

Cabinet

10 JANUARY 2011

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

LIBRARY STRATEGY 2009-2014 UPDATE

In 2009 the Library Strategy for Hammersmith & Fulham Libraries was developed and launched. This report updates on progress to date and proposes the next steps.

**Wards
ALL**

CONTRIBUTORS;

DFCS
ADLDS
DChS
DCS
DENV

Recommendations:

- 1. Retain the current Hammersmith Library provision in its present location.**
- 2. End the council run facility at Barons Court Library from March 31 2011, and enter into a suitable agreement with other organisations to;**
 - (i) transfer library provision to a volunteer-run service, overseen by Avonmore Primary School,**
 - (ii) utilise any spare accommodation space to other voluntary sector groups including Citizens Advice Bureau**
- 3. If Cabinet agree to the closure of Sands End Community Centre, re-provide Sands End library provision in a community setting, at Hurlingham & Chelsea School, ensuring there is no break in service provision.**
- 4. Cease the provision of the mobile library service and re-provide to the Home Library Service and nearby static libraries.**
- 5. Roll out the More Than a Library brand to all libraries, retaining the focus on books, promoting quiet space but also offering additional services within the library setting.**
- 6. That delegated authority be given to the Director of Residents Services , in consultation with the Cabinet Member for Residents Services, to take all necessary steps to implement the above.**

**HAS A EIA BEEN
COMPLETED?
YES**

**HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
N/A**

1. BACKGROUND

- 1.1. The Library Strategy 2009-2014 was released in 2009 and one year on a review has taken place on the progress to date, considering the next steps to transform the library service. The vision for the library service is: Hammersmith & Fulham libraries will provide an efficient, 21st century library service which promotes reading and offers opportunities for cultural enrichment, recreation, employment and learning for all residents. There are 5 priorities in the strategy and the key achievements are summarised below.

Priority 1: Providing modern, welcome and accessible library services at the heart of local communities

- 1.2. Since its opening, Shepherds Bush Library issues have increased by 50% to 80,705, visits have increased by 28% to 227,208 and the number of new members has increased by 298% to 5,541 on the same period the previous year in the old library.
- 1.3. Since re-opening in partnership with Royal Mail, Askew Road library issues have increased by 4% and new members by 27% on the same period in 2009.
- 1.4. The Library Management System, Spydus, provides 24/7 access to library services via the website to manage reservations and loans, search the library catalogue, register for alerts, rate and review books and find out about new stock additions.

Priority 2: Improving libraries stock and ensuring that books and reading remain core priorities.

- 1.5. There has been a 9% increase in stock fund budget between 2009/10 and 2010/11. This has translated into a 4% increase in the issue of non fiction books, a 6.5% increase in the issue of children's fiction books and a 0.2% increase in the issue of adult fiction on 2008/9 figures.
- 1.6. Total loans overall increased by 4.1 % to 669,864 in 2009/10 compared to the previous year – a significant achievement as it runs counter to national trends which are showing a decline in library borrowing.
- 1.7. The library service offers the national Summer Reading Challenge, which encourages children to read at least six books over the summer holiday. In 2009, 130 children completed this programme.
- 1.8. In 2009/10, 415 reading events were delivered attended by 4,071 people and over 80% of eligible Hammersmith & Fulham children received Bookstart packs that encourages all parents and carers to enjoy books with their children from as early an age as possible.

Priority 3: Ensuring that staff are customer focussed with the key skills to deliver a 21st century library service to residents

- 1.9. Retail focused customer experience training was delivered by Marks & Spencer to staff working in Shepherds Bush and Askew Road libraries to give them the skills to deliver good customer service in a modern library environment.
- 1.10. The introduction of self service kiosks, which lend and return items, has enabled staff to be increasingly present on the library 'shop' floor to assist customers and allowed the minimising of the traditional counter.
- 1.11. The 2009 Public Library Users Survey, which surveys library customers over the age of 16, found that 87% of respondents thought the standard of customer care was either good or very good in H&F libraries.

Priority 4: Providing access to council services and events and activities supporting education and learning, employment opportunities and healthy lifestyles.

- 1.12. Work Zone is a recruitment, training and employment support partnership, located within Shepherds Bush Library, helping retailers recruit staff and helping job seekers find jobs, training and childcare. Since its establishment over 300 clients have been put forward for interviews and 75 have secured employment.
- 1.13. The libraries run a varied events and activities programme. In April 2010, the number of children attending Under 5 sessions was up by 22% to 787 on the same period in 2009. 255 school classes have visited their local library, a total of 4,266 children in 2009/10.

Priority 5: Engage effectively with residents and market and communicate all library services to existing and potential customers

- 1.14. In the 2009 Annual Residents Survey, residents' satisfaction with libraries rose from 65% in 2008 to 77%.
- 1.15. The 2009/10 Library Users survey showed that 83% of library users over the age of 16 thought that their library was good or very good.
- 1.16. In Shepherds Bush Library 66% of customers using the Govmetric terminals thought that the library service was good and 63% of website users thought that the library service was good (against an average of 57% for other London boroughs using Govmetric).
- 1.17. In 2009/10 there were 179 active users of the Home Library Service and 59,298 items were issued, which was up 23% on the previous year.

