



Cabinet

23 APRIL 2012

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

HAMMERSMITH LIBRARY REFURBISHMENT

**Ward:
Hammersmith
Broadway**

Having successfully secured s.106 funding of £1.65m as a result of Hammersmith Car Park Construction Scheme, the objective of this project is to roll out the “More than a Library Brand” to Hammersmith Library with significant refurbishment and improvement as outlined in the agreed 2009-14 Libraries Strategy.

CONTRIBUTORS

AD for Customers and Business Development, EDTTS EDELRS Director for Libraries & Archives Development Management : Planning TTS ADLDS EDFCG

Recommendations:

1. **That the sum of £200k received from the S.106 fund as set out in this report be used to enable consultation with customers and stakeholders to commence, to scope and determine the costs of the building works and to engage an architect for the design element of the project.**
2. **That the sum of £725k released from the S.106 fund on the commencement of the construction of the South Building of Hammersmith Car Park be used to commence the build and refit of the library.**
3. **That £725k be released from the commencement of the construction of the North Building (timeframe to be advised by developers)**

**HAS AN EIA BEEN COMPLETED?
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?
YES**

1. BACKGROUND: SECURING S.106 FUNDING

- 1.1 The Hammersmith Car Park Construction Scheme has provided section 106 opportunity funding of £1.65m. The funding has been designated for the redevelopment of Hammersmith Library, and a project has been created to facilitate effective utilisation of the funds and the opportunity.
- 1.2 The funding will be released in three stages as outlined below. Taking account of the consultation process, and any potential planning requirements, the project is likely to take not less than 24 months to deliver in its entirety Further details for each phase will be reported to Cabinet for approval.

Phase	Amount	Date	Comments
Phase I	£200k	January 2012	Received in January 2012
Phase II	£725k	28 February 2012	The second instalment of £725k will be paid to the Council on the commencement of the construction of the South Building of Hammersmith Car Park
Phase III	£725k	TBA	The third instalment will be paid on the commencement of construction of the North Building (timeframe is to be advised by developers.)

- 1.3 Having successfully secured s.106 funding of £1.65m, the objective of this project is to roll out the 'More than a Library Brand' into Hammersmith Library. The purpose of the refurbishment is to transform the Hammersmith Library to make it fit for purpose in the 21st century, to improve customer access and to extend the range of Council and library services available from the premises.

2. THE 'MORE THAN A LIBRARY BRAND'

- 2.1 The "More Than a Library" brand was developed in September 2009 with the opening of the brand new Shepherds Bush Library. The primary objective of the 'More than a Library Brand' is to create a modern day, customer focused experience, making use of self-serve technology and working with other organisations to enhance the library offer.
- 2.2 The 'More than a Library Brand' has proved extremely successful at Shepherds Bush Library - with state of the art interior design, 20,000 new books, DVDs and CD's, Wi-Fi internet access and relationships

developed with Workzone¹, who are now housed within the library. More recently a commercial relationship with Amazon and Unilever has been developed at Shepherds Bush Library. In 2010/11, the new library received 378,724 visits and has gone from being the third busiest library to the busiest library in the borough. “More Than a Library” involves working with a partner organisation to provide enhanced services that a library cannot provide on its own, to the benefit of both parties. In 2009 WorkZone, the employment and careers agency, was based at the newly opened Shepherds Bush Library contributing to the regeneration of the local area, and it has so far arranged over 2,000 job interviews and found employment for over 500 local residents.

- 2.2 The ambition of the Hammersmith Library project is to move the ‘More than a Library Brand’ to the next phase of evolution, learning from the experience within Shepherds Bush Library, Askew Road and Fulham Library and also from recent and planned refurbishments across the Tri-borough area.

3. THE SCOPE OF THE HAMMERSMITH LIBRARY PROJECT

- 3.1 The scope of the Hammersmith Library project (the project), will incorporate opportunities to improve both the customer offer and experience, including building design and layout improvements, IT & digitisation of service offers, the creation of an enhanced service offering where applicable and including other Council services.
- 3.2 Hammersmith Library is a Grade II listed building which dates from 1905. Minor changes to the internal layout took place in the 1950s and early 1990s, but since then no major redecorations, replacement of floor coverings or updating of shelving has taken place. Although the roof was replaced in the early 1980s and patch repaired since then, the roof now leaks and as a result the internal fabric of the building has been damaged by water ingress. Major works are required to all of the leaded windows as well as to the heating and electrical systems to meet current standards, environmental concerns and the needs of a 21st century library service.
- 3.3 Hammersmith Library is one of the main libraries for the borough but it is not equipped for the nature of services offered and customer requirements in 2012 and beyond, and therefore requires a considerable amount of investment.
- 3.4 The library has a cluttered internal layout which can be difficult to move around, especially for people with mobility difficulties. There is no natural flow around the building and the upstairs is hidden; there is a lack of visibility from the street and large areas of underutilised non-public space. These factors all impact on the attractiveness of the service and the levels of use it receives. This will be a unique

