C) that sets out the service offer at each library site.

3.8 Buildings

The review has taken consideration of the current condition of each of the library buildings and its capacity to deliver a modern library service. The potential for each building, or elements of each building, to provide space that could generate income has been taken into account. The proposal balances the potential to maximise revenue from releasing lettable space within buildings that can help support the financial sustainability of the library service with the range of library services that can be offered within each space.

3.9 Sources of funding

Increasing income can help sustain local public services and mitigate reductions in central government expenditure. Potential sources of income have been explored including: making better use of buildings; charging for services where possible and attracting other sources of funding, for example grant funding or Friends of Libraries schemes.

3.10 Technology

The potential impact of technology has been considered. This has included:

- consideration of where technological development can allow for innovation and new ways of delivering services more effectively (such as self-service machines etc).
- piloting technology-enabled opening that allows access to unstaffed libraries.
- ensuring the proposed model is flexible enough to adapt as a service to future developments in technology.
- considering how library users' preferences are changing due to technological development (e.g. digital books).
- ensuring services are offered to those who, for whatever reason, do not have access to new technology, or cannot use new technology.

3.11 Community Capacity

The capacity, and appetite, of the local community to deliver key components such as volunteering or community libraries has been considered. In order to have an effective community library or to develop a library which has volunteers as a core component, the Council has to be confident that there is enough appetite from the community or individuals to fill these roles. The need to invest in supporting and training volunteers has been considered.

Section four: Developing a proposal for the library service

4.1 Introduction

The library service requires a range of components to deliver a comprehensive service. This section considers the main components of the service and how they can be balanced in order to deliver a library service within the financial budget available.

The most significant cost in delivering the current service is expenditure on the staffing structure. The budget comprises approximately:

- 70% of the library budget is spent on staff and staff-related pay (including training, allowances, travel, insurance, etc.), with
- 14.5% on building-related costs, and
- 12.5% on library resources for loan and reference
- 3% on other components including telephones, publicity, photocopiers, IT, stationery and furniture, which together account for the remaining.

In light of the above, our model has identified two primary components which are each given special consideration:

Strand 1: Library service – includes any service which impacts on the day-to-day delivery of the service.

Strand 2: The estate – includes issues relating to buildings

4.2 Strand 1: The library service

4.2.1 Vision and objectives of the library service

In the first phase of consultation between November 2014 and February 2015, the Council sought views on the following objectives for the Library Service. These objectives were developed and updated from the council's 2011 Library Strategy:

- **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*, *Reading Ahead* 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.

There was substantial support among residents for these proposed objectives, although a little less support for the last objective '*a library service that can withstand current and future financial challenges and safeguard services for vulnerable people*'. Based on this feedback, the objectives were captured in the

following vision set out in the report considered by the Children, Libraries, education and Safeguarding Committee on the 12th October 2015

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.*

4.2.2 Network of libraries

The complete closure of a library service on a given site would generate revenue savings of between £135k and £480k. The statutory duty to maintain a comprehensive and efficient service relates to the service, rather than the buildings. It is therefore possible to provide a comprehensive and efficient service with fewer library buildings, and instead offer other options for accessing library resources. If the old library site was then leased, the rental income generated could also be used to mitigate the need for further cuts in service. Alternatively, income could be secured through the redevelopment of the site.

As part of the first phase of consultation, residents were invited to comment on three potential options that were modelled to illustrate a combination of factors; the number of library sites, size of libraries and management of libraries. Residents were also invited to put forward alternative proposals. Two of the three options would result in the closure of some library sites. Overall, residents expressed a preference to maintain the same number of library sites. Therefore it is proposed that no library site will close.

In order to maintain the same number of existing library sites within a reduced budget, the Council has considered a range of options to develop a revised offer in relation to opening hours and the availability of the service offered at each site.

The library offer at static library sites sits within a wider service offer that includes a digital library available 24-hours a day, 7-days a week, home and mobile library service for vulnerable residents and library services to schools.

4.2.3 Service offer at each site and within each locality:

In order to maintain the current number of sites within a reduced budget envelope the service offer will need to change. The current offer is differentiated by site, organised across a cluster of libraries within a locality. The council has considered how it could more clearly set out a new revised library offer. It has developed three categories libraries (below) with each category of library offering an agreed range of services. Each locality would comprise a minimum of one Core library, one Core Plus library and one Partnership library.

Phase 2 consultation sought residents' views on the proposal to have three categories of libraries; Core, Core Plus and Partnership libraries arranged within four localities of the borough. This enables a range of library services to be available in each part of the borough.

- Core libraries would provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas.

- Core Plus libraries would provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs.

- Partnership libraries would be developed jointly with local communities and remain part of the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

The consultation proposed four localities as follows:-

West: Grahame Park (Core Plus), Golders Green (Core), Hendon (Core), Childs Hill (Partnership)

East: Chipping Barnet (Core Plus) Osidge (Core), East Barnet (Partnership),

North: Edgware (Core Plus), Burnt Oak (Core), Mill Hill (Partnership)

Central: Church End (Core Plus), East Finchley (Core), North Finchley (Core), South Friern (Partnership)

The range of services and resources that would be available at each category of library is set out in Product Catalogue in Appendix C.

The council considered the needs analysis in developing the proposed criteria for categorising each library including:

- use of libraries, how many visitors, borrowers and general transactions
- demographic need within the local area, including considerations of deprivation levels and population growth
- access –location and transport links
- library site – the size and quality of the library site.
- the need to develop a locality model, with a geographical spread of Core, Core Plus and Partnership libraries.

The proposal included reducing the size of libraries in order to release space for income generation. The consultation set out the proposed minimum size for each category of library - Core libraries would be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries would be at least 1,900 square feet in size. The first round consultation had proposed a minimum of 540 square feet which residents roundly rejected.

Overall, just over two in five respondents in Phase 2 of consultation either agreed or strongly agreed with the locality model as a way to reduce costs and maintain all 14 static sites. Of those who supported this approach, 68% of panellists agreed or strongly agreed compared to 24% of open questionnaire respondents. In focus group discussion, respondents expressed concern at the scaling down of resources in Core libraries although there was some acknowledgement that the proposal would keep all libraries open, rather than closing which was seen as the least desirable option.

4.2.4 Staffed hours at Core and Core Plus libraries

The majority of the cost of operating libraries relates to the cost of staff. The council has considered the cost of staffed hours alongside new opportunities afforded by technological developments that enable library services to be offered unstaffed. It has sought resident views on new ways to offer services and has considered the role of volunteers in helping to support the library offer.

Reducing staffed opening hours directly reduces the cost of the staffing structure as fewer staff are needed. In Phase 1 of resident consultation, a reduction in staffed hours was opposed by respondents (71% of panellists and 88% of open questionnaire respondents). Many respondents felt that libraries needed qualified, professionally trained staff on hand to assist and help vulnerable user groups such as the elderly. It was reported that staff also provided reassurance around safety and security.

At present, most front line staff in libraries are not required to be qualified librarians. The council now maintains a core group of posts that require a professional library qualification in order to support front line library staff.

As staffing costs account for such a significant proportion of the library operating budget, the council has had to consider reducing staffed hours in order to maintain all 14 static library sites. Within the reduced staffing resource, it is proposed to maintain, as now, a core of professionally trained librarians to support front line staff in libraries.

Currently, Barnet libraries have at least two members of library staff on duty during opening hours. Some local authorities across the country operate lone working within libraries. This approach is more often adopted in smaller, rural libraries and is rare in London. This option is not included in the proposal.

The council has considered the scale of budget reduction required alongside the opportunities now available to offer technology-enabled opening, and the potential to harness capacity of volunteers. It is proposed to reduce staffed hours by up to 70%. Although a reduction in staffed opening hours was opposed by the majority of respondents in the consultation, on balance, the proposal gives more weight to the clear views from residents that no libraries should close.

Alongside this reduction, it is proposed to invest in the 'technology-enabled' library model and to develop volunteer supported opening to make available library services outside of the staffed hours, increasing total opening hours by 42%.

In developing an outline timetable for the reduced staffed opening hours, consideration will be given to:

- peak usage times; the first phase of consultation explored the views of residents on the relative importance of days of the week and times of the day.
- demographics of the local area
- usage by targeted groups.
- opening across the network, and
- ability to efficiently rota staff.

The reduced staffed hours will be arranged to offer a range of opening hours at each site across the week to ensure a spread of morning, afternoon, weekend and evening sessions are available within each locality.

To support the reduced staff hours, it is proposed to develop an enquiries and homework email service to be delivered Monday to Friday 9.30am – 5pm, whereby staffed sites could respond to information and reference enquiries from customers utilising technology-enabled hours in other unstaffed libraries during these hours (see below).

4.2.5 Technology-enabled opening at Core and Core Plus libraries

The use of technology allows for a library to open and close without the need for staff to be on site. Visitors access the library during unstaffed periods by scanning their library card and entering a unique PIN. Once inside residents are able to use self-service technology to borrow and return items, use computers, print and copy.

The Council has explored the views of residents in relation to the use of technology-enabled opening hours in both phases of resident consultation and has undertaken a pilot of technology-enabled opening at Edgware Library. Full

results of the both phases of consultation are set out in Appendix E and I. The full results of the Edgware pilot together with the results of a survey of residents who have registered to use technology-enabled opening the set out in Appendix F.

The first phase of resident consultation explored resident's views on opening hours and sought views on the 'technology-enabled' library approach. Some of the key messages in the first consultation were:

- Many library users reported that they would not feel safe or secure when using an unstaffed library and expressed concerns that stock and equipment would be at risk of theft or damage. However, some residents reported that they would feel confident - the proportion of panellists who said that they would feel confident about using an unstaffed library (63%) was more than twice the proportion of open questionnaire respondents who felt this way (30%);

- Some particular concerns related to the inadequacy of CCTV that is not monitored in real time: no-one on hand to assist with enquiries, emergencies (e.g. medical) or customer disagreements; the unreliability of self-service technology if there were no staff to assist; a decline in the number of people using libraries;

- While the majority of respondents and panellists indicated that the use of volunteers might encourage them to use an unstaffed library, the view of many individuals providing further comments was that they would not be an adequate replacement for highly qualified, experienced and professional members of staff (although there was some support for a view that volunteers could complement the existing service).