2. PREVIOUS LIBRARY PERFORMANCE

- 2.1. Before the More Than a Library brand was launched, CIPFA data (2008-9) indicated Hammersmith & Fulham libraries performed poorly against other library authorities in London, with:
 - the lowest number of issues
 - the second lowest number of visits
 - the tenth highest (out of 33 boroughs) proportion of spend on employee costs as a percentage of over all service expenditure (although this indicator has improved significantly on the 2007-8 figures).
- 2.2. Appendix A outlines how some of the H&F libraries have improved in 2009/10 on the core, initial, indicators of loans of items and library visits. The net costs were calculated by the total costs of staff, utilities, building costs etc (excluding SLAs, overheads and capital charges) net of income received. Performance was then measured against opening hours and net costs.
- 2.3. Hammersmith, Fulham and Shepherds Bush libraries all perform strongly against the range of indicators presented. Shepherds Bush was operating the new *More Than A Library* model for half of the year (September 09 – Mar 10). Askew Road performance is expected to increase significantly during 2010/11 following the roll out of the More Than A Library model.
- 2.4. However, Barons Court and Sands End libraries both show significant costs per issue and visit compared to the other libraries. For example, it costs an extra £4 to issue a book at Sands End than it does at Hammersmith Library and the unit costs of issues is 100% greater than Shepherds Bush Library (Appx A).
- 2.5. Sands End is the worst performing library overall having the lowest scores against the number of items issued per hour of opening, total items issued, highest net cost per issue, lowest number of visits and number of visits per hour of opening and highest net cost per visit. Barons Court is the second worst performing library overall having the second lowest number of visits, visits per hour of opening and second highest costs per issue and visit.
- 2.6. The reasons for this performance could be due to the proximity to larger libraries with greater choice of products and services to offer. Sands End and Barons Court library are located within a mile of Fulham and Hammersmith Libraries respectively. Appendix C has three maps which show the geographic distribution of library members for each pairing of libraries. These maps show that users at Sands End Library and Barons Court library overlap with users of Fulham Library and Hammersmith Library. This poor performance could also be due to customers using libraries when they are doing other activities like shopping, which draws them to the town centre libraries, and is evidenced by the mapping information in Appendix C.
- 2.7. The mobile library service is currently operated under contract by LB Ealing servicing customers in the north of the borough. The cost of the contract per

annum is £10,500. It is clear that this service does not provide good value for money with exceedingly high costs per issue and visit (£8.27 and £25.74 respectively). Customers close to the current mobile library stop are 1 mile from Askew Road, 1.2 miles from Shepherds Bush Library, 1 mile from Acton Library or 1.3 miles from Kensal Rise Library. These libraries offer a wider variety of book stock as well as additional facilities like internet access, activities & events.

- 2.8. To summarise, Hammersmith & Fulham library service was in the bottom quartile of performance in London against a range of performance indicators in 2008/9; the mobile library, Sands End and Barons Court libraries are significantly more costly to run compared with the other libraries; and there exists a staffing structure that is inflexible, costly and not customer focused.

3. PROPOSALS FOR THE FUTURE OF THE LIBRARY SERVICE

- 3.1. Clearly, actions are required to address some of the issues identified in paragraphs 2.1-2.8. It would appear that libraries which can offer a larger selection of stock, a wider range of services and are located on major thoroughfares with good transport/retail links provide better value for money and are more popular with customers. This is demonstrated by the performance of Hammersmith, Fulham and Shepherds Bush libraries.
- 3.2. Therefore a further step change is necessary to develop libraries that are centres of excellence, cost effective to run and offer a wide range of modern and accessible services to residents.
- 3.3. To achieve this, a consultation exercise was undertaken on the following proposals; to:
- deliver the More Than A Library model to Hammersmith Library and Fulham Library, including the potential relocation of Hammersmith Library to a town centre location
 - rationalise the number of libraries from six to four and cease the mobile library service, investigating the potential to locate a pilot library in a community setting.
 - review the staffing structure to meet the needs of a modern library service and the demands of customers
 - explore alternative methods of provision of library services with other London library authorities to drive further efficiencies and customer improvements.
- 3.4. It was proposed that the services currently provided at Barons Court, Sands End libraries and through the mobile library service would be delivered by fewer, but better, more efficient libraries as centres of excellence and small library community hubs in locations such as schools and children's centres.

4. CONSULTATION

- 4.1. The consultation on proposals for the library service opened on 27th July 2010 and ran until 15 September 2010. It consisted of an online survey, hard copy versions of the on line survey, two focus groups with young advisors and 3 open days in the 3 main libraries. In addition meetings have been held with residents concerned about the proposed closure of Barons Court Library and Sands End Library. The consultation has been widely circulated and promoted. Full results are contained within Appendix A, with the main highlights outlined below in Section 5. Officers are of the view that the consultation exercise presented sufficient information and gave sufficient time for residents to respond effectively and this is reflected in the results.

5. RESULTS

- 5.1. **On line consultation survey** There were 1130 respondents to this survey, which only represents 1% of all LBHF library members, 3.75% of the number of LBHF active borrowers and 0.65% of the resident borough population.
- 5.2. Appendix D provides details of the on line consultation, with a summary below;
- 50% of respondents strongly or tend to agree that LBHF libraries have improved one year on.
 - 41% of respondents strongly or tend to disagree with the council's proposal to roll out the More Than A Library brand
 - 56% strongly or tend to disagree with proposals to relocate Hammersmith Library to a more town centre location
 - 66% strongly or tend to disagree that having fewer but better libraries is the best way forward
 - 42% strongly or tend to agree that it makes financial sense to cease the mobile library
 - 40% of respondents are not sure whether the Sands End library should be re-provided elsewhere in the ward if the Sands End Centre closes.
 - 30% of respondents agree or strongly agree the Sands End library should be re-provided elsewhere in the ward if the Sands End centre closes. 21% of respondents disagree or strongly disagree with this proposal. 40% of respondents answered "not sure" to this question.
 - 64% of respondents disagreed with closing Barons Court Library. Many of the comments made reference to the value that the library brings to the local community.

