

# Appendix Di - Equality Analysis (EqA)

## Questionnaire

Please refer to the guidance before completing this form.

1. Details of function, policy, procedure or service:	
Libraries Review	
Revised service	
Family Services	
7 <sup>th</sup> March 2015	
2. Names and roles of officers completing this assessment:	
Lead officer	Val White, Programme Director, Education & Learning
Stakeholder groups	<b>Internal:</b> Commissioning Group Family Services Delivery Unit LBB Members <b>Informed by engagement with:</b> Library users Library non-users “Charteris Groups”: elderly people; children; disabled people; unemployed people; people from areas of high deprivation (identified as having specific needs from libraries by Sue Charteris in her 2009 review of Wirral Libraries). Voluntary and community organisations
Representative from internal stakeholders	Hannah Richens, Libraries Manager, Libraries, Workforce and Community Engagement
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A. Separate EIA completed for impact on staff.
3. Full description of function, policy, procedure or service:	
This section describes the aims and objectives of the function, policy, procedure or service	

**Context:** Barnet has an extensive library service with high satisfaction ratings among users. The current service includes:

- 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.

Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20. Continuing financial constraints mean that the Council needs to explore alternative ways to deliver a library offer whilst safeguarding services for the most vulnerable.

**Why is it needed?:** The Public Libraries and Museums Act 1964 provides a general duty for library authorities. Section 7 makes it a duty to provide a comprehensive and efficient library service for the borrowing of books and other materials. The duty is owed to all persons desiring to make use of the service whose residence or place of work is within the borough **and** those who are undergoing full time education within the borough. As well as this duty there is a power to make these facilities available to any person.

There have been a number of developments which offer the potential for more efficient ways of delivering library services. In particular, the increasing availability of technology-enabled opening TEO (self-service technology allowing libraries to open during times at which staff are not present); much greater community involvement in library services (including volunteer-led models such as community libraries), and improved digital and online services make it possible to deliver library services in different, more cost-effective ways.

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 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.

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 first phase (Phase 1) of public consultation 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, Citizens' Panel survey, 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 second round of consultation (Phase 2) 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.

This second round of consultation has helped to further shape the proposals, as outlined in the attached report and appendices.

The purpose of this Equalities Impact Assessment is to help inform the decision regarding the proposed library model outlined in the attached paper and appendices, considering the impact of the proposals on different groups of residents within the borough.

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

The ambition for libraries is to;

- Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and fostering a love of reading from the earliest age;
- Equip residents with new life skills, supporting people to live independently, to improve their health and wellbeing and to maximise their employment opportunities; and
- Bring people together, acting as a focal point for communities and assisting groups and individuals to support their local area.

To deliver these outcomes, a set of four objectives have been developed through consultation:

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

**Key Factors:** As part of the decision making process, the Council has considered a range of factors, balancing these factors to develop a new model for library services in Barnet which both delivers the financial savings and provides a comprehensive service for the residents of Barnet. The key factors considered were;

- The vision and objectives of the library service;
- The needs of residents (including Equalities Impact Assessment);
- The financial challenge the Council faces;
- Feedback from the various rounds of consultation and the views of residents on the latest proposal, the previous three proposed options, as well as previous consultation and engagement;
- Local authorities' statutory duty under the Public Libraries and Museum Act (1964).
- The quality and size of each of the library buildings;
- The most effective avenues to maximise revenue from various sources of funding without a negative impact on outcomes of the service;
- The potential of new technology;
- Capacity of the local community in supporting libraries through volunteering and running partnership libraries;

**Future library services in Barnet:** The above factors have been considered in order to design a delivery model which can achieve the desired outcomes whilst ensuring that the service is run as efficiently as possible. In developing the current proposals the following options have been considered;

**Opening hours.** Options considered include: library closures; reductions in opening hours; the use of technology-enabled opening; and technology-enabled opening supported by volunteers. Consultation feedback suggested that there was little support for library closures. The current proposal therefore includes a mix of:

- Sessions that are staffed by members of the library service
- Facilitated sessions where the library will be open through the use of new technology but supported by volunteers
- Sessions where the library is open through the use of technology but unstaffed

**Maximising income.** The Council consulted on the following options to maximise income;

- 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 at libraries
- Reviewing fees and charges.

It was concluded that all these options were suitable to be further considered.

**Volunteers and community run libraries:** A number of approaches for increasing the use of volunteers in libraries have been explored.

- Volunteers to enhance the service offer
- Volunteers to support technology-enabled opening
- Friends Groups

All three options feature in the proposal set out in the attached report and appendices.

**Community libraries:** The review considered options for future community run libraries in Barnet including

- Community run libraries operating within the Barnet public library network; and commissioned to run services; and
- Community run libraries operating outside the Barnet public library.

In order to maintain the present network of libraries within current financial constraints, the proposal suggests four library sites will be operated and managed by local community or voluntary sector groups. These have been called 'Partnership Libraries.' Partnership libraries will get the benefit of professional support and stock, combined with the advantages community groups can offer in engaging local residents and responding to local needs. They will remain part of the LBB library network.

**Alternative Delivery Models:** 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
- Libraries run by an educational body
- Libraries delivered through a shared service with another council
- Libraries run by a staff owned mutual
- Libraries run by a charitable provider
- Libraries run by a commercial provider

The Council will continue to explore the opportunity to develop an alternative model for the future 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.

## Proposed new model

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

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

### Summary of the proposals:

- To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the retain the digital, and home and library service
- The library offer will be based on 4 localities
  - West: Grahame Park, Golders Green, Hendon, Childs Hill
  - East: Chipping Barnet, Osidge, East Barnet
  - North: Edgware, Burnt Oak, Mill Hill
  - Central: Church End, East Finchley, North Finchley, South Friern
- Libraries will be categorised as Core, Core Plus and Partnership. Each locality will have a Core Plus library and one or two Core libraries, with each having a service offer specific to their categorisation.-
- 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 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.
- In total Barnet's libraries are currently open 634.5 hours per week. This will increase to 904 opening hours per week. Core and Core Plus libraries will operate three different types of sessions as part of opening hours. These are:
  - Sessions staffed by members of the library service. (188 hours per week)
  - Facilitated sessions where the library is open through the use of new technology supported by volunteers. (60 hours per week)

- Sessions where the library is open through the use of technology unstaffed. (596 hours per week)

- Investing in new technology will allow libraries to open longer, as well as provide information digitally 24 hours a day as currently happens. 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.
- The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and working together with community and voluntary groups to develop partnership libraries. Volunteers will play a key role to develop facilitated opening hours with the use of new technology, such as the Open+™ system used in the Edgware pilot.
- The majority of the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will 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 Local Studies and Archives service, which offers access to local historical materials alongside online resources;
  - e-books, e-audio and other online resources and learning materials;
  - The Schools Libraries Resources 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 for under-5s and their parents and helps administer the national Bookstart scheme
- Funding for Friern Barnet and Garden Suburb community libraries.

### **Who is it aimed at?**

The Council's statutory duty applies to all those who live, work or study in the borough. This duty applies to those persons whose residence or place of work is within the borough or those who are undergoing full time education within the borough.

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

If approved, the increased technology-enabled opening hours will be widely publicised. Volunteers and community organisations will be actively sought.

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

Most members of the public are able to access a library building during staffed opening times. To borrow items, library users must join the library. This is a simple process which can be

carried out in person or online, with support available at library buildings. To use online resources residents simply have to be a member of the library and get a unique PIN. This can be undertaken in a library, via telephone or on the Council's My Account website.

The home library service is available to residents whose mobility is limited because of age, disability or illness. Users register using a short membership application form.