Phase 2 of resident consultation explored how likely residents were to use a library during technology-enabled opening hours. Panellists again differed from the open questionnaire respondents with 39% saying they were likely to very likely to use a library during TEO hours compared to 21% of open questionnaire respondents. Participants in focus groups also expressed concerns around safety and security, risk of damage to books and stock, lack of staff to intervene in the event of any misbehaviour etc. However, some participants were more positive about the potential opportunity for technology to extend opening hours.

Respondents were also asked what would encourage them to use TEO. Whilst 8% of panellists reported that nothing would encourage them, over 41% of open questionnaire respondents gave this answer. The presence of volunteers topped the list for those that offered a response (34%), followed by additional security (22%), on site access to toilets (14%), training (11%) and other (28%).

The use of technology-enabled opening has been tested during a pilot project at Edgware Library, starting in July 2015. The pilot offered TEO hours to extend the current opening hours, from 7am to 10 pm weekdays and sessions before opening on Saturday and Sunday. Between July 2015 and the end of January 2016:

- 1,115 customers have registered to access Edgware Library during extended hours (as at 31st January 2016);

- 518 individuals used the library during TEO hours (as at 31 December 2015)

- There have been 3,800 entries to Edgware Library during the pilot TEO hours, averaging 540 visits per month (as at 31 December 2015) and

- Of the 5,640 transactions recorded during TEO opening hours, 50% were book issues, 33% were PC session and 17% was wi-fi use.

- TEO customers vary from those who make sporadic use to some residents who make weekly or daily use. The most popular times of use are between 6pm and 9pm (Monday to Friday), 7am and 9am (Monday to Friday) and on Sundays 10am to 2pm.

- Of the 518 users, there are a similar number of men and women although more entries are recorded by men than women.

- Usage was measured across the opening hours with peak transactions early morning, early evening and mid-evening. Fewer transactions were recorded in the final hour of opening. The TEO user survey also revealed that the TEO was popularly used on a Sunday when the library was previously closed.

- No incidents of theft or damage have been reported

The survey of library users who had registered to use TEO found that:

- The majority of those using the TEO hours are doing so alone.
- The majority of those using the TEO hours agreed with the current policy that under 16s should be accompanied by a registered user aged 18 or over.
- Of those who had registered but not yet used the TEO service (34% of survey respondents), the majority gave not yet having a need to use the extended hours as their reasoning.
- Just 8 respondents had experienced any difficulty using TEO service and more than three quarters said they would be very likely or fairly likely to use the service were it to be continued in the future.
- The service is providing a number of benefits to users, most notably offering flexibility to use the library to fit around working, studying and childcare arrangements. Other benefits included reduced noise levels; greater time available for studying; and increased local parking availability.

During the consultation with residents, three particular issues have been identified as concerns in relation to the impact of the further roll out of TEO:

- Access to TEO by children and young people
- The provision of toilet facilities during TEO hours
- Safety and security during TEO hours

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These are considered in detail below.

Access to Technology-enabled Opening hours by children and young people

During the pilot, the TEO was available to all children. Children aged 16-18 years old were able to register for TEO with the consent of their parent or guardian. Children up to 16 were able to use the unstaffed library if they were accompanied by a registered user over the age of 18.

Since the onset of the pilot, the DCMS has published an updated good practice toolkit 'Libraries shaping the future; good practice toolkit' on 29 January 2016, which includes guidance on TEO. The DCMS guidance states that '*with reference to safeguarding, children and young people under 16 years need to be accompanied by an adult to enter the building. Given this it is important that staffed hours meet the requirements of children and young people who wish to visit the library unaccompanied*'

There are a number of considerations in relation to setting the requirements for children to be accompanied when using TEO opening hours when the library is unstaffed. The first relates to safeguarding. In many areas of public life, it is accepted that younger children require additional measures to be kept safe. For example, many schools require younger children to remain on site at lunchtimes but as they get older, the school allows pupils to leave the school site at lunchtime. In the UK, a number of legal rights are conferred at age 16, that recognise the independence of the young person and as stated above, this is the age recommended in the Government's good practice document. Barnet's pilot arrangement also reflected the arrangements in Peterborough where TEO has been rolled out across 10 libraries with under 16s also required to attend with an adult during unstaffed periods.

The TEO system allows all users to access libraries from 7am right through to 10pm in the evening. The technology does not allow a restriction to be placed on particular groups of registered users in order to, for example, only allow children access up to 6pm. Even if the technology is further developed to allow this, it is not possible to ensure that children in the library would leave at a particular time. Therefore we have had to consider that allowing younger children to register and use the TEO opening unaccompanied, in effect, allows access for the entire range of opening hours, through to 10pm at night.

A further consideration is the overall experience for all library users. Whilst the vast majority of younger pupils currently using the libraries after school do so in full respect of the needs of other library users, there are occasions when groups of pupils need to be reminded by library staff to study quietly. There is a risk that the provision of a warm, unstaffed space after school, open until 10pm, may attract younger pupils who are seeking somewhere to relax and socialise without supervision, rather than study.

The impact of the requirement for children under 16 to be accompanied during TEO hours together with the proposed reduction in staffed hours has been a significant issue raised during public consultation.

In the current staffed Barnet library offer, children under 8 are not allowed to enter or use the library on their own. We explored with primary aged children how common it was for primary aged children to go to the library unaccompanied. It was rare with only a few Year 6 children (aged 10-11) reporting that they had ever been to a library on their own, with one or two reporting that they had gone into the library on their way home.

During the Phase 1 , residents raised concerns about the 13-15 age group. Residents were concerned that the requirement for children of this age group to be accompanied by an adult to access the unstaffed opening hours, may mean that those children who did not have an adult available to accompany them, would not have access to study space after school.

This was a focus of the Phase 2 consultation, both in the resident and panel survey, in the survey of TEO users, in focus groups with children and young people and in phone interviews with secondary headteachers.

In the resident survey we asked respondents whether they agreed with the proposal that young people under 16 should be accompanied by a registered library user over the age of 18, 61% of panellists agreed with the proposal, compared with 35% of open questionnaire respondents. For those not in favour, most felt that age 13 would be a more appropriate age. However, it needs to be borne in mind that a third of respondents said that they themselves would never use a TEO library.

We also explored this issue with those library users who had registered to use the library during the Edgware pilot. 76% of those who have used the extended technology-enabled hours agreed that under 16s should be accompanied during TEO hours.

The main concern of residents was that children that currently go to study after school would no longer have access to the same arrangement to study (study space, ICT equipment, resources) if they could not identify an adult to accompany them to the library. The reduction in staffed hours would also reduce accessibility to trained library staff.

In the consultation with children and young people, there was a view expressed that some children under 16 are mature enough to use the library unstaffed. Most children and young people felt that the age requirement should be lower than 16. It was a common view that 13 to 15 year olds would not have an adult willing to accompany them and therefore would not be able to access the library during TEO hours. However, in discussion, it was acknowledged by some, that groups of pupils after school in libraries can sometimes become rowdy and need the intervention of a staff member. A few children and young people reported that some children go to the library after school until their parents

could collect them, in effect, using the library as alternative childcare. The council has no information as to how prevalent this practice may be.

Children and young people shared residents' concerns in relation to the potential risk that for some children and young people, the proposal would mean that they did not have the same access to study as now. There was particular concern for children leading up to, and during exam periods.

In the consultation, many respondents felt that the requirement for children under 16 to be accompanied by someone over 18 would mean that this age group would not have the same access to study as now.

During staffed opening hours, children and young people under the age of 16 can access the library unaccompanied as now and there is no change to the current access arrangements. For those over 16, with parental consent to use the library during TEO unstaffed hours, the proposal extends the hours that the library facilities are available for study. These additional hours are also available for younger children who are accompanied by an adult. Therefore, for this group of young people, the time the library service is accessible for study has increased by 42 per cent. It is also proposed enable TEO access for students studying in Year 11 and who are aged 15. These young people would require additional ID verification and authorisation from their school or college before being able to register and use the library during TEO hours.   An overview of TEO access is detailed below:

Customer Group	Entry/ registration requirements
Adults (18 years and above)	No guarantor required Library membership required Name and address ID (cross checked with library membership data) Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Young People (16 years – 17 years)	Parental guarantor required Library membership required Name and address ID of young person (cross checked with library membership data) Name and address ID of guarantor or membership number if already a library member (cross checked with library membership data). Details of school/ college attended (where applicable) Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Young People (Year 11 up to 16 years)	Parental guarantor required Library membership required Name and address ID of young person (cross checked with library membership data) Name and address ID of guarantor or membership number if already a library member (cross checked

	with library membership data). Details of school/ college attended School/ college stamp required. Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.
Children up to 16 (excluding year 11s, see above)	Access only with registered TEO member (18 years and over) only Terms and conditions (expected behaviour and sanctions) given to every customer and displayed in each library.

However, the proposal would see a reduction in staffed library hours, reducing the accessibility of the library for those younger children who are not in Year 11 or who are not able to be accompanied by an adult to make use of the extended TEO hours. We have considered how best to balance the needs of younger children who cannot be accompanied, with the needs of other library users in order to develop a pattern of staffed hours within each locality.

Within each locality, the staffed opening hours across Barnet's Core libraries and Core Plus libraries will offer after school sessions on two afternoons each week, with one late night staffed session until 8pm. During these times, this cohort can access the libraries as now, albeit some young people may need to travel further or change their preferred location to study. All Core and Core Plus libraries will have staffed weekend opening hours with nine libraries open with staff for a minimum of half a day on Saturday and five libraries staffed for half a day on Sunday.

In addition to the physical study and learning resources held at each library site, Barnet Libraries will also continue to offer a range of online study materials via the Barnet Digital Library. These can be accessed online from home or school and include resources such as Encyclopaedia Britannica and Oxford Reference Online – a collection of over 170 different reference sources. The Barnet Libraries webpage for children will be redesigned so that access is made easier for young people wishing to use these online study materials.