What is important for library services?

Very Important or Important		Not really Important or not at all Important	
Books	88%	WiFi	38%
Convenient Opening times	80%	Modern décor and furniture	51%
Central Convenient Location	72%	E-Books	52%
Newspapers / magazines	63%	Self Service Machines	54%
Online information and Resources	62%	Xbox/PS3/Wii	63%
PC access	59%	Café/vending machines	65%
DVDs	55%		
Adult Learning courses	49%		
CDs	49%		
Events & activities	48%		

Other comments given as important for library services include:

- Knowledgeable staff
- Quiet
- Home Library Services
- Photocopiers and printers
- Study space
- Advice and information

When asked what facilities do customers want to see in their library the principle answers were:

- More books, more variety of books
- Book clubs
- Wifi
- Seating
- More activities for adults
- Community meeting spaces
- Ability to rent games for consoles

From this information it appears the key services that people value about their library service are books, quiet study space and knowledgeable staff. In terms of convenience people place as important convenient opening times and location of libraries.

Young Advisors focus groups

5.3. Young Advisors are young people aged between 15 and 21, who show community leaders and decision makers how to engage young people in community life, regeneration and renewal. Of the 6 young people, only 2 used a public library with 3 of them using their college / university library largely for a space to study/get books from assigned reading list. They valued the free computers, quiet relaxing space to study and ability to borrow books and DVDs.

5.4. Some of the reasons why the young people didn't use a library were:

- Stigma attached- seen as 'geeky/nerdy' particularly for aged 13-19s-

- Don't know/lack of knowledge/understanding of different services offered
- Books are often not useful for college or not on reading list

5.5. The young people were also asked what they would like to see in the library:

- Split zones for children and young people
- Have quiet rooms/zones/focus rooms/ so that those who wish to can work/read quietly
- Other services, or information, for young people operating from libraries

Consultation Open Days

5.6. Three consultation open days were held in Hammersmith, Shepherds Bush and Fulham Libraries. Held between 2pm and 7pm this gave people the opportunity to drop in and speak to senior library managers about the consultation proposals. In total approximately 50 people attended the open days.

5.7. Customers fed back that they would like more quiet dedicated study space, more factual books at Shepherds Bush Library, more "serious" books and newspapers, more promotion of stock through new books displays and lists of new items added to stock. Customers would also like more free time on computers and longer opening hours especially on Sundays.

Barons Court Library

5.8. Supporters for Barons Court Library submitted a petition against its closure to the Council and had meetings with council officers and the Cabinet Member for Residents Services. The action group revealed significant concerns about:

- how local schools will continue to access libraries
- that the amount of money earmarked for saving is not enough to justify the loss
- the lack of consideration of qualitative measures the library offers
- the libraries are all different it's not possible to compare like for like

5.9. The action group suggested ways of making efficiencies and cutting costs to enable the library to remain open including exploring London Borough of Hillingdon's model of cost reduction combined with service improvement and London Library campaigner, Tim Coates' model. Both of these models are explored below and a number of the actions have already been adopted by H&F.

Tim Coates and Libraries for Life for Londoners (LLL)

5.10. Chair of LLL (Libraries for Life for Londoners), Tim Coates, wrote to many London Borough Leaders outlining a number of requests relating to libraries. London Libraries (Association of London Chief Librarians) responded that most services buy mainstream stock shelf-ready from suppliers and those that do not currently are re-examining arrangements in

view of the financial pressures local authorities face. Many are members of consortia for stock purchasing which help to drive down costs. Some materials, such as music scores and small press publications, aren't available through the main library suppliers and still need to be catalogued and processed by the library service, so most authorities are looking at ways to share this work and cut costs while maintaining a high quality catalogue. Further details regarding the LLL requests can be found within Appx D.

London Borough of Hillingdon Model

- 5.11. London Borough of Hillingdon have undergone a transformation programme which has seen them start implementing a refurbishment plan for all their libraries whilst extending opening hours. These were achieved through reducing back office and management functions, direct delivery of stock, renegotiating the supplier contract and creating a flatter staffing structure giving local managers greater empowerment. LB Hillingdon also have an innovative arrangement with Starbucks to offer We Proudly Brew Starbucks products in the libraries. Many of these actions are ones that either have been or are being implemented, however, if implemented in full the savings that these actions could generate are not significant.

6. RESPONSE TO HAMMERSMITH AND FULHAM ACTION FOR DISABILITY

- 6.1. HAFAD provided a full response to the consultation, which has been fully considered. Key concerns raised were physical access for disabled and elderly to new or alternative library sites and the accessibility of the library website. Further details can be found in Appendix D.
- 6.2. The law places a duty on the Council to pay due regard to equalities in everything it does. This duty requires that the Council considers equality in the design and delivery of policies and services. The impact of these proposals on the authority's equalities duties has been fully considered throughout this report, and where possible opportunities for improvements in physical access to library services have been identified. Full consideration of the impact on equalities has been included as part of the Equalities Impact Assessments in Section 12 and Appendix G.

7. OTHER MODELS OF DELIVERY AND TRI-BOROUGH WORKING

- 7.1. In August 2010, LBHF with Royal Borough Kensington & Chelsea were successful in being selected as one of 10 national pilots for the Future Libraries Programme. The purpose of the joint project is to research the concept of shared services and what models could be applied. The goal of the project is to address two key issues: the extent of integration that both boroughs want to move towards (from some shared services to full integration); and the model of delivery that will best suit both boroughs (from in-house delivery to commercial outsourcing). The project will report in January 2011 and assess;

- Delivery models to reduce costs
- Co-location opportunities
- Income generation
- Shared good practice
- Stock supply

7.2. Since the project commenced, it has been agreed to include Westminster City Council within the programme, to support the tri-borough approach endorsed recently by all three councils.