To use technology-enabled opening hours users must opt into the scheme and receive some user education on correct practice and procedure. Children (aged 15 and under who are not in year 11) are not eligible to register for technology-enabled opening and must be accompanied by an adult during this period. Young people aged 16 to 18 must obtain parental permission prior to being registered for the service. The revised proposals extend membership of the scheme to young people studying in Year 11 with authorisation required from both a parent/guardian and the student's school or college. All users of technology-enabled opening must be registered library members and must show one form of identification confirming their address.

Technology-enabled opening supported by volunteers will apply the same access criteria but will offer support to those who might have difficulty using the library or feel safer with volunteer support. Technology-enabled opening has been piloted at Edgware Library.

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

The Needs Assessment looks at the demographic makeup of the borough as well as how libraries are used. The Equalities Impact Assessment draws on the analysis in the Needs Assessment and consultation and sets out identified specific needs of each of the above groups, outlining where proposals might impact on each group and proposed actions to mitigate the impact. It also analyses the needs of unemployed people and people from areas of high deprivation as these are groups identified as having specific requirements from a public library service.

Data Sources

The review and new proposal have been informed by a comprehensive Needs Assessment (Appendix B) and consultation. Sources which have informed the analysis are;

- transaction data and management information from the library service
- performance data compiled by the Chartered Institute of Public Finance and Accountancy (CIPFA) and benchmarked against comparable local authorities
- data from the 2011 Census, the Department for Work and Pensions, HMRC, and the Indices of Multiple Deprivation
- Data modelling of the demographic breakdown on library uses based on library transaction data and census data (explanation below)
- travel time and accessibility data from Transport for London
- information on the condition of the library estate
- resident consultation carried out to develop the 2011 Libraries Strategy, public consultation on Council spending plans carried out in 2013; focus groups undertaken to inform options paper in summer 2014; Phase 1 of full public consultation from November 2014 to February 2015; and the most recent Phase 2 of public consultation from October 2015 to January 2016.
- user feedback, satisfaction surveys carried out in 2009 and 2013 (with adults and



children respectively)

- qualitative research from the Museums, Libraries and Archives Association and Arts Council England and on the special needs of particular demographic groups where relevant.

#### Available data and modelling

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

For the purposes of this review, and so that the Council can use recent data to consider whether the service meets users' needs and ensure that it has been able to comply with its duties under the Equality Act, transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census. This is then used to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has then been compared to the demographic profile of the Borough. The Needs Assessment makes use of detailed libraries insight data from 2014 to inform the analysis and is referred to throughout the EIA and Needs Assessment as 'modelled data'. This data is based on transactions from the year 2013-14, using this to compare library user profiles against library catchment area profiles, in order to build a sophisticated model of need across the borough. The data is referred to throughout both the EIA as 'modelled data'.

Library data illustrates that between 2013-14 and 2014-15 there was a 1% reduction in the percentage of borrowers and a 5% overall reduction in loans from library sites. With relatively small changes to library usage and a small 1.6% population increase between 2013-14 and 2014-15, conclusions drawn from the detailed insight analysis outlined above, are unlikely to have changed significantly and so 2013-2014 data has been kept as a baseline.

#### Data Analysis

A number of pieces of analysis have been carried out to identify the impact of the changes to the network i.e. any significant reductions in space, opening hours or community involvement in groups of libraries under the proposed future model for Barnet's library services.

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

The impact on users has also been determined by identifying the proposed changes in opening hours and library footprint and how this might impact on the needs of particular demographic groups.

Analysis also took into account information from Transport for London and the Census 2011 data, as well as GLA projections based on 2011 Census data, to identify the number of people living in areas of the Borough which, within the reconfigured library networks, would not have access to a local authority-run library within 30 minutes' travel time by public transport. Within the proposed model no libraries will close and therefore there would be no change in distances

travelled for residents who want to use libraries.

Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.

Finally, for all groups, the analysis includes any consultation feedback or other research relevant to the proposals. For the impact on the general population, including non-users, information was collected through the Citizens' Panel Survey which was part of both Phase 1 which ran between Nov 2014-Feb 2015 and Phase 2 consultation between Oct 2015-Jan 2016.

## **Overall impact**

### **Proposal:**

It is proposed that no libraries will close and therefore there is no change for residents travel times to libraries. This means that a total of approximately 750 people in Barnet (0.22% of the Borough's population) do not have access to a library within 30 minutes' travel time by public transport (as is currently the case). Therefore, over 99% of residents without disabilities affecting access have access to a library within 30 minutes, whilst 85% have access to a library within 20 minutes and 50% within 15 minutes (Based on TfL's strategic modelling).

There is a proposed change to the service offer at some sites and a reduction in size. There is a reduction across the network in total library footprint from 92,214 sq ft to a minimum of 46,715 sq ft. The Core Plus libraries will see a smaller reduction in library space, whilst Core and Partnership libraries will see a more significant reduction. The locality model has been designed to ensure a geographical spread of services across the borough. As buildings are reconfigured non-public areas will be kept to a minimum to mitigate the reductions in library footprint.

Libraries are currently open for 634.5 hours across the borough; this will increase to 904 hours made up of a range of sessions, including 188 staffed hours, 60 technology-enabled hours supported by volunteers, 596 technology-enabled hours (unstaffed). Partnership libraries will be open for a minimum of 60 hours per week between them. These changes represent an increase in opening hours of 42%. In regard to staffed sessions, Core Plus libraries will have 23.5 hours per week, whilst Core Libraries will have 15.5 hours per week. This means that in Core Plus libraries staffed opening hours will reduce by 52% (194.4 hours to 94 hours), whilst Core libraries will see a reduction in staffed hours of 66% (275.5 hours to 94 hours). Overall staffed hours will reduce by approximately 70%. Opening hours supported by staff or volunteers will reduce by approximately 60%.

The overall increase in opening hours will be a benefit to library users who prefer to access libraries in the evening or early mornings and are happy to access library services unsupported. It will potentially be of particular benefit to working age adults, especially those employed, and students over the age of 16 for study/access outside of normal college or school hours. It will also be a benefit to those non-users who currently do not access the library because it is not open at times that suit them. The expansion of the digital service will also be a significant benefit for library users who require access to a wider range of online resources.

The reduction in staffed opening hours will have a significant impact on those who may require support to access the static library sites or require support to utilise the library during technology-enabled opening. The reduction in staffed hours will mean less support available in

the library to get advice, information and to utilise the resources in the library. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated technology-enabled opening library, training and information sessions about technology-enabled libraries, use of the home and library service and the development of a virtual enquiry line will help mitigate the impact on these groups.

Another group who will be significantly impacted by the changes will be under 16's (apart from 15 year old pupils in Year 11) who access library services but are not supported by an adult (18+). The enhancement of the digital library service, available 24 hour a day, seven day a week together with working closely with schools to enable school visits and outreach to continue will help mitigate the impact of the changes. School library facilities available for school pupils in Barnet also provide an alternative after school study space during school weekdays.

Core Plus libraries account for 36% of transactional library activity, whilst Core Libraries account for 45% and Partnership libraries for 20% respectably. This means that the reduction in opening hours at Partnership Libraries will potentially impact on 20 per cent of those who use libraries, whilst the reduction in library footprint and staffed hours will have the biggest impact on residents who use Core libraries, as these libraries equate to close to half of all library activity.

The table below details any differential impact on each equality strand, before looking at implications on particular libraries or categories of libraries.

The qualitative data, unless otherwise stated, is drawn from the five major consultation exercises carried out in Barnet with regard to libraries, in 2011, 2013, 2014 and most recently Phase 1 (2014/15) and Phase 2 (2015/16) consultations. The Quantitative data is drawn from a range of sources and is outlined in more detail in the Needs Assessment (Appendix B to the main report). The analysis also makes use of the results of the pilot of technology-enabled opening that took place at Edgware Library (using Open+ technology), which commenced in June 2015.

1. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected and mitigating actions	
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>General considerations:</b></p> <p><b>All adults</b></p> <p>The library service's strategic objectives continue to promote its reading and learning opportunities for adults: this has been identified as a key area for the service.</p> <p>Adults will be able to use libraries in all library sessions (staffed, unstaffed and facilitated).</p> <p><b>Older people</b></p> <p>Latest projections suggest that by 2030 the number of people aged 65 and over is projected to increase by 34.5%, over three times greater than other age groups. The growth in the number of over 85's is even more significant, increasing by two-thirds (66.6%) by 2030. It is anticipated that the increase in the number of over 85's will mean more residents with mobility issues who are unable to access physical libraries.</p> <p>Older People made up a third (33.1% of adults 18 and above) of respondents to the Phase 1 questionnaire and 29% of respondents in the Phase 2 consultation, although they account for 13.1% of library users, similar to the borough profile (13.8%).</p> <p>Older people (aged 65 and above) were less supportive of plans to use technology to extend opening hours or replace staff, due to worries about staff availability, especially in regard to support with IT. Older people may also be concerned by an increase in the use of volunteers as they see this as a potential decline in the quality of service. 1 in 8 respondents in the Phase 2 consultation identified 'training on how to use the technology' as a factor that would encourage them to use the technology-enabled opening hours.</p> <p>According to a Communications Market Report by OfCom (2014), whilst two-thirds of those aged 65-74 have access to the internet at home, only a third of those aged 75+ do so. Those who can access the internet will be able to use the digital library 24 hours a day. This group is also more likely to be able to use self-service technology at local libraries. Hence, it is those over 75 who are likely to be most affected.</p> <p>As older people are more likely to be concerned about reductions in staffing levels, a reduction in staffed hours of 70% will potentially have a negative impact on this group. It is most likely this will have a more significant impact on those over 75, as this group is generally less technologically adept and is also more likely to be isolated. The locality model for the 14 libraries has been developed to ensure a mix of library</p>	

		<p>provision and spread of staffed opening hours across the borough. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.</p> <p>Our survey of registered users of the extended hours service at Edgware library has shown that 28% of respondents were over the age of 65. Of these, 60% had used the technology to access the building with 58% of these using it weekly or more frequently. When asked whether they had experienced difficulties, 2 individuals responded that they had experienced some difficulty with 1 referencing difficulty with using technology. These respondents had chosen to register for the technology-enabled opening hours and therefore may be more comfortable or familiar with technology.</p> <p>Respondents over the age of 65 cited a number of benefits to them of the extended opening hours, these included: greater availability of services as these periods are quieter; less noise in the library; easier access with no parking restrictions before 8am and after 6.30pm in the vicinity.</p> <p>Modelled data indicates that none of the proposed core libraries are used disproportionately by 65+ users, although the high response rate from older people in the consultation demonstrates the importance to this cohort.</p> <p>The reduction in opening hours at Childs Hill could have a disproportionate impact on over 65s according to modelled data, as it is estimated that 24.1% of those who use this particular library are over 65, compared 13.1% usage for the borough as a whole.</p> <p>The lack of public toilets in the libraries during unstaffed periods may impact older people more so than others. Careful consideration has been given to the restriction of toilet use during unstaffed opening. However with no possible CCTV coverage in the toilets, it is considered that the risks relating to safeguarding; identifying injury or illness, antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p><b>What action has been taken already to mitigate this?</b></p> <ul style="list-style-type: none"> <li>• Home and mobile service is provided and will be a continued offer to support those who cannot access a physical library.</li> <li>• Public transport routes between libraries have been mapped and journey times calculated. The majority of libraries are within 1 bus/train journey of another often very closely located to a bus stop (see Appendix J for further details).</li> </ul>
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- Further security measures have been proposed through the inclusion of a live monitored CCTV solution in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel less confident in using the library during unstaffed periods.

**What action do you plan to take to mitigate this?**

Action	By When
Staff members will be on hand during the initial roll out of TEO in each library to support, train and advise customers on how to use the entry system and to encourage appropriate behaviours.	As the TEO is rolled out in each library
Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> <li>• Training to enable them to support customers in using technology-enabled opening.</li> <li>• Safeguarding training</li> <li>• Customer service training</li> </ul> Further detail of volunteer training is available in Appendix A	Prior to deployment of volunteers to support TEO
Live CCTV will be in place and associated measures that include: <ul style="list-style-type: none"> <li>• CCTV monitored in real time in publicly accessible areas</li> <li>• Audible link to enable CCTV centre to communicate with library users</li> <li>• CCTV centre to alert emergency services if required</li> <li>• CCTV operator able to control individual cameras to monitor incidents or track behaviour</li> <li>• CCTV operator able to mobilise roving security to respond to any incident with the aim of a response time of 30 minutes</li> <li>• Retains CCTV evidence for an agreed period.</li> </ul> Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library

	A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library
	Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library
	Staffed hours of libraries across the borough will be displayed in each library on the TEO notice board along with the contact numbers for each library.	Prior to the launch of TEO in each library
	Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library.	Prior to the launch of TEO in each library
	Self service kiosks will be updated between April and June 2016 in some libraries as part of a process to upgrade existing technology. As part of this roll out, there will be staff members acting as floor walkers to provide assistance to users in addition to pictorial user guides displayed in the libraries. These user guides will remain on display as TEO is rolled out so any new users who may not have used the kiosks previously can refer if they have any issues.	April – June 2016
<b>Children and young people</b>		
<p>Compared to resident population, modelled data suggests residents aged 6-9 years old use libraries significantly more than average (14.5% of 6-9 year olds compared to 5.2% of the borough population). Modelled data also suggests 14.5% of 0-5 year olds use libraries compared to 8.8% of the borough population and 10-15 year olds make up 11.4% of library users compared to 7% of the boroughs population.</p> <p>In the Phase 1 consultation, qualitative focus groups with parents of children aged 0-15 and with young people themselves as well as a targeted ‘young people’s’ questionnaire ensured that this user group’s voice was heard. In addition Phase 2 of consultation included qualitative focus groups with children as well as workshops at primary schools. Young people were generally unsupportive of library closures or plans to make libraries smaller, but were supportive of plans for generating income and using technology to extend opening hours, as long as this didn’t restrict their future library access.</p>		