In considering the impact of the proposal on children who are not accompanied and therefore not able to use TEO opening hours, we have looked at what other facilities and opportunities are available, to supplement the staffed hours that will be on offer across the locality.

We have also collated data on the arrangements that Barnet secondary schools offer and explored with secondary headteachers the sort of opportunities offered in schools for their pupils to study. All of the schools that provided information offer a range of study and homework opportunities for their pupils. All offer after school facilities in their school library or other study space. Schools tended to open for up to an hour before school and for one and half to two hours after school to enable pupils to come into school to access study space and computers. The offer ranges from using the school library to

supervised study clubs for pupils needing assistance with their homework. Some offer more access for older children, particularly sixth formers who can work unsupervised, who can come into the school as long as it is open.

It was not common for schools to make open access arrangements available at weekends although most offered homework clubs, revision sessions, exam preparations at weekends and holidays, particularly as the exam season was approaching.

Examples of facilities offered by Barnet Secondary schools

School	Examples of facilities available for pupils in Barnet schools outside of core school hours –
School A	Library and Homework club Monday - Thursday to 4.30/ Friday to 4pm
School B	Library/Learning Resource Centre open from 8am – 4.30 (Monday to Friday). Homework club for students needing extra support
School C	Library and computer suite open 8.15 to 5pm (Monday to Friday) ICT room 3 - 4pm. (Monday to Friday)
School D	Library open 7.45-5pm term time, space to study and computers.
School E	Library open 8:05 to 4:30 pm (Monday to Friday - 4pm Fridays) Homework clubs/workshops until 4:30 or 5:00.
School F	Library used for a homework club after school 4 nights a week.
School G	Library available from 8:30-4:15 from Monday to Thursday
School H	School open from 7am to 7 pm for children to use facilities.
School I	Library/school open 8am to 5.45pm (Monday to Friday) to access the school library and study spaces. Homework sessions where staff are on hand to assist
School J	Library 8.30 to 4.30 (Monday to Friday) School open 7am to 7pm
School K	Library 8am to 5pm (Monday to Friday) Ad hoc arrangements leading up to and during exam periods
School L	School ICT facilities 8 - 4.30pm (Monday to Friday)
School M	School Library open until 6pm Mon-Thurs 4.30 pm on Fridays
School N	School Library available before school from 8.15 and after school until 4.15pm. Ad hoc arrangements leading up to and during exam periods Specific subject related homework sessions
School O	School Library available 8 to 4.30 Monday to Friday Ad hoc arrangements leading up to and during exam periods Specific subject related homework sessions
School P	School Library operates homework club 8 to 8.20 before school and 3.20 Ad hoc arrangements leading up to and during exam periods

	Homework sessions by subject area
School Q	School library open 8-4 Monday to Friday during term time
School R	Study space available between 8 and 5 during school opening hours
School S	Library available Monday to Thursday 3.55 to 5pm

Schools advised that they also offered a range of other activity to support their pupils including subject specific homework clubs, targeted sessions for pupils requiring more support such those with special educational needs, revision sessions during exam periods for GCSE and A level students. In the consultation with children and young people, some young people explained that they did not want to stay in school to study after school, some young people wanted to study away from their peers and one young person explained that school internet access was too filtered, not allowing access to the internet pages she wanted. However, the table above indicates that for children attending Barnet schools, their school offers an opportunity for study space or librarian support that helps to supplement the public library offer.

As well as study space, we explored, with children, young people and secondary headteachers, the availability of technology at home or school. Almost all children reported having access to a device at home or to a mobile phone. Schools are also increasingly communicating with parents only on-line, through electronic newsletters, website and text alerts. One secondary HT reported that a recent initiative to move to on-line services elicited very few families reporting that they did not have access to use an on-line service. However, whilst accessing information through phones or small tablets is possible, some secondary headteachers felt that these smaller devices can be less useful for studying large amounts of data and information, required for some homework activities. Therefore pupils continue to make use of ICT facilities before and after school.

Schools varied in the availability of computers with one having up to 50 PC's available for after school use and one reported having as few as six. ICT facilities are available during TEO hours and therefore for those over 16, with parental consent to use the library during TEO unstaffed hours, the proposal extends the hours that ICT facilities are available. These additional hours are also available for younger children who are accompanied by an adult. For this group of young people, the proposal will increase the time the ICT facilities are available for study by 42 per cent.

Particular concern has been expressed in relation to children taking exams. For those young people studying for A levels or other post 16 qualifications TEO extends the offer as long as the pupil has parental consent. Schools also often offer more open access to study space for their sixth form students.

For younger pupils taking GCSE's at age 15/16, schools often arrange revision and study sessions targeted at this year group. Under the proposal, all pupils in

Year 11 would be eligible to use TEO with parental and school consent. The decision to extend TEO access 15 year olds in Year 11 will be reviewed after a year of operation.

There are also a number of voluntary organisations offering homework clubs and other forms of study support in the borough in addition to that provided via the mainstream school system. For example, there are over 30 supplementary schools in Barnet who work with children and young people aged between 5 and 19 years of age, offering after-school and weekend activities such as extra classes for English and maths, individual help and private study. More detail about Barnet's supplementary schools can be found at the Barnet Supplementary Schools Forum: http://www.barnetssf.org/.

Toilet facilities during technology-enabled opening

There is no freestanding legal requirement to provide public toilets within public libraries but removing access to them, once provided, needs to be considered from the point of view of public welfare, and also from an equalities standpoint. Certain groups may be affected more than others e.g. some disabled people, the elderly, young children and those accompanying them, and pregnant women. However, there are currently public toilet facilities in 12 out of 14 Barnet's libraries   Childs Hill Library and Grahame Park Library do not offer public toilet facilities. Many of these facilities have been added to buildings in the last 8 – 10 years. The current configuration of library toilet facilities in each library is represented below:

Library	Adult toilets	Child toilets	Combined	Facilities for disabled people	comment
Burnt Oak					Located on ground floor customer service area
Childs Hill	X	X	X	X	
Church End	√	X	X	X	Located upstairs
Chipping Barnet	√	X	X	√	
East Barnet	√	X	X	√	Single toilet
East Finchley	√	X	X	X	
Edgware	√	√	X	√	
Golders Green	√	X	X	√	Single toilet
Grahame Park	X	X	X	X	
Hendon	√	X	X	√	

Mill Hill	√	√	X	√	Single toilet in public area
North Finchley	√	√	√	√	No DDA toilet on the ground floor
Osidge	√	X	X	√	Single toilet
South Friern	√	X	X	√	Shared public and staff toilets

There is considerable variation in available toilet facilities. Much of this is related to the nature of the building concerned, the amount of available space and the plumbing arrangements. Only nine of 14 sites currently have facilities for physically disabled clients. Where public toilets exist, these also contain baby changing units. Where child specific or combined adult/ child facilities exist these are generally located adjacent to children's activity space and are only accessible to the groups hiring those spaces.

During the pilot, the toilet facilities at Edgware were not available for public use. The rationale for this was based on the following factors:

- Safety and security – although the entrance to the toilet can be covered by CCTV, this cannot apply to the inside of the facility. It would not be possible, therefore, to identify inappropriate behaviour or illness and injury. In this instance live monitored CCTV would not be able to mitigate risk.

- Maintenance – maintaining public library toilet facilities presents a number of challenges and experience shows that significant damage can be caused to toilets even in staffed periods. As a consequence many libraries control access to toilets, keeping them locked until required.

A notice is placed upon the toilet door to indicate that the facilities are only available during staffed hours. No formal complaints have been received by users of TEO regarding the lack of toilet provision though this was raised by several respondents to the TEO survey.

However, more general concerns have been voiced by residents that the lack of toilet facilities could inhibit the use of TEO opening hours, particularly by residents who may be particularly affected (see above). The second phase of consultation explored what would help encourage respondents to use technology-enabled opening. On site access to toilets was raised by 14% of respondents to the question, compared to 32% for the presence of volunteers, 21% additional security and 12% training.

The council has carefully considered whether it could offer on-site access to public toilets during TEO hours.

In relation to CCTV arrangements, it would be possible to locate cameras to monitor entry and exit to toilets. However, it is not possible to film or monitor inside the toilet area or cubicle. This means that the safeguarding risk coupled with the risk of not being able to respond in a medical emergency, and the risk of damage to property outweigh the benefits.

Public library toilets are notoriously difficult to maintain and are often subject to misuse. Several libraries (East Barnet and Golders Green) keep their toilets locked with customers having to request the key in order to use them. This practice is replicated across a number of London libraries (see table below).

Golders Green has a macerator toilet due to the nature of drainage and waste management within the building. This type of toilet can be easily damaged and is costly to repair. This has been a significant problem in the past.

The provision of public toilet facilities in London's libraries is broadly similar to that in Barnet and can be seen in the table below:

Borough	Are toilets provided in all public libraries?	Controlled access
Local authority A	X	X
Local authority B	X	X
Local authority C	√	Not available in TEO time
Local authority D	√	X
Local authority E	√	Limited access at 1 site due to listed status
Local authority F	√	X
Local authority G	√	Most libraries control access via a key due to inappropriate behaviour
Local authority H	√	X
Local authority I	√	Children's toilets generally locked and accessible via a key
Local authority J	X (4 of 7)	One site controlled via RADAR key due to damage
Local authority K	√	Only accessible to those with a library card.
Local authority L	X	X
Local authority M	√	1 site toilet is DDA and baby changing only

Whilst more libraries have toilets than don't, many London boroughs control access to some if not all of their toilet facilities in large part due to inappropriate behaviour and costly damage.

When staffed, toilets can be closed until they are cleaned. This is not possible during unstaffed hours and therefore, unclean or waterlogged floor surfaces could persist. The issue could not be promptly identified as these areas are not able to be monitored by CCTV.