7.3. The London Libraries Change Programme is also looking at what opportunities there are at a pan London level relating to planning library services in the future, including models of delivery.

8. LOCAL AREA NEEDS

8.1. On 3rd December 2010, Ed Vaizey Minister for Culture, Communications and Creative Industries, wrote to council leaders to reiterate the importance of compliance with the statutory duty of providing a “comprehensive & efficient” library service under the Public Libraries & Museums Act 1964. The Secretary of State last exercised his statutory power to intervene in April 2009, by commencing a local inquiry into Wirral Metropolitan Borough Council’s compliance with its duties. The inquiry determined that the “comprehensive & efficient” service that local authorities are required to provide is a balance between meeting local needs within available resources in a way which is appropriate to the needs of the local community. Key considerations are: a statement of what the service is trying to achieve; a description of local needs; a detailed description of how the service will be delivered; and the resources available for the service.

8.2. The Council has to pay due regard to equalities in everything it does and requires that the Council considers equality in the design and delivery of policies and services. To support the Equalities Impact Assessments, further analysis has taken place to look at the characteristics of a particular area and how local library service meets the needs of local areas. The characteristics that have been considered are: customer profile, deprivation, accessibility and neighbouring boroughs’ provision.

9. CUSTOMER PROFILE

9.1. Customer patterns of library usage are varied. Appendix C has three maps which show the geographic distribution of library members for each pairing of libraries. Reviewing this geographic distribution allows us to map and, using mosaic data, identify the predominant customer groups in that particular area. Understanding the customer groups enables the service to better to meet the needs of that particular customer group.

- 9.2. Wormholt & White City and College Park & Old Oak wards have the highest ethnic minority populations in the borough with rates in excess of 30%. There are Polish, Urdu, Bengali and Arabic Languages collections at Hammersmith Library. Shepherds Bush Library has Indic, Arabic and Somali language book collections.
- 9.3. All libraries offer access to People's Network PC's and IT Help sessions. These are 30 minute sessions, run by library staff, in addition to Silver Surfers sessions aimed at older people to help bridge the digital divide in technology. These sessions are particularly important in wards like Hammersmith, Sands End and Shepherds Bush Green where the percentage of adults with no qualifications is 20%, 19% and 19% respectively.
- 9.4. The library service offers 24/7 online access to the virtual library, which is attractive to wards where the predominant customer profile is Prosperous Professionals such as Avonmore & Brook Green and Town. Services offered include access to online databases and directories, the ability to renew and reserve items and manage your library account online. There is also the capability to rate and review items, like the Amazon website. Being part of the SELMS consortium also offers access to the stock of 200 other libraries in the consortium and 6 million items which are all available to reserve and borrow. Self service machines, as part of the More Than A Library brand, are also aimed at this demographic to offer a better customer service for those customers who are time poor and do not want to queue.
- 9.5. The borough has a higher proportion of young adults aged 25-39 (36%) whilst only 4.9% of the borough population are aged 75 or over. 12.3% of the borough's population are aged 0-10 years. The library service offers the Summer Reading Challenge, Kick into Reading and the new staffing structure will appoint a dedicated children and young people librarian to promote books and reading to this age group.

10. DEPRIVATION

- 10.1. The highest unemployment rates are in the north borough wards: Wormholt and White City (6.8%), College Park and Old Oak (5.7%), Askew (5.6%) and Shepherd's Bush Green (5.5%). The distribution of benefit claimants mirrors the distribution of the council's properties, with Askew, Wormholt & White City, Hammersmith Broadway and Shepherd's Bush Green wards having the largest number of applicants.
- 10.2. Situating the Work Zone in the north of the borough helps provide a service where there is specific need. Since its establishment over 300 clients have been put forward for interviews and 130 have secured employment.
- 10.3. Both the new Shepherds Bush library and refurbished Askew Road library are in one of the council's five regeneration areas. If Hammersmith Library is relocated as part of a new development in Hammersmith it will be at the heart of the regeneration of Hammersmith town centre.

- 10.4. The service currently works with the Broadway Homeless Project running two reading groups for homeless people at the day centre and the hostel. This gives homeless people access to books and reading in a structured way which can often improve skills and provide a constant at a time of unstable surroundings.