		<p>Young people in Year 11 and up to the age of 18 can register to use technology-enabled opening with parental permission. All children can access the library accompanied by an adult. For these children, the extended technology-enabled opening hours may have a potential positive impact by making libraries available for longer.</p> <p>DCMS guidance was issued in December 2015 recommending that for safeguarding reasons, children under 16 should be accompanied during unstaffed opening hours. It was initially proposed that unaccompanied young children under the age of 16 would not be able to use Barnet libraries during technology-enabled opening hours when libraries are unstaffed. Following the Phase 2 consultation with young people, access for children during technology-enabled opening sessions has been revisited. A revised proposal is to allow all children in Year 11 (aged 15 or 16) access to the library unaccompanied during technology-enabled opening sessions with approval from their parent/guardian and from their school. Children aged 15 in year 11 will be required to have their registration form stamped by their school to enable them to use the library during unstaffed sessions.</p> <p>This reduces the potential negative impact on young people aged 15 in Year 11, giving all individuals in the same school year an equal opportunity to use the library for study purposes.</p> <p>The requirement for young children to be accompanied will apply to the technology-enabled opening sessions and those technology-enabled opening sessions supported by volunteers. It is not the intention for volunteers to be the accompanying adult for younger children. They are therefore likely to see a net reduction in times when they can access the library.</p> <p>The number of hours that a resident under 16 and not in year 11 can access a library unaccompanied will reduce from 643.5 to a minimum of approximately 248 hours in the proposed model. The reduction in floor space will also impact on young people's ability to access study space.</p> <p>For younger children who currently access services unaccompanied by an adult and cannot arrange for an adult to accompany them, modelled data suggests that the fewer staffed hours might have a particular impact at Edgware (44.3% of users are under 16) and Grahame Park (55.1% of users are under 16) libraries which are both significantly disproportionately used by children under 16, compared to the percentage of this age group in the general population (21%). However, if accompanied by an adult this group will benefit from extended opening hours.</p> <p>It is estimated that the majority of children under 10 years old currently access the library accompanied by an adult and therefore will have the opportunity to access the technology-enabled opening with an adult. Therefore the impact will potentially predominantly be felt by 10-15 year olds who access the library</p>
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		<p>unaccompanied by an adult. Modelled data suggests 10-15 year olds account for 11.4% of library users. If this group can secure an adult to accompany them, they can access the full range of technology-enabled opening.</p> <p>We will continue to develop the digital library, which will be available 24 hours a day, seven days a week. The digital library includes e-books, e-audio books, a wide range of online magazines, journals, back issues of newspapers and other electronic reference resources. Analysis of out of school study facilities indicated that the borough's secondary schools offer a range of study and homework opportunities for their pupils. All schools responding to the request (19 responding out of 25 requests) for information stated that they 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 and 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.</p> <p>Nonetheless, the reduction in hours will have a significant impact on the 10-15 year old cohort (except 15 year olds in year 11) who visit libraries unaccompanied.</p> <p>Modelled data indicates that the following libraries are disproportionately used by 10-15 year olds: Golders Green (16.2% of users), Burnt Oak (16% of users), Edgware (14.3% of users), and Grahame Park (13.6% of users). All secondary schools in these areas provide after school study facilities.</p> <p>The proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area, including staffed hours across the weekend when other study facilities are not available. Under 16s are able to use buses free of charge to travel which would help young people to travel to libraries that are staffed at times when the nearest library is only available through technology-enabled opening. Further detail on the public transport connections between the libraries in Barnet can be found in Appendix J.</p> <p>The reduction in footprint may also have an impact on the number of activities offered to children and young people. This could be of particular concern to libraries proportionately overused by 0-5 year olds. 20.1% of library users at South Friern are under 5, compared to 8.7% in the local area and 8.8% of the borough's population.</p>
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Plans to introduce small fines for children's books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and Childs Hill. However, there are multiple ways in which to renew items and thereby avoid fines including in person and 24 hours a day online or via an automated renewals telephone line.

The lack of available toilets in the libraries during unstaffed periods may impact accompanied children more so than others. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, it is believed that the risks relating to safeguarding; antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.

**What action has been taken already to mitigate this?**

- The proposal for under 16s has been revisited and changes made that would allow all children in year 11 and who are aged 15, to access to libraries unaccompanied during TEO hours with parent/guardian permission and validation from their school.
- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality including across the weekend when other study facilities are not available (see indicative timetable in Appendix A). Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. Children under the age of 16 can travel free of charge on London buses.
- Continued traded service to schools, supporting the delivery of literacy and learning support.
- All secondary schools have been contacted to understand their study provision for students before and after school. Details can be found above and in Appendix A.

**What action do you plan to take to mitigate this?**

Action	By When
Continued development of the digital library service	Ongoing
A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library
Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website	Prior to the launch of TEO in each library

	Locality model: Public transport routes between libraries in a locality and other proximal libraries will be clearly displayed on the TEO notice board	Prior to the launch of TEO in each library
	Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library
	Introduction of children's fines will be widely advertised both in the libraries and online to ensure there is not a disproportionate effect on low income families.	Prior to the introduction of children's fines (advertisement of introduction to begin at least 4 weeks ahead)
	As the Partnership library provision is developed, an offer for 10-15 year olds to study and learn will be included as part of the service level agreement with partner organisations	Prior to agreement of terms with organisations running Partnership libraries
	Schools will be briefed by the Library Service on 'open' library technology to allow visits and outreach to continue during unstaffed hours (e.g. staff signed up to Open+ system).	Prior to the launch of TEO in each library
	Range of activities available to children and young people and their families in Barnet will be advertised in the libraries and through online platforms.	Ongoing
	Advertising campaign will be developed to increase awareness of the digital library service and to ensure all customers, specifically children and young people, schools and supplementary schools, are aware of how to access it.	As TEO roll-out for libraries approaches, awareness of the digital library should be increased
<b>Working age adults</b>		
Working age adults are underrepresented according to modelled data (44.9% of library users compared to 62.8% of the borough population) and will benefit from extending opening hours in the evening and early morning using technology-enabled opening hours, especially those in employment who have expressed desire for more evening opening hours. 70% of those who responded to our survey of registered users of		

		<p>the technology-enabled opening hours at Edgware library by a number of comments throughout describing benefits of increased flexibility allowing individuals to use the library when they ordinarily are unable to due to working commitments and the regular opening times of Edgware library.</p> <p>This may be of a particular advantage to users of Church End library, which has higher levels of working age adult users compared to other libraries (49.1% compared to 62.8% of the borough population). Other areas with higher than average levels of working age adults are Hendon library (53.8%) and Golders Green (47.3%).</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>General considerations</b></p> <p>Modelled data suggests that disabled residents account for roughly 14% of library usage, with 6.5% of transactions being carried out by people whose day to day activities are limited 'a lot', and 7.5% by people whose day to day activities are limited 'a little'. Looking at library usage as a whole, customers whose daily activities are limited 'a lot' use libraries in line with the percentage of the borough population whose activities are limited in this way (6.5% of library users compared to 6.6% of borough population) according to modelled data. Residents who day to day activities are limited 'a little' use the library as much as expected according to modelled data.</p> <p>People whose day to day activities are limited 'a lot' make significantly higher use of libraries in Burnt Oak, Childs Hill and Grahame Park, and relatively low use of the libraries in Church End, Hendon and Mill Hill.</p> <p>In the Phase 1 consultation, disabled people made up 9.9% of respondents to the open questionnaire and 14.4% of Citizen's Panel respondents (unweighted), compared to 11.7% of the boroughs population. In the Phase 2 consultation 12% of all respondents identified themselves as having a disability, closer to the borough profile as a whole.</p> <p>Consultation responses both to the open questionnaire and at targeted focus groups in Phase 1 consultation revealed that disabled residents had some specific views around potential changes to the service:</p> <ul style="list-style-type: none"> <li>• A high proportion of disabled respondents strongly disagreed with plans to reduce staffed opening hours.</li> <li>• A high proportion of disabled respondents also strongly disagreed with proposals to introduce technology-enabled opening hours as either a replacement to staff or using technology to extend opening hours.</li> </ul>