We have carefully considered the National Key Scheme often used for accessible toilets for people with disabilities. However, again it is not possible to make use of CCTV inside the toilet cubicle and therefore this does not address the issue of being able to promptly identify inappropriate behaviour or illness and injury during unstaffed opening.

There are considerable numbers of public toilets located across the Borough. We mapped the proximity of public toilets to the libraries using the 'Great British Public Toilet Map'. However a number of these are located in shopping centres or buildings that will have opening hours shorter than those of the libraries during TEO. The majority of public conveniences are located in town centre areas.

Of the alternative toilet facilities listed by the 'Great British Toilet Map' only Burnt Oak, Edgware, Church End and Chipping Barnet libraries are located within reasonable walking distances of these facilities. The table below maps the alternative toilet facilities by each site where it is proposed to roll out TEO opening:

Library	Alternative Public toilet facilities
Burnt Oak	Tesco Metro, public toilet pod outside library building
Church End	Ballards Lane, Victoria Park
Chipping Barnet	The Spires Shopping Centre
East Finchley	Cherry Tree Wood
Edgware	The Broadwalk Shopping Centre
Golders Green	Bus and tube station
Grahame Park (to be renamed Colindale)	Montrose Playing Fields, RAF museum New library to be co-located with Barnet and Southgate College
Hendon	Bell Lane, Hendon Park
North Finchley	Friary Park, Stanhope Road, Tally Ho Bus Station
Osidge	Oak Hill Park

People arrange their day to day life in the knowledge that not all services or places they visit offer toilet facilities and that they may need to use public toilets or make other arrangements – such as using toilets in cafés, pubs, shopping centres. Library toilet opening times (these will correspond with the staffed and volunteer supported TEO hours) will be clearly communicated both in the library building and online. Furthermore, we will display in each library public toilet facilities in the local area.

Security and safety arrangements for technology-enabled opening
Enabling libraries to be opened unstaffed, using technology raises important considerations in relation to safety and security. During the pilot a number of approaches were tried and tested to inform the proposal to roll out TEO to other library sites.

Preparing the building: To facilitate delivery of the pilot, the Council undertook a risk assessment of Edgware Library and made a number of changes to the building. These changes included:

- Replacement of rear fire exit with ramped access and push bar.
- Magna locks fitted to all emergency exit doors – these locks release when the fire alarm is activated.

- Front doors linked to fire alarms to ensure automatic opening in the event of a fire.
- Gate fitted to the staircase leading to the upper study area, and bannisters enclosed.
- Staff areas and areas not accessible during TEO secured with coded locks
- Additional lighting provided in the lobby area to increase light levels.
- CCTV cameras located in all public areas of the building and external

The upstairs room and the toilets were not made available during TEO hours

To implement the proposal to roll out TEO to Core Plus and Core libraries a detailed site assessment and risk assessment will be conducted. The risk assessment for each site will be informed by the nature and characteristics of the building, the particular layout and the location of services within the building etc. The following building risk assessments have been completed for the Edgware pilot and will be updated in line with any roll-out:

- Burst pipes
- Critical incident plan
- Gas leaks
- Movement of public around the site
- Moving equipment and books
- Use of the photocopier
- Use of portable electrical equipment
- Use of public computers
- Roof leaks
- Site cleanliness and hygiene
- Trip and slip hazards
- Use of office equipment
- Vandalism
- Vehicles on site
- Violence at work

Building related risk assessments are the responsibility of the premises manager who would follow council health and safety policy in relation to risk assessment and control. Where there are technical risks, they would seek the advice of professional officers, including the Council's building services team and the Council's health and safety service.

Promoting the safety and security of users and stock: The TEO system works using a barcode and PIN system to gain entry. Library users are required to register to use the system and their details are recorded. Currently, people wishing to register for a library card do not have to provide proof of identity or proof of address. This requirement was removed several years ago in a desire to streamline joining the library and to make it easier for residents to become library members. Public libraries lose very little to theft and damage. Library users requesting to access TEO during the Edgware pilot were required to be a registered Barnet library member and were required to complete a TEO application form and register to use the scheme

In extending TEO to other Core and Core Plus libraries it is proposed to require one form of personal identification for all library users registering for access during TEO. Registration forms from Year 11 students (15 years old) will also require the official stamp of their school or college.

For the pilot of TEO, the council installed event recorded CCTV. This system records all activity in the library during TEO hours. Should an incident be reported, CCTV footage can be checked (in accordance with data protection regulations which proscribe the circumstances that CCTV can be used as evidence).

The TEO system records the barcode and PIN details for each entry to the building, thereby creating a record of users. Together with the event recorded CCTV the council was able to check CCTV in relation to two reported incidents (see Appendix F Report of Pilot).

For the Edgware pilot the council also made users aware that staff/personnel would enter the building from time to time and for this purpose the council engaged security staff. The security staff individual was not uniformed. At the outset for the first three months, the security staff member presence was significant but over time, the staff presence became a regular patrol of the building and its surroundings.

During the pilot, a fire drill was successfully undertaken during one of the early evening extended hours sessions, with users vacating the building as required. All technology functioned correctly. A further fire drill is planned.

In both phases of consultation, concerns about the safety and security aspects of the proposal have featured including:

- Library users would not feel safe or secure when using an unstaffed library
- Stock and equipment would be at risk of theft or damage
- CCTV is an inadequate security measure, particularly if it is not being monitored in 'real time'
- There would be nobody on hand to assist users with any queries;
- There would be nobody on hand to respond to or manage difficult situations e.g. medical emergencies, accidents on-site, disagreements and arguments, etc.

In the Phase 1 consultation and again in Phase 2, respondents were asked what might help encourage use of an unstaffed library. Whilst for some respondents, nothing would encourage them to use an unstaffed library, for others responses, included having volunteers on site, having staff on site, and the introduction of live CCTV.

Although there have been no incidents of substance during the pilot phase, the council has considered the views of residents and the Edgware pilot. It has considered a number of options to enhance security arrangements including full time security guards at each site (annual cost of £510k), roving security patrols

(annual cost of £200k) and live CCTV at each site supported by an emergency response (annual cost of £75k),

On balance the council considers that moving to live CCTV supported by the council's existing emergency response arrangements will help to meet residents' concerns about safety and security and encourage more residents to use TEO opening. Therefore it is proposed to provide live CCTV monitoring during all TEO opening hours. This will enable live monitoring of the library system which will be supported by the council's existing emergency response arrangements. The person monitoring library activity will also be able to summon emergency assistance from existing emergency services if necessary. In summary, live CCTV will provide:

- CCTV coverage in publicly accessible areas in TEO libraries
- CCTV monitored in real time
- Audible link to enable CCTV centre to communicate with library users
- CCTV centre to alert emergency services if required
- CCTV operator able to control individual cameras to monitor incidents or track behaviour
- CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes
- Retains CCTV evidence for an agreed period.

Live CCTV will be installed at all TEO sites and its operation will be a requirement of opening during TEO scheduled hours. In the event that live CCTV monitoring is not operational, TEO opening hours will be maintained through the deployment of a security staff individual, at a cost of approximately £15 per hour.

In relation to unplanned episodes of service unavailability due to technical reasons, there have been three periods during the pilot where the service was unavailable due to technical difficulties. Two periods were short. The latest third period is due to a problem with a related system server and this issue is taking longer to rectify. The failure relates to a corruption of the library database and its back up system. For the TEO pilot, entry to the library by a registered TEO user is authenticated through the main library database. As the main database is not operational at the time of writing, the extended opening hours at the pilot site have been temporarily suspended.

Appendix L sets out the circumstances of the failure of the main library database, the reasons for the failure and the steps being taken to rectify the issue. It sets out changes to where the system data is stored and the way back ups for the system are held to mitigate against this happening again. It also sets out the contingency plans and timetable for implementing the contingency plan in the unlikely event of a future whole data system failure. The contingency plan will maintain a library service at Core and Core Plus libraries through the deployment of additional staff at an estimated cost of £75k per month. The library service would operate from 9 to 5 over six days at Core Plus libraries and five days at Core libraries.

4.2.6 Technology-enabled opening supported by volunteers at Core and Core Plus libraries

The most significant factor that residents stated would help increase the use of a 'technology-enabled' library was the presence of volunteers with over 72% of the panel survey and 55% of the open questionnaire in Phase 1 consultation giving this response. In the Phase 2 consultation, residents were first asked how likely they were to use TEO and then what would encourage them to use it. 81% of panellists and 32% of respondents, who provided an answer to what would encourage them, reported that the presence of volunteers would.

We have given careful consideration to the views of residents and consultees. For the roll out of TEO the proposal is to:

- Require library users to provide proof of identify and address when registering for TEO access.
- Undertake a detailed site by site risk assessment.
- Deploy 6 hours of volunteer supported TEO at each site.
- Implement live monitored CCTV at all locations. Cameras would be monitored in real time during all unstaffed hours from a centralised control room
- Utilise the council's existing emergency response service to respond to any incidents.
- Develop an enquiries and homework email service to be delivered Monday – Friday 9.30am – 5pm, whereby staffed sites could respond to information and reference enquiries from customers utilising TEO hours in other libraries.
- Improve access to online study support materials held as part of the Barnet Libraries Digital Library, redesigning access for children and young people and ensuring that all secondary schools are aware of the resources available.

4.2.7 Opening hours within each locality

A range of the three types of opening hours and will be available across the week in each locality;

- Staffed hours
- Technology-enabled opening hours
- Technology-enabled opening hours supported by volunteers.

Opening hours will be staggered across a locality to maximise the variety of staffed, technology-enabled and volunteer supported hours within a given geographical area.

Each Core and Core Plus library will be staffed for one evening per week with evening openings staggered to ensure that libraries within close proximity to each other are staffed on different evenings.

Volunteer supported hours and day time technology-enabled hours will be matched with staffed hours elsewhere to provide additional support and security and to facilitate the resolution of more complex customer enquiries.

4.2.8 Sources of income

The library service currently raises around £500k per annum 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.