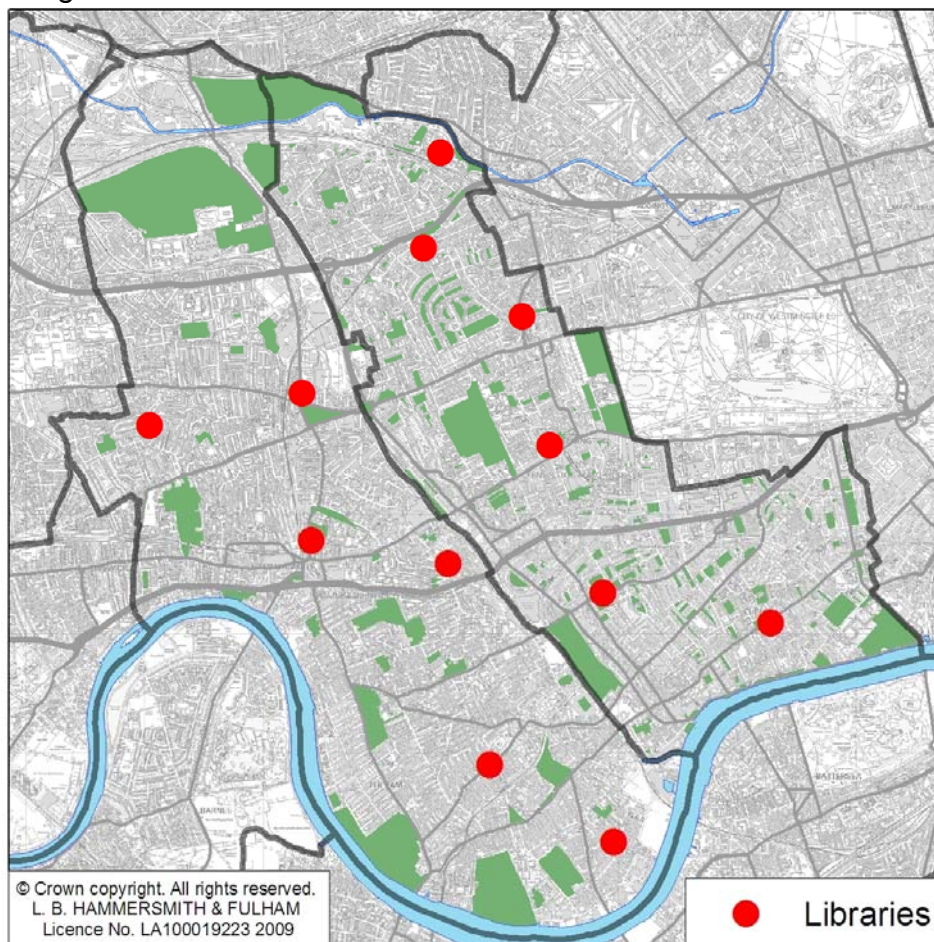
11. ACCESSIBILITY

- 11.1. The five wards with the highest rates of physical disability are all in the north of the borough: College Park and Old Oak; Wormholt and White City; Shepherd's Bush Green; Hammersmith Broadway and Askew.
- 11.2. There are 3 libraries which serve these areas: Shepherds Bush Library, Askew Road Library and Hammersmith Library. The mobile library has two stops in this area of the borough.
- 11.3. Shepherds Bush Library and Askew Road Library are fully accessible for people with physical disabilities. However, the current location of Hammersmith Library has limitations in that the upstairs study area is accessible only by stairs. Hammersmith Broadway, Shepherds Bush Green, Wormholt & White City also have above the borough average of people in with a limiting long term illness. The proposal to relocate Hammersmith Library could better meet these people's needs by being closer to transport hubs like the accessible Hammersmith & City line tube station and the entire library, not just downstairs, would be accessible. The libraries also have collections of books to support people with low level health conditions like mental health problems to provide information on how to manage with these conditions.
- 11.4. Avonmore & Brook Green ward has a below borough average of physical disability registrations, whilst north End and Sands End wards are average for the borough with 38 and 39 registrations per 1000 population. Over 74% of North End and Avonmore & Brook Green residents consider themselves to be in good health and both wards have a below average number of residents suffering from limiting long term illnesses. Sands End and Barons Court library are located within a mile of Fulham and Hammersmith Libraries respectively. Additionally, Sands End is 1.7miles from Brompton Library in RBKC and Barons Court is 1.3 miles from Kensington Central Library. According to Transport For London to travel between the existing Barons Court Library and Kensington Central Library bus route 9, 10 and 27 from Stop J towards Aldwych, King's Cross Stn / York Road and Chalk Farm travel to Kensington High Street Stop B with an average journey time of 18 mins (full details in Appendix F). Almost all of the borough's households live within 400m of a bus route (Borough Profile 2010).
- 11.5. All libraries have talking books stock for customers who have visual impairments or who have suffer difficulties in reading standard stock. The Home Library Service also provides an at home delivery service for customers who are unable to travel to static libraries due to mobility

restrictions. In 2010/10 a dedicated project has been running to increase the take up of the Home Library Service, to allow potentially isolated and vulnerable residents to access the library service.

12. NEIGHBOURING BOROUGHS' PROVISION.

- 12.1. As part of the Future Libraries Programmes mapping of both LBHF and RBKC library locations has been carried out, as shown overleaf. The red dots represent the current locations of both borough's libraries. When this map is overlaid with the maps showing the locations of library customers for each library it is evident that the spheres of influence overlap within LBHF borough and across the borough boundary. It is well known that residents of both boroughs flow across borough boundaries to use services and LBHF residents local to Barons Court do use the services of Kensington Central Library. Hammersmith Library has 1170 members whose postcode is not within LBHF boundary and postcodes range from BR3 to WC1X. The Future Libraries Programme will explore whether there are further opportunities for both boroughs regarding locations of libraries to ensure the continued provision of library services to residents of both boroughs.



- 12.2. Further analysis of customer profiles and access to library services is contained within Appendix F.