		<ul style="list-style-type: none"> <li>• Focus groups echoed these concerns with those with physical disabilities most concerned about their ability to use new technology.</li> </ul> <p>People with disabilities generally welcomed improvements in access, including better buildings and increased opening hours, although there is a risk that people with disabilities may struggle to use libraries without volunteer or staff support. Respondents have stressed the importance of working toilet facilities and user-friendly furniture (Barnet, 2011). More generally, access is seen as a potentially significant issue for disabled users by both users themselves and by others (Barnet, 2011, 2014).</p> <p>In our pilot survey of registered users of the technology-enabled opening hours at Edgware library, 12% of respondents (14 individuals) registered as having a disability. Of these, 79% had made use of the service with 73% using it once a week or more frequently. Comments left by these users describe a number of benefits to using the extended hours including: reduced noise levels; fewer people meaning greater access to required services; and increased flexibility.</p> <p>64% of users with a disability had not experienced any difficulties with technology-enabled opening. Of those who cited difficulties, 1 was in relation to using technology. The remaining 3 individuals who described difficulties left the same comment appeared to be describing the same incident (although it was not reported), this is discussed further in Appendix F, section 3.8.1.</p> <p>People with learning difficulties and/or sensory impairments may find it more difficult to navigate technology-enabled opening hours. However, there are alternative routes which this group has identified as more convenient for access to literary resources, including library e-books, content available directly from the Royal National Institute for Blind People (RNIB), and the home library service.</p> <p>The reduction in staffed hours may impact on people with mental health issues who require assistance or reassurance to use library services. Volunteer supported sessions will help to mitigate this impact, together with the locality model offering a range of staffed hours in each locality.</p> <p>In the Phase 2 consultation focus group, people with sensory impairments had some concerns about the skills of volunteers and sought reassurance that volunteers would be properly trained, including safeguarding training.</p> <p>The lack of available toilets in the libraries during unstaffed periods may impact disabled users more so than others. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, officers' views are that the risks relating to safeguarding; antisocial</p>
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		<p>behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.</p> <p><b>Core libraries:</b> An overall increase in opening hours at Core libraries could have a positive impact on people with disabilities and their carers if they are able to access technology-enabled opening libraries and use self-service technology. However, people with disabilities and learning difficulties may be less able to use the library during technology-enabled sessions and the number of staffing hours is proposed to reduce by over 50% (Core libraries).</p> <p>The role of library staff was identified in the consultation as being important in supporting disabled users, and those with learning difficulties, to use technology-reliant services. For those who cannot use technology-enabled opening hours or do not feel confident to use libraries in these sessions, there will be a negative impact with the reduction in staffed opening hours.</p> <p>According to modelled data, this will be particularly pronounced at libraries in Burnt Oak, which is disproportionately used by people whose day-day activities are limited 'a lot' (7.8% of library users compared to 6.6% of borough profile) and at Osidge which is disproportionately used by users with activities limited 'a little' (8.1% compared to 7.4% of the boroughs population).</p> <p>A reduced library footprint may impact on people with learning disabilities who reported in consultation that they valued the space libraries offered. Again, this will likely have the most impact at Burnt Oak and Osidge.</p> <p>The proposed locality model ensures that opening hours are designed to maximise access to libraries across a geographical area. There are good public transport links between most Barnet libraries within and often between locality areas. These links will be displayed within libraries along with staffed opening times.</p> <p><b>Core Plus libraries:</b> Longer opening hours through technology-enabled opening should benefit disabled library users. People with learning disabilities and people with mental health issues both focused on libraries' role in reducing isolation.</p> <p>However, people with disabilities and learning difficulties may be less able to use the library during technology-enabled sessions and the number of staffing hours is proposed to reduce by over 50% (Core Plus libraries). The impact may particularly significant at Chipping Barnet library, which is overused by users with activities limited 'a lot' (7.1%) and 'a little' (8.1%) according to modelled data.</p>
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**Partnership libraries:** The reduced offer at Partnership libraries may impact people with disabilities or learning difficulties as, if they can't travel far, they will only have access to a limited range of resources. People whose disability limits their activity 'a lot' are overrepresented in current usage of the Childs Hill library (7.4% of library users compared to 6.6% of the borough population) according to modelled data, and therefore may be impacted most by these proposals. However, the proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area.

**What action has been taken already to mitigate this?**

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. Most libraries are within a single bus or train journey of another Barnet library. (Appendix J)
- Continue home and mobile service offer to support those who cannot access a physical library.
- Further security measures have been proposed through the inclusion of live monitored CCTV cameras in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods.

**What action do you plan to take to mitigate this?**

Action	By When
Staff members will be on hand during the initial roll out of TEO in each library to train customers on how to use the entry system and encouraging appropriate behaviours.	As the TEO is launched in each library
The library service will engage with disabled people's support groups to facilitate sessions in using technology-enabled opening. These will initially be undertaken at Edgware Library and comments used to inform future TEO implementation and user education	Prior to the wider launch of TEO

		<p>Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Training to enable them to support customers in using technology-enabled opening.</li> <li>• Safeguarding training</li> <li>• Customer service training</li> </ul> <p>Further detail of volunteer training is available in Appendix A</p>	Prior to deployment of volunteers to support TEO	
		Live CCTV will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library	
		More publicity of home and mobile library services via disabled people's support groups and/or social care contact routes to ensure users are aware of the service.	As TEO is launched in addition to at the time of the new mobile library roll out	
		A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library	
		Staffed opening hours of each library in the borough will be displayed on the TEO notice board in each library in addition to being communicated through the Barnet website.	Prior to the launch of TEO in each library	
		Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library	
		Residents will be able to reserve stock from across the library network for free.	1 <sup>st</sup> April 2016	
		A user group for technology-enabled opening will be established by the Library service to include library users with disabilities.	Prior to TEO launch	
		Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library.	Prior to the launch of TEO in each library	



		<p>Access measures such as easy read symbols will be used to ensure people with learning disabilities can use open libraries.</p> <p>Publicity campaign to promote TEO to carers and support groups for carers of people with learning difficulties and disabilities</p> <p>The take-up of service by disabled people, including home library service, will be monitored to identify any developing issues.</p>	<p>Prior to the launch of TEO in each library</p> <p>Prior to TEO launch</p> <p>Ongoing</p>	
3. Gender reassignment	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>General considerations</b></p> <p>The library service does not collect user data on gender reassignment and this data is not available from the 2011 Census. Respondents to Phase 1 or Phase 2 of the latest round of consultation were not asked about their gender identity.</p> <p>GIRES, the Gender Identify Research and Education Society, estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with their biological gender). If this proportion held locally it would suggest that 750-1000 library users might be affected.</p> <p>National research suggests that people affected by gender dysphoria, particularly children and young people, often have difficulties because of a lack of relevant information about issues which affect them and improved access to information is therefore likely to have a particular benefit for this group.</p> <p>Improved access to information (longer opening hours and more digital information) should have a positive impact on this group.</p>		
4. Pregnancy and maternity	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>Physical access to library buildings, internal and external, is important for parents who, for example, may need to use cars to transport children. As the proposed model retains all of the current static library sites across the borough there is limited impact on pregnant women and women with small children in terms of accessing library buildings.</p> <p>In the pilot survey of extended service users at Edgware, two respondents cited better access with relation to parking during the extended hours as being a benefit. This is because local parking restrictions around Edgware library are not in effect before 8am or after 6.30pm. This is likely to apply to other library sites</p>		

where day time parking restrictions are in force.

Parents say that they are more likely to use online services and will benefit from increased provision of e-resources from the digital library. Parents were also more supportive of any potential increases in opening hours and are likely to benefit from this change.

Reduced footprint and less available space to run events may affect new parents taking their children to targeted events. Space will be available in both Core and Core Plus libraries to run a range of events during staffed hours, however with a reduction in staffed hours the number of events may be reduced.

The lack of available toilets in the libraries during unstaffed periods may impact use by mothers with young children and pregnant women. Careful consideration has been given to the restriction of toilet use however, with no possible CCTV coverage in the toilets, officer's views are that the risks relating to safeguarding; antisocial behaviour; health and safety; and property damage mean that it is not reasonably practicable to keep the facilities open whilst still ensuring the wellbeing of the public using the site during unstaffed periods.

Pregnant women and parents visiting the library with children (particularly women) may have concerns about their security using an unstaffed library as described in section 7 below. The proposal for technology-enabled opening has been reviewed with a live-monitored CCTV solution being proposed in all future Core and Core Plus libraries.

**What action has been taken already to mitigate this?**

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.
- Further security measures have been proposed through the inclusion of live monitored CCTV cameras in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods.