Additional income can help to support the continuance of the library service and some areas for maximising revenue were explored during the consultation with residents including;

- Installing commercial collection points (e.g. Amazon lockers);
- Advertising and sponsorship;
- Increased hiring out of the library space;
- 'Barnet Libraries Supporters Scheme' available on subscription;
- Installing more vending machines;
- Hiring out of parking spaces; and
- Reviewing current fees and charges

Separate consideration is given to the commercial or community letting of non-library space below.

There was a strong sense across the qualitative strands of the first phase of consultation that the library service could be far more enterprising and visionary in terms of income generation, and there were many suggestions for how revenue could be generated (e.g. cafés and limited charges for activities). Similarly, panellists and questionnaire respondents tended to be supportive of proposals such as increased hiring out of library space, as well as advertising and sponsorship. Nonetheless, there were some caveats (e.g. it was suggested that not all sponsors would necessarily be appropriate partners), along with some sense that libraries should maintain their public character and ethos, without becoming unduly commercial.

At least half of both respondents and panellists in the first consultation supported the following proposals, although larger proportions of panellists tended to be supportive: Increased hiring out of library space (82% of panellists; 79% of respondents); Installing commercial collection points (e.g. Amazon lockers) (83% of panellists; 64% of respondents); Advertising and sponsorship (82% of panellists; 67% of respondents); 'Barnet Libraries Supporters Scheme' available on subscription (74% of panellists; 59% of

respondents;); Installing more vending machines (62% of panellists; 50% of respondents). However, there was some concern about the potential harmful impacts of charging fines for children's stock.

In terms of creating revenue, participants across the various consultation strands suggested: co-locating a library with a café/coffee shop; hiring out surplus space where possible (for both leisure activities and to businesses for workshops and meetings); charging those who can afford it for computer classes and activities such as Stay and Play, music groups and book clubs; introducing more chargeable services such as soft play, foreign language classes, literacy classes, theatre groups, job clubs, talks, book clubs and a conversation café; developing an online shopping pick-up service; commercial sponsorship; and, importantly, hosting other organisations within libraries - and, where possible, "charging them for the privilege".

All of the areas explored, apart from two, were supported by a majority of both respondents to the open questionnaire and the citizen's panel questionnaire. There was less support for the proposal to hire out parking spaces at libraries, which received a majority of support in the citizens panel questionnaire and 45% support in open questionnaire. Likewise the proposal to review library fees and charges was supported by 46% of citizen panel respondents and 38% of open questionnaire respondents.

It is proposed to move forward with a range of income generation opportunities:

Increased hiring out of the library space: Within the library 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.

Reviewing fees and charges: The opportunities to renew library items, therefore avoid fines, has 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.

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.

The proposal raises the rate of adult fines to 25p per day and introduces a fine for the late return of children's materials of 5p per day. A number of London Boroughs already levy charges for the late return of children's items.

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 G.

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.

Advertising and sponsorship: 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. The proposal expands the use of advertising display windows and cabinets for use by local residents, businesses and community organisations.

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.

Barnet Libraries Supporters Scheme' available on subscription: A number of library authorities operate a form of supporter scheme whereby customers pay an annual fee (circa £10 - £25 p.a) for discounts on events and special offers from the library service and from partner organisations. This proposal introduces such a scheme to Barnet.

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. To increase efficiencies within the administration of this service it is proposed that scores are only sourced internally. 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 charges for sets and scores as outlined in Appendix H.

Hiring out of parking spaces at libraries: It is proposed that the Council hire car parking spaces at Chipping Barnet Library. These spaces are currently in the staff car park and therefore will have no impact on the general public. The proposed charge for these spaces is estimated to be in the region of £100 per month.

Further proposals: The Council will continue to explore the option of commercial collection points (e.g. Amazon lockers) but there are currently no plans for change. If this proposal moves forward in the future the change will be communicated with library users.

4.2.9 Volunteers

There has been a significant trend across the country in recent years towards a much greater involvement of volunteers in the running of library services.

Volunteers to support and extend existing services: There is an opportunity to increase the use of volunteers to help support and run additional services in libraries such as toddler activities, reading clubs, or job clubs. This builds on current practice and opportunities to recruit volunteers will continue to be sought. Currently, the service routinely receives more applications than it can process. Therefore, the number of volunteers currently deployed within the service is constrained by the capacity of the central team tasked with recruiting and managing the volunteer programme.

Respondents to consultation in Barnet have expressed broad support for greater volunteer involvement in the service, to complement the work of library staff (Barnet, 2011, 2014). In the first phase of consultation, around a third (34%) of panellists stated that they would be interested in volunteering to help with activities in Barnet libraries, with just under a quarter (23%) of open questionnaire respondents positively.

However, many respondents fear that using more volunteers to support the service would lead to fewer trained librarians in the service. There was widespread praise for the expertise and professionalism of Barnet's library staff, and a strong sense that these qualities could never be adequately replaced through the use of volunteers. So although there was support across the various strands for increasing the use of volunteers, this was frequently on the proviso that they should only be used to complement the work of paid staff (i.e. not to replace them).

In Phase 2 of consultation, residents were asked for their views about whether investing in a small team of paid staff employed to recruit, train and support volunteers is an effective way to encourage and support volunteers. 50% of respondents overall agreed or strongly agreed, with 78% of panellists in agreement. So whereas 13% of panellists disagreed, over 59% of open questionnaire respondents disagreed. Residents were again asked if they would be interested in volunteering: 7% said they would with a further 20% possibly interested.

In the focus groups, there was concern expressed about relying on volunteers and that volunteers would not be able to provide the same level of service as trained library staff. However, some participants recognised that harnessing the capacity of volunteers was a way to keep libraries open and that volunteers can play a useful role in helping to support library users. Volunteering was also seen as a way for people to come together, build up friendships and help provide some useful work experience for unemployed residents who may be looking for work in the longer term.

Volunteers to support 'technology-enabled' libraries: Some residents have raised concerns about using technology to access and use library services. There is a role for volunteers to help support less confident library users access services during technology-enabled hours. It is proposed to offer technology-

enabled sessions that are facilitated by volunteers to help support and assist users who may be less confident. Volunteer supported opening hours will be supported by staff on duty in other libraries within the locality.

Concerns about TEO have to be balanced against the opportunity to provide increased access to residents who, with the presence of volunteers, would be more willing and confident to use 'technology-enabled' libraries. Therefore the proposal contains unstaffed sessions with the presence of volunteers.

A volunteer role profile (TEO Volunteer Meeter and Greeter) and training plan have been developed. This training plan will include:
- An introduction to volunteering in Barnet Libraries
- Data protection
- Safeguarding and health and safety
- Customer Service standards and best practice
- Understanding the library building
- Reporting faults and maintenance issues
- Signposting customers
- Referring complex enquiries
- self-issue systems, TEO door opening systems, On line Public Access Catalogues, wifi and PC sign-on processes and trouble-shooting problems.
- Introduction to online library resources
- Introduction to the email enquiries and homework support service.

The on-going support and training of TEO volunteers will be provided by the library service staff teams and by a new proposed in-house library community engagement team (costed within the proposal). The establishment of this community engagement team will significantly increase the capacity of the library service to engage and recruit volunteers and will facilitate a greater level of volunteering more in line with that experienced by other London Boroughs. This team will also be responsible for running pro-active recruitment campaigns, recruitment sessions and for marketing volunteer opportunities. These tasks are not currently undertaken and the council is confident that a more pro-active recruitment approach will greatly increase the pool of volunteers available to support the new offer. This is based on the experience of other London boroughs.

The Council will also work with its partners, GroundWork and associated volunteering networks, to recruit new volunteers and to develop the capacity within the community to support extending opening hours. A cohort of circa 100 volunteers from across the borough will be required (25 per locality) to deliver the proposed weekly 6 hours per site of volunteer supported TEO opening.

In Phase 2 of consultation, residents were asked how likely they felt that having volunteers 'meeting and greeting' would encourage residents to use technology-enabled opening hours. Again there was a difference between

panellists where 77% felt it was likely or very likely to encourage residents but only 29% of open questionnaire respondents felt this way.

In the focus groups, there was concern about the capacity to recruit sufficient volunteers, the reliability of volunteers to turn up and whether there were sufficient people willing to volunteer. However, some participants recognised that harnessing the capacity of volunteers was a way to keep libraries open and that volunteers can play a useful role in helping to support library users.

Friends groups: 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 proposed re-establish Friends Groups within each library locality. These groups 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. This proposal builds upon the positive examples of friends fundraising groups that have been established in other local authorities.

4.2.10 Partnership libraries

Across the country, there are an increasing number of examples of libraries run by local communities, both outside London and within London (e.g. Camden, Wandsworth, etc). In Barnet, Friern Barnet and Garden Suburb libraries are operated by members of the local community. The review has considered two options for future community run libraries in Barnet.

- **Community run library operating within the Barnet network of libraries and commissioned to run services**: A community or other voluntary group would run the library and meet a minimum specification set by the library service. The Council would provide support, for example, the building and potentially stock, equipment and additional technology to facilitate easier opening and closing. The specification is likely to result in the Council paying a grant to attract a group to run a library in this fashion. There would also be potential to attract external funding, especially if the community organisation was granted a 25 year lease.

- **Community run library operating outside the Barnet network of libraries** The Council would provide the building and current stock. However, the group would then run the library as it saw fit, without any kind of specification. This could potentially lead to the diversification of service delivery and could sit well with the development of community hubs. The added freedom and flexibility in running the space is likely to attract a broader range of groups and individuals. It is assumed that in this model the Council would need to pay premises related costs. The potential to attract external funding is increased if the building is leased on a term in excess of 25 years.

In the first phase of consultation, while the majority of focus group and drop-in participants supported the use of volunteers within the library service, few endorsed the idea of 'community libraries' where the community assumes the management and operation for the service. The concerns raised included: that the quality of the library service would be negatively affected; that community-run libraries may suffer service decline after a few years; volunteers may not be sufficiently skilled, available or reliable; community-run libraries would not be sustainable and would close; an over-reliance on volunteers would result in the loss of professional staff; and that volunteers would be drawn from a narrow demographic and would thus not cater for the diversity of the area.