13. FINDINGS AND RECOMMENDATIONS

- 13.1. Roll out of ***More Than A Library brand***. The online survey results did not show significant enthusiasm for rolling out the More Than A Library brand to the rest of the library service. However, during the open days this was probed further and revealed that the messages about the brand had been misinterpreted with a view that LBHF library service was about all the other services offered apart from books and that books and reading was not a priority.
- 13.2. It is therefore proposed that the More Than A Library brand is redefined to raise the prominence of books and quiet study space to appeal to a wide range of customers. Any new provision will look to meet the demand for quiet study space as requested by the on line consultation, open days and by the Young Advisors. The More Than A Library brand will continue to offer a wide range of services as per Shepherds Bush and Askew Road libraries and to co-locate where possible, but will provide for quiet study space as well as other noisier activities like rhyme time and games consoles. Books and reading remain core priorities, but by offering additional services this increases the demand for the core offer of books and reading. Roll out of the new brand will be staggered over a 3 year period.
- 13.3. **Fulham Library**. Based on the costings to refurbish Askew Road and Shepherds Bush libraries it is estimated that it would cost in the region of £80,000 - £100,000 to roll out the More Than A Library model to Fulham Library. The majority of this cost is IT related and would include the installation of self service, new branding, and new furniture. We are also in discussion with potential commercial partners in terms of offering enhanced and complementary services and sharing premises.
- 13.4. **Hammersmith Library** is currently located on the Shepherds Bush Road and is located away from the natural growth zone of Hammersmith Town Centre. Relocating Hammersmith Library to a more central location would attract greater footfall into the library, presents the opportunity of bringing in current non-users due to the potential for passing trade and could create greater footfall for the town centre due to the 281,997 visits to Hammersmith Library in 2009/10.
- 13.5. An option to relocate the library to a brand new development on Beadon Road, Hammersmith was discussed during the Autumn. However, 55% of respondents to the on line survey said that they disagreed with moving Hammersmith Library to a more central location. On further questioning at the open days, the main reason people did not want the library to move was because they liked the quiet study space at Hammersmith that was not available in the new Shepherds Bush Library.
- 13.6. Therefore, it is recommended that Hammersmith Library remains in its current location, although discussions are underway to explore whether a commuted sum from the development could be used to enhance the current arrangements.

- 13.7. **Barons Court Library.** 64% of respondents disagreed with the proposal to close Barons Court Library and local residents submitted a petition to save the library. Interestingly, during the period of consultation the number of visits to Barons Court Library decreased by 9% from 8440 in July to 7701 in September and the number of issues decreased by 17% from 3749 in July to 3107 in September. The proximity of alternative library provision is a key consideration to this proposal. The relative close distance of Hammersmith Library and Kensington Library, the two largest libraries in LBHF and RBKC, as well as Brompton Library shows that there is alternative library provision should Barons Court Library be closed. Arguably due to the close proximity of these two large libraries there is over provision in this geographical area. The financial situation requires savings of £559k to contribute towards the council's Medium Term Financial Strategy. Therefore an alternative way of providing a service needs to be identified given that the current provision is not cost effective, efficient or sustainable. It is therefore proposed that the Council ceases to operate a Library on this site and explores alternative methods to allow a library service to continue to be provided from it.
- 13.8. The council is following up a number of opportunities that could maintain a library presence at the Barons Court Library site. If there is to be no gap in provision from 31 March 2011, when the council run facility at Barons Court Library ceases, the action plan attached at Appendix H will need to be implemented with appropriate funding and clarity on roles and responsibilities.
- 13.9. The favoured option involves utilising the building for multifunctional community use including a library function. Avonmore Primary School have expressed an interest in running a library facility from the building, providing staff to oversee the centre. There is also potential to offer the space to third sector organisations for their use. The Citizens Advice Bureau have already expressed an interest in locating to this site and CAFSA is also being contacted to gauge a further opportunity. An additional spoke of family support could be also offered and the local Church, is also interested in discussing potential opportunities.
- 13.10. Ealing, Hammersmith & West London college have also expressed interest in having a presence and would be willing to run learning courses from the building (subject to funding). However, they would not be able to undertake the running of the library and the full financial liabilities of it. They would be interested in relocating some of the stock to their campus, but this would require capital expenditure to relocate their entrance to the library to meet safeguarding needs. This offers up the possibility of having a centre located in West Kensington / Barons Court that focuses on learning, reading and community support, run by the local community.
- 13.11. There is also the opportunity to use a volunteer model of service delivery, based on other examples like at Bedfordshire County Council. The Chartered Institute of Library and Information professionals acknowledges the contribution that volunteers make to libraries, enriching the services they provide and helping to sustain their viability. Through the consultation it

has become evident that there is a body of people in the community who would like to become more involved with their local library. Offering volunteering opportunities will enable people to become more involved in their local library, building social capital in communities and offering the opportunity to learn customer service skills.

- 13.12. LB Bromley in its capacity as London Residuary Body, holds a covenant which restricts the use of the property to a public library. On the basis that we reconfigure the building to provide a library facility with more for the benefit of the local community, we will confirm with LB Bromley our intention to continue to use the building for library provision.
- 13.13. A further issue has arisen as a consequence of the review of libraries. A buildings audit was undertaken and found works are required for repair that would cost in the region of £250K (see Appendix E for details of the condition survey).
- 13.14. The Home Library Service for those customers who are less able to access a static library, operates from Barons Court Library. This service will now operate from the individual libraries rather than a single location. This will enable greater local control of delivery and flexibility for customers.
- 13.15. **Sands End Library.** The future of Sands End Centre is subject to a separate consultation that the council has undertaken. Following the outcome of this consultation a decision will need to be taken on the future of library service provision in that ward. A petition was submitted to the Council against the closing of the Sands End Centre. If the Sands End centre closes it is recommended that the library is re-provided within a community setting at Hurlingham & Chelsea School. The offer would include volunteer led delivery, IT access, lending of best seller books, and space for activities and events. In the event of the Sands End Centre closing, Sands End Library will not be closed until the service has transferred to its new location to ensure that there is no break in service.
- 13.16. **Mobile Library Service** The consultation showed that the majority of respondents agreed with the proposal to cease the mobile library due to the poor value for money it offers. The static libraries of Shepherds Bush and Askew Road will pick up some of this customer demand while those who are unable to visit libraries will be able to receive the Home Library Service.
- 13.17. **Library staffing.** Library staff are one of the assets of the library service. To continue the modernisation of the library service rolled out at Shepherds Bush and Askew Road libraries, the staffing structure needs to be reviewed to meet the needs of a modern library service and the demands of customers. The restructure will emphasise the focus on customers and create a more efficient, integrated structure which will enable all staff to become multi skilled.