**What action do you plan to take to mitigate this?**

Action	By When
Events for young children and their parents will remain a priority. Events in	Ongoing

		libraries and in other early years settings such as children's centres will be advertised widely across the library network.	
		As the Partnership library provision is developed, the offer of parent-focussed events will be included as part of the service level agreement with partner organisations	Prior to agreement of terms with organisations running Partnership libraries
		Live CCTV (and associated measures) will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library
		A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library
		Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library	Prior to the launch of TEO in each library
		Opening times of library toilets will be clearly displayed in the library on the TEO notice board along with the location of public toilets in the local area.	Prior to the launch of TEO in each library
		Continued development of the digital library service	Ongoing
		Advertising campaign will be developed (e.g. Posters, social media channels) to increase awareness of the digital library service and to ensure all customers specifically children and young people are aware of how to access it.	Prior to launch of TEO roll-out for libraries and on going
<b>5. Race /</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>General considerations</b> The majority of library users are white (66.2% compared to 64.1% of the borough population) so this group	

Ethnicity	<p>is more likely to be affected by proposals. In general there is an under-representation of ethnic minority groups who are library users compared to the wider ethnic profile of the borough, and the data suggests there is no ethnic group who are significantly over-represented in library users compared to the borough's population.</p> <p>In the Phase 1 consultation, Black And Minority Ethnic (BAME) residents expressed higher levels of support for change, particularly increased volunteering and use of self-service technology.. Non-white respondents in the open questionnaire were more supportive of using volunteers to enhance the services provided by paid staff (29% strongly agreed compared to 19% of white respondents). Focus groups (9 residents) also suggest that BAME residents were supportive of later opening hours and technology-enabled libraries.</p> <p>There is some evidence in the Needs Assessment which suggests that Gypsies and Travellers may use the library service less than other demographic groups, although numbers are very small (0.035% against a Borough average of 0.037%). This group is a very small demographic of the population of Barnet.</p> <p><b>Core libraries:</b> According to modelled data Burnt Oak library is situated in a ward with one of the highest levels of BAME users (50.7% of users), although as there is no change to the opening hours of the library there should be no impact on this group.</p> <p>The overall maintenance of opening hours at Burnt Oak will limit the impact on this group.</p> <p><b>Core Plus libraries:</b> The new library at Grahame Park should benefit BAME users who make up a majority (59.9%) of the population in Colindale due to a new, modern fit for purpose library facility. The percentage of library users at Grahame Park matches the ward demographic according to modelled data, with 58.7% of library users being non-white.</p> <p><b>Partnership libraries:</b> During the consultation period, members of the Gypsy and Traveller Focus group were in support of a community library model and felt this would be more inclusive giving members of their communities' opportunities to be involved in the running of libraries.</p> <p><b>What action do you plan to take to mitigate this?</b></p> <table><tr><td>Action</td><td>By When</td></tr></table>	Action	By When
Action	By When		

		Sessions for residents, voluntary and community groups interested in running Partnership libraries will be advertised to all sections of the community.	Ongoing
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>General considerations</b></p> <p>In summary, overall the pattern of use by Christian, Buddhist, Hindu, Sikh, Muslim and Jewish residents broadly reflects the profile of the population. Within this broad pattern, the proportion of use by Jewish people is a little higher compared to the makeup of the Borough's population (17.5% of library users compared to 15.2% of the boroughs population) whilst data suggests that Muslim residents underuse the library by reference to population (9.2% compared to 10.3% of the borough population).</p> <p>Modelled data suggests that the pattern of individual library use, broadly reflects the geographical location of particular communities. For example:</p> <ul style="list-style-type: none"> <li>Jewish residents are heavier users of Edgware (32.1%), Golders Green (40.4%), Hendon (26.3%) and Mill Hill (21.3%) according to modelled data. This matches the wards with the highest Jewish population, Garden Suburb (38.2%) Golders Green (37.1%), Edgware (32.6%), Hendon (31.4%) and Finchley Church End (31.2%).</li> <li>Muslim residents are relatively heavy users of Burnt Oak (16.5%) and Childs Hill (15%) libraries. This closely matches the wards which according to the 2011 census have the highest Muslim population, Colindale (19.3%), Burnt Oak (18.4%) and Childs Hill (14.2%).</li> </ul> <p><b>Core plus libraries:</b> Extended technology-enabled opening hours on a Sunday under the proposal could benefit Jewish residents they would be able to make greater use libraries on a Sunday. As Jewish users may not use libraries on Saturday due to religious commitments, there is a risk that those who require support from staff might be negatively impacted by the longest staffed opening hours at Core libraries being on Saturdays. As a consequence it is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday. The proposed locality model, also ensures that opening hours are designed</p>	

		<p>to maximise access to libraries across a geographical area.</p> <p><b>Partnership libraries:</b> Where modelled data suggests that particular faith groups are over-represented in the use of particular libraries, the proposed locality model ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p><b>What action has been taken already to mitigate this?</b></p> <ul style="list-style-type: none"> <li>The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours to endeavour to provide a service that accommodates those with religious commitments.</li> </ul> <p><b>What action do you plan to take to mitigate this?</b></p> <table border="1"> <thead> <tr> <th>Action</th><th>By When</th></tr> </thead> <tbody> <tr> <td>Sessions for residents, voluntary and community groups interested in running Partnership libraries will be advertised to all sections of the community.</td><td>Ongoing</td></tr> <tr> <td>A spread of opening hours across days of the week in each locality to endeavour to provide a service that accommodates those with religious commitments.</td><td>Prior to TEO roll out, when library opening hours are timetabled</td></tr> <tr> <td>It is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday.</td><td>Prior to TEO roll out</td></tr> </tbody> </table>	Action	By When	Sessions for residents, voluntary and community groups interested in running Partnership libraries will be advertised to all sections of the community.	Ongoing	A spread of opening hours across days of the week in each locality to endeavour to provide a service that accommodates those with religious commitments.	Prior to TEO roll out, when library opening hours are timetabled	It is proposed to offer a volunteer session on Saturday and a staffed session on Sunday at Golders Green (a Core Library) with an unstaffed/no volunteer day to be scheduled between Monday and Friday.	Prior to TEO roll out	
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7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>General considerations</b></p> <p>The modelled data suggests that library usage by men and women broadly mirrors the profile of the borough overall, with approximately 47.9% usage by men and 52.1% usage by women (compared to estimates that 51.5% of the borough are female and 48.5% male).</p> <p>In the Phase 1 consultation, women were over represented as a proportion of respondents to the open questionnaire making up 64.4% of respondents. However, there was limited difference in responses between male and female respondents to the consultation although men were more likely than women to</p>									

		<p>agree with increased use of self-service technology.</p> <p>Men were also slightly more likely to strongly agree with an increase in use of technology in libraries to extend opening hours and replace staff, whereas women are more likely to raise concerns around security using unstaffed libraries (24% women, 15% men) as part of the open questionnaire.</p> <p>Some gender differences also emerged in responses to the 2011 consultation. The most significant of these were:</p> <ul style="list-style-type: none"> <li>▪ Men were more likely than women to agree with increased use of self-service technology.</li> <li>▪ Men were more likely to access online resources while women were more likely to borrow books.</li> <li>▪ Women were more likely than men to cite parking as a problem.</li> <li>▪ Women were more likely than men to request longer opening hours.</li> </ul> <p>Data detailing the number of users of the technology-enabled opening at Edgware library shows that 43% are female, 49% are male and 8% did not disclose their gender. Our pilot survey was sent to 512 individuals who had registered to use technology-enabled opening at Edgware, 58% of respondents were female 61% of which had used the library during the technology-enabled hours.</p> <p>We asked those individuals who had registered for but not used technology-enabled opening why this was the case. 80% said that they had not yet had a need to use the extended opening times, 12.5% said they did not feel confident using an unstaffed library, 5% said the services or facilities they required were not available and 10% cited other reasons. 5 individuals left comments in the free text box with 4 of these being women citing lack of safety as a reason they would not use the unstaffed library.</p> <p>In the Phase 2 consultation, 1 in 5 respondents highlighted that ‘additional security’ was a factor that would encourage them to use technology-enabled opening hours.</p> <p>Please see page 25 for consideration of pregnancy and maternity and parents of young children.</p> <p>Further work has been undertaken to review the options available to ensure the safety and security of library users and to increase confidence in the use of unstaffed libraries among residents. The proposal is for the use of a live-monitored CCTV solution during technology-enabled hours across the future 10 Core and Core plus library sites. This provides measures that minimise risk and reassure members of the public of their safety and security in the library buildings.</p>
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**What action has been taken already to mitigate this?**

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.
- Further security measures have been proposed through the inclusion of live monitored CCTV cameras (and associated measures) in Core and Core Plus libraries. Further detail is available in Appendix A and the risk assessment in Appendix K. In addition to added security benefits, the live-monitored CCTV will give reassurance to users who might feel vulnerable during unstaffed periods.