In order to maintain the current network of libraries within the financial constraints, the proposal includes four library sites to be operated and managed by local community or voluntary sector groups. To mitigate concerns raised by residents, the Council is proposing developing Partnership libraries – libraries that will be developed jointly with local communities and will remain part of the statutory library network, retaining LBB Barnet library branding. The libraries will receive professional support from other libraries as well as centralised management support and stock provision. The Partnership library will also be provided with a small grant to help deliver the service. The package of support offered will be clearly defined, as well as the expectations of the library from the local authority. Appendix G sets out the Partnership library model in more detail.

Partnership libraries will get the benefits of professional support and stock, combined with the advantages community groups offer in engaging local residents and responding to local needs. Partnership libraries will be those local libraries which are smaller and with a lower footfall.

At this stage, it is not proposed to adopt technology-enabled opening in Partnership libraries

A model in which community run libraries remain within the library network and are supported by the Council is more likely to be sustainable and able to deliver a service to a defined quality. It retains a coherent library network meaning that the service as a whole meets the statutory requirement for a comprehensive and efficient library offer. In 2013 Arts Council England and the Local Government Association published a report for local authorities drawing on the experiences of a variety of boroughs and counties, setting out the different approaches adopted, their respective benefits and the practicalities involved.

Bradford and North Yorkshire have adopted a similar model to that proposed in Barnet, developing library facilities that are community-led and largely community delivered but with on-going Council support. In this model community developed libraries are retained within the statutory public library network. In this way the proposed model for Barnet takes into account the views of local residents participating in the 2014-15 library consultation who were clear in their desire for any community managed library to remain part of the local library network.

In Phase 2 of consultation, residents were asked to what extent they agreed or disagreed with the proposed approach to Partnership libraries. Overall, 43% agreed or strongly agreed with the proposed approach. Again there were very significant differences expressed between panellists and open questionnaire respondents with 73% of panellists agreeing or strongly agreeing compared to 25% among open questionnaire respondents. In the focus group discussions, there was an appreciation that Partnership libraries were a better option than closing libraries and some residents saw an opportunity for particular groups, such as those working with people with disabilities, to manage a local library to the benefit of their service users.

The proposal considered by CELS in October 2015 was for an annual grant circa £25k for organisations or groups to support the provision of Partnership library services to an agreed service level agreement. As groups in Barnet have become aware of this proposal, the council has received feedback from two groups that the £25k annual grant is considered to be too low. The council has considered these representations and is now proposing to:

- Introduce a tapered grant of £35k in year 1, £28 in year 2 and £25 in year 3 and thereafter.
- To offer an interest free one-off loan of up to £8k to any group seeking to establish an organisation to operate a Partnership library

Further details of the proposed Partnership library model are contained in Appendix G.

4.2.11 Alternative Delivery Models

There are an increasing number of examples across the country where alternative management arrangements have been developed for library services including staff mutuals and charitable trusts. Some of the reasons for the increasing popularity of these new models of delivery are that they are able to 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, offer greater opportunities to engage more directly with customers, communities and partners.

As part of the original options paper, published in October 2014, a range of options were outlined for public consultation. The models considered were libraries run: directly by the Council; by an educational body; through a shared service; by a staff owned mutual; by a charitable provider and by a commercial provider.

Among respondents, there was clearly most support for libraries being run directly by the Council (93% of panellists; 95% of respondents) and least support for libraries being run by a commercial provider (19% of panellists; 11% of respondents). Of those questionnaire respondents who provided further comments, nearly a third (30%) expressed the view that, as a public service, libraries should be run by the Council and not outsourced. The same opinion was expressed by more than a fifth (22%) of panellists who commented.

Some staff could see advantages to a staff-owned mutual, namely that it would allow: library professionals to run their own service; more autonomy and freedom in terms of stock and discretionary charging and charitable status and associated fundraising activities. While most focus group participants agreed that library staff are highly skilled and capable of running some aspects of the library service, they were sceptical about how well they could manage and administer it as a whole. There was also some concern that a staff-owned mutual would not be not a sustainable alternative to a Council-run service.

The majority of focus group participants (public and staff), drop-in attendees and home library users opposed outsourcing to a private operator, primarily as they did not feel delivering library services should be a profit-making enterprise or due to concerns about performance.

Following consultation feedback and soft market testing it is felt that the future service offer needs to be clear so that staff and any potential delivery partner are clear of the service offer for which they would become responsible

The council will continue to explore the opportunity to develop an alternative model for the management of library services as part of a later phase of the library service review once the future model for the service is agreed by the Council. Until this point the service will continue to be delivered directly by the Council.

4.3 Strand Two: The estate

The review has taken into consideration a range of issues in relation to the estate from which the library service is offered. The Council's public libraries are located in buildings constructed at various times since the 1930's and which were designed to meet the library requirements of their day. The review has considered the condition of each of the library buildings and its capacity to deliver a modern library service; options to improve the library estate and the potential for each building to provide space that could generate income.

Condition of current buildings: The level of backlog maintenance and repairs has been estimated to be £2.47m. The proposal is to invest in the retained buildings to remedy major maintenance and repair.

Suitability of the buildings: Some library buildings are now unable to meet the modern day needs of a library service. For example, layout and building constraints make it difficult to use space flexibly or to increase accessibility. Two libraries currently identified for complete re-provision into new purpose

built buildings are Grahame Park and Church End libraries. Any future opportunities to provide modern fit-for-purpose library spaces (e.g. through regeneration schemes or relocation as part of new commercial or residential developments) will be considered on a site-by-site basis.

Location of buildings: Most library buildings have been operational in their current location for many years, often since they were built. Inevitably, the nature of local areas has changed meaning that in some places, library buildings are no longer situated in the most ideal location.

Relocation would free-up existing sites for rental, development or disposal with the additional income representing a further saving. There was some support among residents for the re-provision or re-location of libraries as a means to improve the physical estate and/or to make it more accessible. At least half of staff questionnaire respondents supported redeveloping library sites; building a new library as part of a new development near to the existing site or moving the library into an existing, accessible venue, near to the current site. Again, any future opportunities to re-locate libraries (e.g. through regeneration schemes or relocation as part of new commercial or residential developments) will be considered on a site-by-site basis.

Mixed use development of existing sites: A number of library sites have the potential for mixed use development with a new library facility funded by a residential development. This could reduce premises costs and buildings maintenance and would ensure that the use of space is fit-for-purpose along with the potential for a capital receipt. Again, the consultation found some support for exploring this option among residents. The development of South Friern library and the proposed new Church End library are examples of this type of opportunity. Any future opportunities will be explored on a site-by-site basis, overseen by the council's Assets, Regeneration and Growth Committee.

Co-locating with other services or public sector partners: There are a range of opportunities for re-locating and/or co-locating library services with other services offered by the Council, community groups or partner organisations. Residents were broadly supportive of reducing costs through co-locating services to increase the efficient use of space.

The proposal is to progress the following opportunities;

- The re-provision of library facilities in Mill Hill within a new Daws Lane Community Hub is being explored in partnership with the residents of Mill Hill who have an ambition to develop a new community offer on this site. If the proposal goes ahead, it would enable the co-location of the Partnership library with a range of local services in the community hub.

- The Council is developing an investment programme in new leisure and sports facilities, with the proposal to co-locate the proposed Partnership library at East Barnet within the new leisure centre.

- There is an intention to develop a strategic partnership with Middlesex University for the co-location of Hendon library and university services.

Any future opportunities to co-locate library services will be considered on a site-by-site basis**.**

Maximising revenue on existing sites: Another avenue is to make better use of the asset by using space to generate income to support the cost of the library service. The letting of released space, through reducing the size of the library footprint has the potential to generate significant income to support the service. The needs analysis demonstrates the way in which residents use libraries has, and continues to change over time, with increasing use of the digital library service and increasing accessibility of information from home or mobile devices.. Over time, the library service has increasingly sought to generate income through renting out community rooms and other spaces and it is proposed to build on this trend.

Respondents to consultation between 2011 and 2014 were broadly in favour of generating more income from library buildings but were keen to ensure that profits were channelled back into the service. This issue was also explored in the latest consultation. The consultation document indicated the level of space that could potentially be released in each building, assuming a range of library footprints, starting with a minimum library footprint of 540 square feet (similar to that in Garden Suburb library) in some libraries.

Whilst there was some support for making better use of the libraries, residents were concerned about the proposed minimum footprint. Many could not comprehend what could be provided in a library of this size and assumed that the whole range of service provision would have to be downsized significantly. The general sense was that it would result in: a very restricted number of books and computers; a lack of space for studying or relaxing; and a reduction in the number of activities held at library sites. It was frequently suggested that downsizing to such a degree would lead to a decrease in the number of people visiting libraries, ultimately leading to a non-sustainable service.

Appendix C sets out a catalogue of the services proposed for each category of library. Core libraries will be a minimum of 2,100 square feet, Core Plus libraries a minimum of 5,300 square feet and Partnership libraries will be at least 1,900 square feet in size.

Apart from those sites where new library accommodation is being provided, it is proposed that 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 maintenance of buildings and the letting of spaces sits best in estates management where the expertise in these matters is situated. The future use of space released by the re-configuration and reduction in the library foot print or through the re-location of a library (e.g. Church End) will be therefore be managed by the Council's property services. Property services are responsible for managing the Council's asset portfolio and for delivering the Council's Community Asset Strategy. It will be tasked with maintaining the

buildings and seeking opportunities to maximise the income and social value on the released property areas. The opportunity to generate income will vary from site-to-site. Some lend themselves more easily to the provision of lettable space and some are more attractive to potential occupiers or users dependent on size, location, layout and independent access. The library service will become a 'user' of the building.

This element of the proposal will require some capital works to separate the space and is dependent on finding suitable tenants for each site. The lettings process and budgetary risk of not finding tenants would best sit outside of the library service in estates management where the expertise in these matters is situated.,

The Asset, Regeneration and Growth Committee will also oversee any future exploration of opportunities to provide modern fit-for-purpose library space (e.g. through regeneration schemes or relocation as part of new commercial or residential opportunities).