14. RISK MANAGEMENT

- 14.1. The Library Strategy 2009-2014 update is reflected in the departmental risk register in two ways:
- Project Management – addresses the risks related to implementing and embedding change, and focuses on areas such as IT changes, adequate project resource, training and changing expectations of finance staff and service managers.
 - Budgetary Control – This section addresses risks to maintaining strong budgetary control within the Council, when introducing new processes, structures and greater manager self-service.

15. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 15.1. As part of Britain's current deficit reduction plan the Council estimates that it will need to find £60m of savings by 2013/14. This has translated into a set of challenging efficiency targets for all Council Departments which has required some difficult decisions to be made about service delivery. Given the level of savings to be delivered, the Residents Services Department has been forced to radically review and challenge all services across the department. The Library service is required to deliver £559k in efficiencies across a two year period which represents an 11% reduction on the net budget for the service. In order to achieve this, a library staffing and operating model that delivers improved value for money is required to be developed. A breakdown of how this is targeted to be achieved is set out in 15.5 below.
- 15.2. This £559k saving is required to be achieved net of the £80k investment set out in this report to roll out the More Than a Library brand. In following years, the £80k per annum will be used to fund any improvements required at Fulham and Hammersmith Libraries and an increase in the stock fund. No account has been taken of any costs that would be incurred should an alternative approach be agreed for Barons Court library. Neither has any provision been made for the estimated £250k improvement works to Barons Court Library to ensure it is structurally secure and watertight.
- 15.3. It is proposed that in addition to the staff structure savings already identified as part of a separate staffing review (estimated at £237k pa), a further net £322k pa would be set towards the corporate MTFS savings from 2011/12.
- 15.4. Year one savings as are summarised below

	Barons Court (£k)	Sands End (£k)	Total (£k)
<i>Savings Identified</i>			
Staff Savings	183	183	366
Premises Expenditure Savings	33	31	64

Loss of Income	(20)	(8)	(28)
Net Saving	196	206	402
<i>Less: Investment Required</i>			
Roll Out More Than A Library Brand			(80)
TOTAL NET SAVINGS SET OUT IN THIS REPORT			322
Staff Structure Savings already identified			237
TOTAL LIBRARY SAVINGS IDENTIFIED			559

- 15.5. The cost of setting up library provision in Sands End ward in a community setting is not known at this stage. This will depend on both the joint funds available between LBHF, the community setting and other potential partners and the nature and size of the offer. This should be noted as a potential financial risk until any proposals have been properly costed and any potential financial liability for the Council is confirmed.
- 15.6. Implementation of the above reorganised staffing and operational model will allow the library service to be managed within it's revised budget from 2011/12. As at month 6 2010/11 the library service is projecting a year end £145k adverse variance.
- 15.7. The savings above are already incorporated within the Council's Medium Term Financial Strategy.

16. EQUALITY IMPLICATIONS

- 16.1. The law places a duty on the Council to pay due regard to the equalities elements of race, gender, and disability in everything it does. This duty requires that the Council considers equality in the design and delivery of policies and services. Equality impact assessments have been completed for the proposals of: ceasing the mobile library service, closing Barons Court Library, and re-providing Sands End Library. The EIA set out the duties of considering the equalities impacts and these are contained within Appendix G.
- 16.2. The Barons Court Library EIA identifies there is a higher number of females than males that use Barons Court Library. These customers will therefore be more affected but due to the close proximity of alternative service provision at Hammersmith Library and Kensington Central Library, the impact will be minimal.
- 16.3. The Sands End Library EIA, like Barons Court, identifies that women will be more affected (as there are more females than males that use the library). However, as the library is to be re-provided within the ward, the impact will be minimal.

- 16.4. The mobile Library EIA identifies that there will be a minimal impact on equalities due to the provision of the home library service and the close proximity of static libraries.

17. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 17.1. The Council is a library authority and has statutory duties to maintain a comprehensive and efficient library service under the Public Libraries and Museums Act 1964. The Council's duty under s.7 of the Act is set out in full below.

General duty of library authorities.

(1) It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof, . . .

Provided that although a library authority shall have power to make facilities for the borrowing of books and other materials available to any persons it shall not by virtue of this subsection be under a duty to make such facilities available to persons other than those whose residence or place of work is within the library area of the authority or who are undergoing full-time education within that area.

(2) In fulfilling its duty under the preceding subsection, a library authority shall in particular have regard to the desirability—

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

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

(c) of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.

- 17.2. In considering the report Cabinet must be mindful of the s.7 duty and have due regard to the matters set out in s.7(2). Cabinet must also consider all relevant matters which are set out in the report and appendices. The results of the consultation exercise are set out in the report and these must be carefully considered as must the outcomes of the equalities impact assessments summarised above and attached at Appendix G.
- 17.3. The statutory equality duties are set out in the assessments and Cabinet must have due regard to both the positive and negative aspects of those duties. The impact of the proposals on the protected groups must be balanced against the counter veiling matters, including the Council financial position set out in the report. It should be noted that the duties are to have "due regard" to the need to achieve the specified goals set out in the

legislation and not necessarily to achieve particular results. Thus the Cabinet will need to pay particular regard to the matters raised by consultees and balance this with the response from officers.