**What action do you plan to take to mitigate this?**

Action	By When
<p>Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Training to enable them to support customers in using technology-enabled opening.</li> <li>• Safeguarding training</li> <li>• Customer service training</li> </ul> <p>Further detail of volunteer training is available in Appendix A</p>	Prior to deployment of volunteers to support TEO hours
Live CCTV (and associated measures) will be in place, to monitor publicly accessible areas. Full signage will be displayed, advising of this monitoring.	Prior to the launch of TEO in each library
A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library



<p><b>8.</b> Sexual orientation</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>General considerations</b></p> <p>The service does not hold data on this characteristic and few consultation responses have been received from lesbian, gay or bisexual (LGB) people. If the number of LGB people using libraries were similar to the rate within the general population LGB residents would make up approximately 6% of library users (2,990 active borrowers).</p> <p>A small proportion (5%) of respondents to the open questionnaire in Phase 1 of the consultation identified themselves as 'non-heterosexual'. Whilst this response rate is too low to draw out specific findings, non-heterosexual respondents were more likely to agree with using volunteers to enhance the service provided by paid staff and to agree with the redevelopment of library sites.</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p>
<p><b>9.</b> Marital Status</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>No specific differential impact identified for the general principles of change to the service.</p>
<p><b>10.</b> Other key groups?</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Unemployed people</b></p> <p>(Unemployment is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)</p> <p>Unemployed people are one of the groups identified as having particular requirements from libraries by Sue Charteris's inquiry into the Wirral libraries strategy (Charteris, 2009).</p> <p>The number of unemployed people (those receiving Job Seekers Allowance or out of work benefits) using libraries matches the proportion of this group in the wider population. Unemployed people in Barnet are in favour of online services but may not know about alternative ways of accessing services, such as job clubs or e-books. It is possible that reduced staffed opening hours at some libraries will have an impact on those areas with the highest levels of unemployment, although the broader increase in opening hours should benefit this group. The highest percentage of the population receiving out of work benefits is in Burnt Oak (15%), Underhill (12%) and Golders Green, Childs Hill and West Hendon (all 11%).</p> <p><b>Core libraries:</b> Improved opening hours as part of this offer will positively impact unemployed people as</p>

they will have more access to libraries and their services including computers. However, a reduction in support from staff may have a negative impact if unemployed people feel uncomfortable using unstaffed libraries. A reduction in the number of computers available in libraries could also have a negative impact on this group. This could have a more significant impact in Burnt Oak, due to the higher percentage of residents receiving out of work benefits.

**Core Plus libraries:** According to the modelled data Grahame Park library has the highest percentage of job seekers allowance claimants (3.3%) and claimants of out of work benefits (13.6%) according to modelled data and therefore this group will benefit from a new state-of-the-art library with good access and technology-enabled opening ensuring the library is open 7 days a week.

**What action has been taken already to mitigate this?**

- The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours for those who are not confident in using technology-enabled opening will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities. (See Appendix J for further details)

**What action do you plan to take to mitigate this?**

Action	By When
Ensure the sign up process for Open+ is clear, simple and is publicised to unemployed people.	Prior to the launch of TEO in each library
Staff members will be on hand during the initial roll out of TEO in each library to train customers on how to use the entry system and encouraging appropriate behaviours. This training will assist those who cannot, or feel uncomfortable, using technology-enabled libraries or self-service technology.	As TEO is launched in each library
Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"> <li>• Training to enable them to support customers in using technology-enabled opening.</li> </ul>	Prior to deployment of volunteers to support TEO hours

		<ul style="list-style-type: none"> <li>• Safeguarding training</li> <li>• Customer service training</li> </ul> <p>Further detail of volunteer training is available in Appendix A</p> <p>A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.</p> <p>Locality model: Public transport routes and indicative travel times to the nearest libraries will be displayed on the TEO notice board in each library</p>	<p>Prior to the launch of TEO in each library</p> <p>Prior to the launch of TEO in each library</p>	
		<p><b>People from areas of high deprivation</b></p> <p>(Deprivation is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)</p> <p>Whilst Barnet has relatively low levels of deprivation, there are exceptions to this. Burnt Oak is located in the top 20% of deprived areas nationally. The Colindale replacement site for the Grahame Park library is also currently in the top 20% of deprived areas although regeneration plans mean this is likely to change. Moreover, Colindale and Burnt Oak also have the highest levels of child poverty (37% and 36% respectively). Both these areas also have the lowest average household incomes of all Barnet wards at £30,125 (Colindale) and £25,930 (Burnt Oak) compared to the Barnet average of £41,658.</p> <p>Childs Hill, Osidge and South Friern are all close to areas which are in the most deprived 30% nationally and East Finchley is near two areas that fall into the most deprived 20%.</p> <p>Increased opening hours may have a positive impact on service users living in more deprived areas of the borough where fewer people have access to other sources of books and information generally, or who don't have access to a computer at home so rely on the libraries to access this facility. There is a risk that reduced staffing hours will have a negative impact on those who cannot use self-service technology or rely on support to access libraries. A reduced library footprint, including reduced computer space could also have a negative impact on those who do not have access to computers at home.</p>		

		<p>A reduced library footprint and the subsequent reduction in the number of events that can be run may also negatively impact users from disadvantaged backgrounds as they may not be able to afford to pay for groups/ activities available outside libraries.</p> <p>Plans to introduce small fines for children's books may disproportionately affect children from low income families.</p> <p><b>Core libraries:</b> Increased opening hours should positively impact users from more deprived households. However, a reduction in library footprint and computer space, as well as a reduction in staffed hours, could negatively impact on users of libraries in Burnt Oak and to a less extent East Finchley, which are in, or close to areas of deprivation.</p> <p><b>Core Plus libraries:</b> People from deprived households should benefit from the extended opening hours that this offer provides.</p> <p><b>Partnership libraries:</b> Under this new proposal, Childs Hill library which has high usage by deprived residents, would become a partnership library. This could mean a reduction in the number of opening hours at this library, and therefore access for deprived residents.</p> <p><b>What action has been taken already to mitigate this?</b></p> <ul style="list-style-type: none"> <li>The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Staffed opening hours will be spread across a locality. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.</li> </ul> <p><b>What action do you plan to take to mitigate this?</b></p> <table border="1"> <tr> <th data-bbox="504 1313 1713 1364">Action</th> <th data-bbox="1713 1313 1998 1364">By When</th> </tr> <tr> <td data-bbox="504 1364 1713 1439">The mobile library routes will be reviewed to identify any potential gaps in coverage and to ensure access to areas of deprivation within Barnet</td> <td data-bbox="1713 1364 1998 1439">Prior to the</td> </tr> </table>	Action	By When	The mobile library routes will be reviewed to identify any potential gaps in coverage and to ensure access to areas of deprivation within Barnet	Prior to the
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The mobile library routes will be reviewed to identify any potential gaps in coverage and to ensure access to areas of deprivation within Barnet	Prior to the					