4.4 **Summary: Balancing factors in developing the proposal**

Developing a proposal to maintain existing static library sites, the home and mobile service, the schools service, the local studies and archive service and to enhance the digital offer within a significantly reduced budget, requires balancing all of the factors discussed above and set out in more detail in the appendices attached to the report.

The Phase 2 consultation asked residents whether, given the level of savings required, the council has balanced the factors effectively.

Overall, 41% of respondents felt that the council had fully or partly balanced factors effectively with 46% saying 'not at all'. However, again there were significant differences between the panellists and the open questionnaire respondents. 67% of panellists felt that the council had fully or partly balanced the factors with only 14% responding 'not at all'. In comparison, 66% of respondents to the open questionnaire said 'not at all' with only 25% saying fully or partly.

Respondents were asked how the council could have more effectively balanced the factors. The most common responses reflected points also raised in focus groups and can be grouped into themes:

	Some considerations
Money should be invested in staff and resources rather than new technology'	The proposed capital investment in technology is a one-off capital cost that will enable Core and Core Plus libraries to offer extended opening hours by 42%, alongside a year on year revenue saving in staff costs.
There is no evidence to support	Evidence base includes the pilot at

the council's assumptions in relation to technology-enabled opening	Edgware library, the resident consultation, the good practice guidance issued by DCMS in Autumn 2015 and the increasing roll out of TEO by other local authorities
Libraries should produce revenue, hiring out rooms etc	The continuation and further development of current practice to raise income forms part of the proposal.
Leave libraries as they are	There is a requirement to make savings in library services as part of the overall budget savings that the council has to make.
Make spending cuts elsewhere	The council has to consider savings across all council services and has to balance the services offered, its statutory duties, for example to meet the needs of vulnerable residents (elderly, children at risk etc)
Increase council tax	The council has consulted all residents as part of the annual budget savings consultation. The results of this consultation can be found here (insert link)
Close small libraries and invest in larger ones	The first phase of resident consultation explored this option with residents but received very little support.
Unstaffed libraries will be unsafe	The council will undertake a health and safety risk assessment at each library site where TEO is planned.
Too much emphasis has been put on volunteers	The proposal reflects the increasing use of volunteers to support the library offer nationally. Barnet currently utilises fewer volunteers than many other library services.

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Section Five: The future delivery of library services in Barnet

To deliver the vision for a future library service in Barnet set out in Section Three, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the digital, and mobile and home library service. The Council will also continue to grant fund the community libraries at Friern Barnet and Garden Suburb.

The proposed future model will deliver savings of £2.162m by 2019/20, contributing towards the Council's £98.4m budget gap. The savings are achieved from a £1.616m reduction in the library's budget and £0.546m increase in income through improved use of the library estate.

The library offer will be based on 4 localities

West: Grahame Park (Core Plus), Golders Green (Core), Hendon (Core), Childs Hill (Partnership)

East: Chipping Barnet (Core Plus) Osidge (Core), East Barnet (Partnership),

North: Edgware (Core Plus), Burnt Oak (Core), Mill Hill (Partnership)

Central: Church End (Core Plus), East Finchley (Core), North Finchley (Core), South Friern (Partnership)

The service offer at each library will be based on a classification, informed by a needs assessment, by the use of libraries, access and quality and size of the library building. Libraries will be categorised as Core, Core Plus and Partnership libraries as set out above

A product catalogue will clearly set out the service offer available at each category of library:

Core libraries will provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas and will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.

Core Plus libraries will provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.

Partnership libraries will be developed jointly with local communities and will remain part of the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

Opening hours will be divided into three different types of session. These are;

- sessions staffed by members of the library service
- facilitated sessions where the library is open through the use of new technology supported by volunteers.
- 'technology-enabled sessions where the library is open but is unstaffed.

Library opening hours and types of session will be balanced across each locality to maximise access to libraries within a given area.

Staffed opening hours will be reduced by 70%. However, investing in new technology will allow libraries to both open longer as well as provide information digitally 24 hours a day. The use of technology which allows libraries to be opened unstaffed, will be implemented at all Core and Core Plus libraries. Alternative arrangements will be put into place at Burnt Oak where the library is co-located with the Council's Customer Service Centre. Live CCTV monitoring will take place during all technology-enabled opening hours.

The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and to develop Partnership libraries at four sites. Volunteers will play a key role in facilitated opening hours with the use of new technology.

The majority of the library buildings will in future be managed as part of the Councils corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will be a 'user' of the building and have a defined footprint within the building. This will allow the Council to ensure it maximises income from the library buildings whilst continuing to support the library service.

The Council will continue to seek to maximise income through use of library space, amending current fees and charges and exploring new revenue streams such as sponsorship and advertising and developing friends of / supports groups.

The library service will continue to offer:
- a mobile library service;
- the home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
- the digital library service;
- the Local Studies and Archives service, which offers access to local historical materials, e-books, e-audio and other online resources and learning materials;

- the Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum; and
- the Early Years' service, which provides activities in libraries and other community venues for under-5s and their parents and helps administer the national Bookstart scheme; and
- support for adults, children and teenagers, including reading groups, Baby Rhyme Time and other activities.

5.1 Site by site

Each library has been categorised based on a range of criteria to establish which library is Core, Core Plus or Partnership. Library categorisation has been based on the needs assessment, as well as a consideration of the condition and size of each library site. A range of factors have had to be considered and balanced when categorising each library site.

The new locality model ensures that libraries that are generally largest and open longest, are in areas with high footfall, in highly populated areas, have good transport links or serve areas of deprivation. The criteria for categorising libraries were:

- 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.

5.1.1 Core libraries

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.

Burnt Oak
Burnt Oak library is co-located with the Customer Service Centre. Although the number of transactions and visitors per hour is fairly low compared to other libraries, modelled data suggests that the library has a higher-than-average use by unemployed people. Burnt Oak is in an area of high deprivation, with an above-average number of children in low income families and a high proportion of BME users. Transport links to the library are good, as the library is close to Burnt Oak Underground and on good bus routes.

East Finchley
East Finchley library has an average number of transactions, borrowers and visitors, although the library has a higher-than-average percentage of transactions from the 20% most deprived LSOA's. East Finchley library is in a

residential location, with some transport links, although these are not as extensive as some other sites.

Golders Green
Golders Green library has a higher than average number of borrowers and average number of transactions. Golders Green is highly populated area, with a high level of projected growth as well as a high proportion of non-Christian users.

Hendon
Hendon has the highest number of borrowers although usage has been declining steadily for a number of years. The library has the second highest number of transactions with a high use from local students. Its location presents an ideal opportunity to work closely with Middlesex University to ensure a high quality library service continues, supporting both the university students and the local community. Although a busy library, Grahame Park (Colindale) library has been selected as the West Locality Core Plus library due to greater population growth, levels of deprivation and the investment in a new state of the art library, co-located with Barnet and Southgate College.

North Finchley
North Finchley library is in one of the borough's town centres and has a higher-than-average number of borrowers and an average number of visits per hour and transactions. The library has good transport links, is close to a number of bus routes but not very close to an underground station. The local area has a lower-than-average percentage of transactions from the 20% most deprived areas in Barnet.

Osidge
Osidge library is located in a residential area in Brunswick Park. The library has a lower-than-average number of visits per hour, borrowers and transactions. However, Osidge is in a slightly higher-than-average area for children from low income families. The library has average access routes as it is on a bus route but not near a town centre.

5.1.2 Core Plus libraries

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, ensuring they are easy to access for all communities in Barnet. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.

Chipping Barnet
Chipping Barnet is the busiest library in Barnet with the highest number of transactions and second highest number of borrowers. The Library is in a reasonably good location in High Barnet. The library has a number of well used community rooms which generate around £35-40k per year.

Church End

In 2017, a new library will be provided on the site of Gateway House, offering state-of-the-art facilities. The current library in Church End has a high number of transactions and loans per year. The current Church End site is reasonably close to Finchley Central underground station and is located on main bus routes. However, whilst it is reasonably easily accessible, the current library is situated slightly beyond the main thoroughfare. The new library will provide an improved location and ideal site in which to invest extended hours technology

Edgware

Edgware is one of Barnet's busiest town centres and the library has a high number of transactions and loans each year. The library is close to the town centre and has good transport links, including Edgware Underground and bus routes. Edgware library serves a diverse population and is easily accessible from a range of deprivation areas of the borough. Edgware library has been piloting technology-enabled opening (through the use of Open+™) over the past 9 months.

Grahame Park (Colindale)

The new library at Grahame Park (to be known as Colindale Library) is scheduled to open in July 2016 and will be a state-of-the-art facility, located alongside Barnet and Southgate College and Barnet's Centre for Independent Living. The library will be based in an area with the highest growth in the borough and an area of high deprivation, with a much higher than average percentage of children in low-income families. For these reasons, Colindale has been identified as the West Locality Core Plus site. The new library will provide an ideal site to invest in technology to ensure longer opening hours.

5.1.3 Partnership libraries

Partnership libraries will be located in smaller sites, with a lower number of transactions and visitors.

Childs Hill

Childs Hill Library is one of the borough's smaller libraries, with a low number of transactions and the lowest number of borrowers in the borough. This makes the site a suitable Partnership library.

East Barnet

East Barnet has lower-than-average transactions and borrowers and around an average number of visitors per hour. The library is reasonably accessible although located slightly outside East Barnet town centre. Proposals to develop a new library provision co-located with new leisure facilities are in their early stages.

South Friern

South Friern is one of the smallest libraries within Barnet and has a low footfall, making the site suitable for a Partnership library. The library has a lower number of visitors per hour than other libraries and significantly less borrowers

and transactions. The library site is on a number of bus routes but not near a town centre. Modelled data suggests this library enjoys a higher-than-average use by unemployed people and has a higher-than-average percentage of members who are children in low income families.