¹ The Employment Advice Agency

opportunity to improve “the customer experience” of visitors to the library. The tangible benefits are summarised below:

- i. Improve customer focus by installing self-service machines, to help reduce queues, allowing efficiencies and some diversion of the staff resource to higher value interaction with customers.
 - ii. Redesign counter areas so that staff are not “desk bound” and can get out into the library, floor walking to proactively assist customers.
 - iii. Improve the library book stock and promote reading, updating the books and other stock and by replacing and refreshing stock.
 - iv. Implement staff uniforms so that staff can be easily identified by customers and be more visible to talk to and assist them.
 - v. Make our libraries more visible, attractive, brighter and welcoming.
 - vi. Install new shelving, shelf guiding and new furniture on the ground floor to include more comfortable seating areas.
 - vii. Relocate the Children’s area on the ground floor to a more visible area, which will make better use of staffing and make it easier to supervise.
 - viii. New and improved signage making the library more user friendly and accessible for customers.
 - ix. Exploring digitisation opportunities to enable the Council to improve both the offer and customer experience.
- 3.5 As outlined in the archives report to Cabinet on 16 April 2012, there is a potential opportunity in the longer term for the provision of some form of archives provision from Hammersmith Library.
- 3.6 The project will be sponsored by the ELRS Head of Culture and the senior stakeholders are: Tri-borough Director for Libraries and the Bi-borough Director for Cleaner, Greener and Cultural Services.
- 3.8 The management of the section 106 funding and design of building layout and works will be the responsibility of the Technical Project Manager. This will ensure that all matters regarding planning and preservation are observed and adhered to. This Business Project Manager will focus on all communication, engagement and commercial opportunities. Through effective project management they will work together to ensure sponsors are kept up to date with reporting and project progress,

- 3.9 Consultation has taken place with customers from all of the libraries and previous survey feedback from the refurbishments of Shepherds Bush and Fulham libraries will be revisited to ensure that all feedback is taken on board for the Hammersmith Library refurbishment. There will be further consultation with other local stakeholders including resident groups to ensure that consultation and engagement takes place across a wide sector of residents and library customers.

4. RISK MANAGEMENT

- 4.1 Hammersmith Library is a listed building; as such there are Heritage constraints, and these will be managed and logged as part of the programme delivery and monitored at the fortnightly delivery review meetings. All mandatory regulatory requirements will be complied with in consultation with the heritage officer within the Council. A meeting is scheduled with planning officers in February 2012 to discuss all issues and risks associated with English Heritage constraints.
- 4.2 With regard to management of the project, all risks will be managed and assessed at the monthly project board meetings and will be included in the departmental risk register.

5. COMMENTS OF THE ASSISTANT DIRECTOR OF PLANNING

- 5.1 Planning permission was granted on 7 September 2011 for the redevelopment of the NCP site (2010/02842/FUL), subject to a legal agreement that required a library contribution totalling £1.65m to be paid in 3 parts, for enhancing and improving the existing (Hammersmith) Library, in lieu of on-site library provision. The release of the first payment of £200k for scoping and costing of the work is consistent with the purpose of that agreement.
- 5.2 It is recommend that an architect firm with experience/expertise in listed buildings is employed and that English Heritage and Planning officers are contacted at the earliest opportunity to discuss the proposed internal and/or external alterations and fixtures/fittings. It is also recommended that the project team proactively liaise with representatives of the local amenity groups, namely the Hammersmith Society and the Hammersmith & Fulham Historic Buildings Group in these matters.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 6.1 The overall £1.65m s.106 funding for this project is set out above and is included as scheme specific funding in the Council's Capital

Programme. Spend against budget will be monitored and reported as part of the Council's regular capital monitoring process.

7. EQUALITY IMPLICATIONS

- 7.1 An EIA has been completed and the proposed refurbishment does not pose any equality implications. There will be benefits for all library users, with improved layout, access and signage.
- 7.2 At each stage of project design and delivery, the team will carry out equality impact assessments as appropriate.

8. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT & IT STRATEGY)

- 8.1 The Council has externalised its architectural function to E.C. Harris and the client side officer is Patrick Nolan Ext 4516. If E.C. Harris are unable to support this scheme then procurement will be carried out in line with the EU Regulations.

9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL & DEMOCRATIC SERVICES)

- 9.1 There are no planning related issues provided the s.106 monies are being spent for the purpose for which they were paid to the Council.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	LBHF Library Strategy Cabinet Paper	Sue Harris	ELRS, Ext 4295
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