			launch of TEO
	Volunteers will be deployed to support a number of TEO hours each week at each Core and Core Plus library. Volunteers will undergo a training programme as part of the induction process. This will include but is not limited to: <ul style="list-style-type: none"><li>• Training to enable them to support customers in using technology-enabled opening.</li><li>• Safeguarding training</li><li>• Customer service training</li></ul> Further detail of volunteer training is available in Appendix A	Prior to deployment of volunteers to support TEO hours	
	A dedicated TEO notice board/information hub will be included in the design of each TEO library to host information.	Prior to the launch of TEO in each library	
	Self service kiosks will be updated between April and June 2016 in some libraries as part of a process to upgrade existing technology. As part of this roll out, there will be staff members acting as floor walkers to provide assistance to users in addition to pictorial user guides displayed in the libraries. These user guides will remain on display as TEO is rolled out so any new users who may not have used the kiosks previously can refer if they have any issues.	April – June 2016	
<b>Students in full time education</b> (Being a student is not one of the protected characteristics for the purposes of the public sector equality duty in the Equality Act 2010.)  The extended opening hours offered through the introduction of technology-enabled opening is likely to benefit students over the age of 18 or with parental permission to access technology-enabled libraries. The continued development of the digital library is also likely to benefit this group of residents.  However, potential reductions in study space as part of reductions in the size of the library footprint might impact on this group although a strategic partnership with Middlesex university to co-locate university services alongside Hendon library may mitigate this impact for some students.			

		<p><b>What action has been taken already to mitigate this?</b></p> <ul style="list-style-type: none"> <li>The locality model for the 14 libraries has been developed to ensure a mix of library provision and a spread of opening hours. Public transport routes have been mapped between libraries in each locality in addition to proximal libraries in neighbouring localities.</li> </ul> <p><b>What action do you plan to take to mitigate this?</b></p> <table border="1"> <thead> <tr> <th>Action</th> <th>By When</th> </tr> </thead> <tbody> <tr> <td>A strategic partnership with Middlesex University to co-locate university services alongside Hendon Library</td> <td>By April 2017</td> </tr> <tr> <td>Continued development of the digital library service</td> <td>Ongoing</td> </tr> </tbody> </table>	Action	By When	A strategic partnership with Middlesex University to co-locate university services alongside Hendon Library	By April 2017	Continued development of the digital library service	Ongoing
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A strategic partnership with Middlesex University to co-locate university services alongside Hendon Library	By April 2017							
Continued development of the digital library service	Ongoing							

<b>2. Equality Improvement Plan</b>
<p>The Equality Improvement plan will comprise of the mitigating actions set out above. The actions will be delivered to the timeline set out above. The effect of the measures will be reviewed after 12 months of the implementation of the proposals to assess whether the mitigating actions have had the intended impact.</p>
<b>3. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
<p>Satisfaction ratings may initially drop among some groups of service users. However, as residents become familiar and gain confidence in using technology-enabled libraries alongside increased opportunities for volunteering, satisfaction may recover.</p>
<b>4. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
<p>The proposal aims to develop an innovative model for library provision to endeavour to strike the appropriate balance between maintaining the level of service and finding the efficiencies needed. The proposal will keep all libraries in Barnet open, ensuring almost 100% of Barnet residents are within 30 minutes of a library.</p> <p>The proposal will use technology to increase opening hours at libraries from 634.5 hours to 904 hours, allowing residents to access libraries at more convenient times (e.g. after work and at weekends). This will make libraries more accessible to those who currently do not access libraries due to the constraints of the working day.</p>
<b>5. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b>
<p>Both phases of consultation were carried out to a high level of transparency by independent, trusted facilitators, Opinion Research Services (ORS) Phase 1 and Enventure Research – Phase 2.</p> <p>The Council has taken into account the responses from the consultation questionnaires and focus groups, which were targeted to ensure they covered the diverse communities of Barnet, to develop the proposal outlined in this paper.</p> <p>The prospect of community involvement in running libraries – even if simply as a volunteer – has a positive impact on residents' engagement with other services.</p>
<b>6. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?</b>
<p>Satisfaction with the library service will continue to be monitored. The technology that enables technology-enabled opening allows for monitoring of users, transactions etc during technology-enabled opening times. This data will be collated by the service to monitor uptake and usage and to steer any campaigns to increase awareness of the service among particular groups of residents.</p>
<b>7. How will the new proposals enable the council to promote good relations between</b>

## **different communities?**

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

### **8. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?**

#### **Previous library strategy consultation and other relevant engagement:**

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

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

#### **Priorities and Spending Review Engagement (October - December 2013)**

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



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

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

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

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

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

Recruitment ensured a range across the following criteria:

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

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

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

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

**Phase 1: Full Consultation on three proposed options, lasting from 10 November 2014 to 22 February 2015, a total of 15 weeks.**

The consultation took the form of a public survey, divided into three sections, which asked for:

- views on each of the component proposals which made up the options; on the options themselves, and on any other ideas they had for the future of the service (respondents had the option to complete this section only);
- views on the current library service and how this could be enhanced for both users and current non-users of the service;
- equality monitoring information (optional)

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
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living

**Phase 2: Full Consultation on Barnet's future library service, lasting from 28 Oct 2015 to 6 Jan 2016, a total of 10 weeks.**

Feedback from Phase 1 consultation informed the proposals outlined in this paper, and in October 2015 Full Council approved a further round of consultation. The consultation took the form of a public survey, divided into five sections, which asked for:

- views on the key features of the revised proposal which had not previously been consulted on in Phase 1
- views on the new proposal, what impact proposals could have on respondents and other members of the public, and views on any other ideas or approaches that you think we should be considering
- equality monitoring information (optional)

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)
- a survey of the Citizens' Panel
- 5 focus groups for groups with protected characteristics
- 4 public drop-in sessions at libraries across the borough
- Discussion sessions with children at three primary schools

## **Survey of Open+ technology (technology-enabled opening) in Edgware Library**

The pilot of Open+ technology at Edgware Library was established on 29 June 2015 and is currently ongoing. There have been a total of 1115 registrations and 518 different individuals have used the service with a total of 3800 entries since initiation and 31 December 2015.

In February 2016 we sent a survey to a sample of 512 individuals who had registered for the extended technology-enabled opening hours. Surveys were sent to those for which we had full postal addresses or valid email addresses and recipients were given 2 full weeks to respond.

The survey was divided into sections depending on whether recipients had used or not used the extended hours service. All recipients were asked to answer a number of questions regarding equalities monitoring although these were optional.

For those who had used the service, questions were categorised as follows:

- Frequency and hours of use
- Under 16 access
- Services used during extended hours
- Benefits
- Difficulties
- Additional comments

For those who had not yet used the service, they were asked for the following:

- Why they had not used the service

All respondents were asked how likely they would be to use the extended technology-enabled hours if the offer were continued and whether they would be interested in joining an extended technology-enabled hours user group to help develop the service and provide continual improvement.

#### **9. The equalities impact of the proposals**

Whilst there are potential benefits to some groups there are also potential adverse impacts on other groups some of which may be significant. See analysis in section 1 above for detail.

#### **10. Please give full explanation for how the Equalities Impact Assessment was completed**

The Equalities Impact Assessment has been informed by information collated from a variety of sources including the needs assessment, the extensive resident engagement undertaken at various stages in the development of the proposal and the piloting of technology-enabled opening at Edgware Library.

The recommendation for the Children's, Education, Libraries and Safeguarding Committee is to approve the implementation of the future model for the library services in Barnet as described in the main body of the Spring 2016 report, taking into account a range of key factors, including views of residents, Needs Assessment and Equalities Impact Assessment.