Mill Hill

There is an opportunity to offer a new Partnership library at Mill Hill as part of the Dawes Lane Community development, making the library an integral part of a new community facility. This arrangement allows the library to continue within the local community, in a new, flexible building, linking closely to the community group's aims of providing information, advice and support to local residents and businesses

The Map (Figure 5) highlights each library and the boroughs localities;
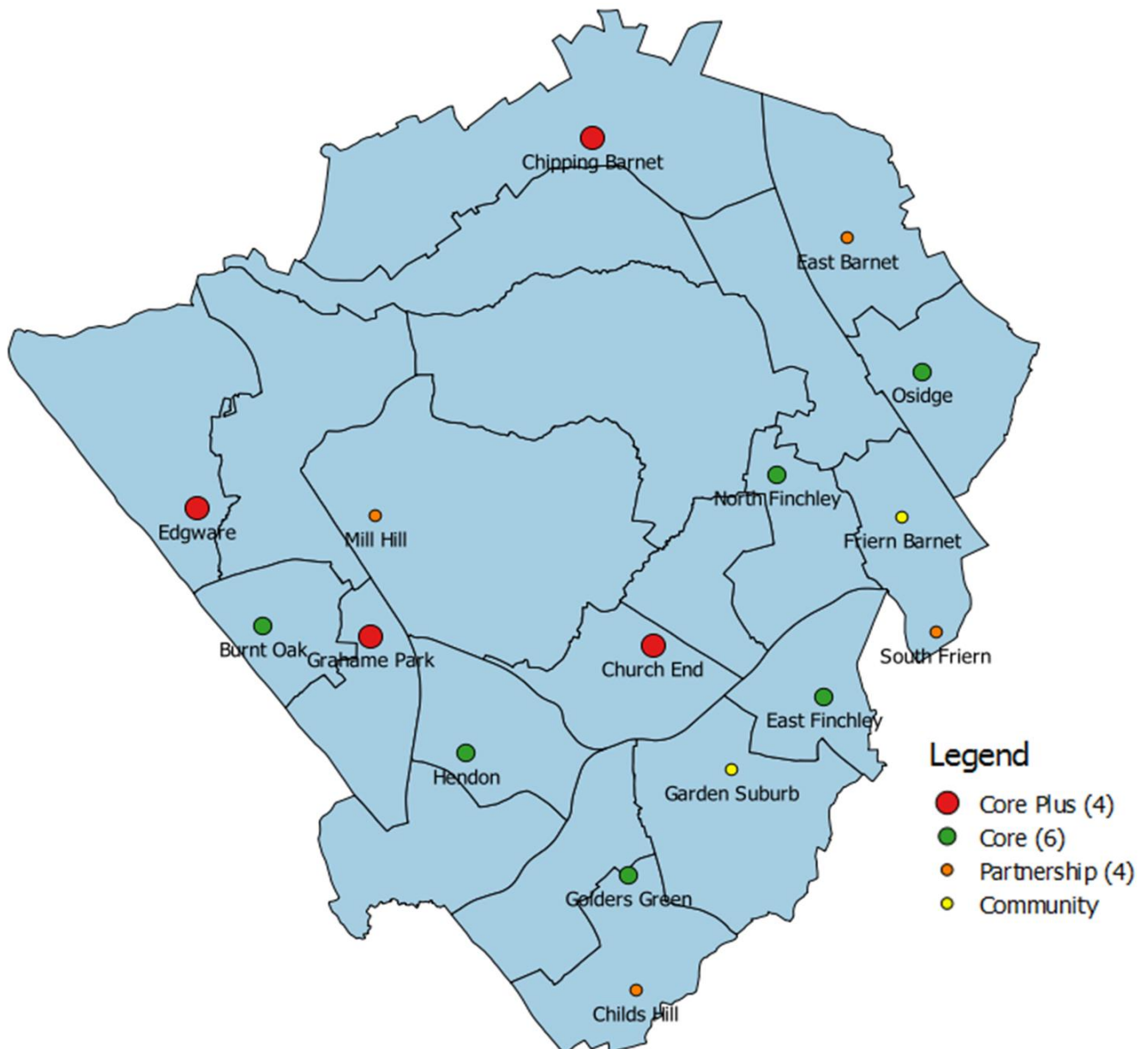
5.2 Opening hours

Technology-enabled (e.g. Open+™) deployed in all Core and Core Plus libraries plus extended hours at Burnt Oak

Library	Staffed opening hours	Technology-enabled opening hours (supported by volunteers)	Technology-enabled opening hours	Partnership library opening hours	TOTAL
Church End	23.5	6.0	62.5		**92.0**
North Finchley	15.5	6.0	63.5		**85.0**
East Finchley	16.0	6.0	63.0		**85.0**
South Friern				15.0	**15.0**
Grahame park	23.5	6.0	62.5		**92.0**
Golders green	15.5	6.0	63.5		**85.0**
Hendon	16.0	6.0	63.0		**85.0**
Childs Hill				15.0	**15.0**
Chipping Barnet	23.5	6.0	62.5		**92.0**
Osidge	15.5	6.0	63.5		**85.0**
East Barnet				15.0	**15.0**
Edgware	23.5	6.0	62.5		**92.0**
Burnt Oak	15.5	6.0	29.5		**51.0**
Mill Hill				15.0	**15.0**

Total weekly hours across the library network: 904 hours

5.3 Service offer by type of opening

Service Offer
1. Staffed Opening
Full service offer relative to status as Core or Core Plus including: • 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 • 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

Targeted service offer relative to status as Core or Core Plus including:

- 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. Unstaffed Technology-enabled Opening

Targeted service offer relative to status and Core or Core Plus including:

- 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)

Figure 6 (below) outlines the number of staff, unstaffed and facilitated opening hours at each library in comparison to the current library service offer.

Library	Current configuration				Proposed configuration						
	Current tier	Days per week	LBB Staffed hours open p.w	Library footprint	Tier	Staffed hours p.w	Technology-enabled hours p.w		Total opening hours	Days per week	Library footprint
							Technology only	Volunteer supported			
Chipping Barnet	Leading	7	56.5	17,222 sqft (total) Est. 15,000 sqft(public)*	C+	23.5	62.5	6	92	7	15,000 sqft+ (total)
Edgware	Leading	7	53.5	5,748sqft (total) Est. 4,800 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Church End	Leading	6	50.5	6405sqft (total) Est. 5,500 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Grahame Park	Local	5	35	7,040sqft (total) Est. 3,500 sqft (public)*	C+	23.5	62.5	6	92	7	5,300 sqft+ (total)
Hendon	Leading	7	56.5	19,375sqft (total) Est. 15,800 sqft (public)*	C	16	63	6	85	6	2,100 sqft+ (total)
Burnt Oak	Leading	6	51	2,713sqft (total) Est. 2,200 sqft (public)*	C	15.5	29.5	6	51	6	2,100 sqft+ (total)
Golders Green	Leading	6	46	5,070sqft (total) Est. 3,500 (public)*	C	15.5	63.5	6	85	6	2,100 sqft+ (total)
North Finchley	Leading	5	43	6,512 sqft (total)	C	15.5	63.5	6	85	6	2,100 sqft+ (total)

				Est. 5,700sqft (public)*							
Osidge	Local	5	39	4,445sqft (total) Est. 3,500 sqft (public)*	C	15.5	63.5	6	85	6	2,100 sqft+ (total)
East Finchley	Local	5	40	5,081sqft (total) Est. 4,300 sqft (public)*	C	16	63	6	85	6	2,100 sqft+ (total)
East Barnet	Local	6	50.5	5,834 sqft (total) Est. 4,800 sqft (public)*	P	15 hours minimum					1,900 sqft (total)
Mill Hill	Local	5	43	5,597 sqft (total) Est. 4,600 sqft (public)*	P	15 hours minimum					1900 sqft (total)
South Friern	Local	5	35	4,445 sqft (total) Est. 4,000 sqft (public)*	P	15 hours minimum					1,900 sqft (total)
Childs Hill	Local	5	35	3,767 sqft (total) Est. 2,000 sqft (public)*	P	15 hours minimum					1,900 sqft (total)
Total			634.5			188	596	60	904		

Figure 7 (below) outlines an indicative library timetable for each locality. This has been developed to ensure that the service is deliverable within the financial resources available, as well as ensuring each locality has opening hours throughout the week.

Site	MONDAY						TUESDAY						WEDNESDAY						THURSDAY						FRIDAY						SATURDAY				SUNDAY	
	7-9	9-12/ 12.30	12.30 2	2-5	5-8	8- 10	7-9	9-12/ 12.30	12.30 2	2-5	5-8	8- 10	7-9	9-12/ 12.30	12.30 2	2-5	5-8	8- 10	7-9	9-12/ 12.30	12.30 2	2-5	5-8	8- 10	7-9	9-12/ 12.30	12.30 2	2-5	5-8	8- 10	7-9	9- 12.30	12.30 2	2-5	10-2	2-5
C+																																				
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P	15 hours minimum to be scheduled																																			
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P	15 hours minimum to be scheduled																																			
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P	15 hours minimum to be scheduled																																			
C+																																				
C																																				
P	15 hours minimum to be scheduled																																			

Legend:
- staffed hours
- technology enabled hours
- technology enabled hours with volunteers
- closed

Following a pilot of the live-monitored CCTV solution, we will review the timetable to explore the possibility of increasing the technology-enabled opening hours of Core libraries at the weekend.

5.4 Library footprint

The proposed library footprint for each library and the proposed space released for income generation is:

Library	Existing Floorspace (sq. ft.)	Proposed minimum library footprint (sq. ft.)	Approximate 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 £35k
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 £35k
Golders Green	5,070 (total) Est. 3,500 (public)*	2,153	2,917	Circa £29k
Hendon	19,375 (total) Est. 15,800 (public)*	2,153	17,222	Circa £154k
Mill Hill	5,597 (total) Est. 4,600 (public)*	1,991	3,606	Circa £46k
North Finchley	6,512 (total) Est. 5,700 (public)*	2,153	4,359	Circa £47k
Osidge	4,445 (total) Est. 3,500 (public)*	2,153	2,293	Circa £26k
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.