18. CONCLUSION

- 18.1. The financial situation and the success of the More Than A Library model at Shepherds Bush Library have forced the council to consider a new way of delivering library services and to do this difficult decisions need to be made.
- 18.2. Feedback from the public consultation and research into local area needs has been listened to and considered when making the recommendations. The recommendations presented as part of this report will enable the development and improvement of library services in Hammersmith & Fulham, within a context of a challenging financial environment and to ensure that the Council continues to comply with its duties under the Public Libraries and Museums Act 1964.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Library Strategy 2009 - 2014	Donna Pentelow	RSD
2.	Petition from Save Barons Court Library and Save Sands End Library campaigns	Kayode Adewumi	FCS
CONTACT OFFICER:		NAME: Sue Harris EXT. 5710	

Appendix A Library Performance 2009/10

Library	Total no. of issues	No. items issued per hour of opening	Net cost per issue* (£)	No. of visits	No. of visits per hour of opening	Net Cost per visit* (£)
Hammersmith Library	173,745	56	6.1	281,997	90	3.76
Fulham Library	153,429	49	6.73	265,910	85	3.88
Shepherds Bush Library	117,684	36	5.15	350,208	107	1.73
Askew Road Library	41,825	17	5.69	93,056	37	2.56
Barons Court Library	46,248	19	7.53	86,972	35	4.00
Sands End Library	32,683	13	10.82	67,045	27	5.27
Mobile Library	408		45.26	232		25.74

* Net costs exclude depreciation costs, overheads, SLA and capital charges

Appendix B Library Budgets 2010/11

Askew Road		Barons Court		Fulham		Hammersmith		Sands End		Shepherds Bush	
Staff	183,100	Staff	183,100	Staff	836,200	Staff	557,500	Staff	183,100	Staff	278,700
NNDR	15,400	NNDR	14,000	NNDR	39,900	NNDR	42,200	NNDR	16,100	NNDR	0
Utilities	4,900	Utilities	9,400	Utilities	19,000	Utilities	30,000	Utilities	9,000	Utilities	21,300
Telecoms (incl. London Grid for Learning)	3,600	Telecoms (incl. London Grid for Learning)	8,300	Telecoms (incl. London Grid for Learning)	13,500	Telecoms (incl. London Grid for Learning)	8,000	Telecoms (incl. London Grid for Learning)	5,700	Telecoms (incl. London Grid for Learning)	4,500
Other	1,400	Other	1,000	Other	2,400	Other	300	Other	100	Other	0
Gross Expenditure	208,400	Gross Expenditure	215,800	Gross Expenditure	911,000	Gross Expenditure	638,000	Gross Expenditure	214,000	Gross Expenditure	304,500
Income	(13,200)	Income	(20,200)	Income	(50,200)	Income	(46,700)	Income	(7,900)	Income	(66,600)
Net Expenditure	195,200	Net Expenditure	195,600	Net Expenditure	860,800	Net Expenditure	591,300	Net Expenditure	206,100	Net Expenditure	237,900

Assumptions

Staff costs based on 1 Assistant Library Manager (Sc6)and 2 Library Assistants (Sc2-4) per hour at each of Askew Road, Barons Court and Sands End
 Staff costs for Fulham, Hammersmith & Shepherds Bush based on weightings for number of service points to be covered
 Excludes Support & Development team and senior managers as subject of separate service review
 Assumes Council will no longer be responsible for the buildings so will not pay for business rates (NNDR)
 No direct NNDR charges at Shepherds Bush Library as this is covered by the service charge
NB Excluding Capital Charges and planned maintenance

Appendix C Customer Mapping

- Wormholt & White City and College Park & Old Oak wards have the highest ethnic minority populations in the borough with rates in excess of 30%. There are Polish, Urdu, Bengali and Arabic Languages collections at Hammersmith Library. Shepherds Bush Library has Indic, Arabic and Somali language book collections.
- All libraries offer access to People's Network PC's and IT Help sessions. These are 30 minute sessions, run by library staff, in addition to Silver Surfers sessions aimed at older people to help bridge the digital divide in technology. These sessions are particularly important in wards like Hammersmith, Sands End and Shepherds Bush Green where the percentage of adults with no qualifications is 20%, 19% and 19% respectively.
- The library service offers 24/7 online access to the virtual library, which is attractive to wards where the predominant customer profile is Prosperous Professionals such as Avonmore & Brook Green and Town. Services offered include access to online databases and directories, the ability to renew and reserve items and manage your library account online. There is also the capability to rate and review items, like the Amazon website. Being part of the SELMS consortium also offers access to the stock of 200 other libraries in the consortium and 6 million items which are all available to reserve and borrow. Self service machines, as part of the *More Than A Library* brand, are also aimed at this demographic to offer a better customer service for those customers who are time poor and do not want to queue.

The attached maps show the geographical distribution of library members for each pairing of library.

Fulham / Sands End



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Hammersmith / Barons Court



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Shepherds Bush / Askew Road













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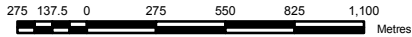
LIBRARY CUSTOMER DISTRIBUTION MAPPING

Branch Libraries for the borough of Hammersmith and Fulham

Fulham and Sands End Libraries

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Sands End Library Customer
-  Fulham Library Customer
-  Minor Roads
-  Arterial Roads
-  Wards
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

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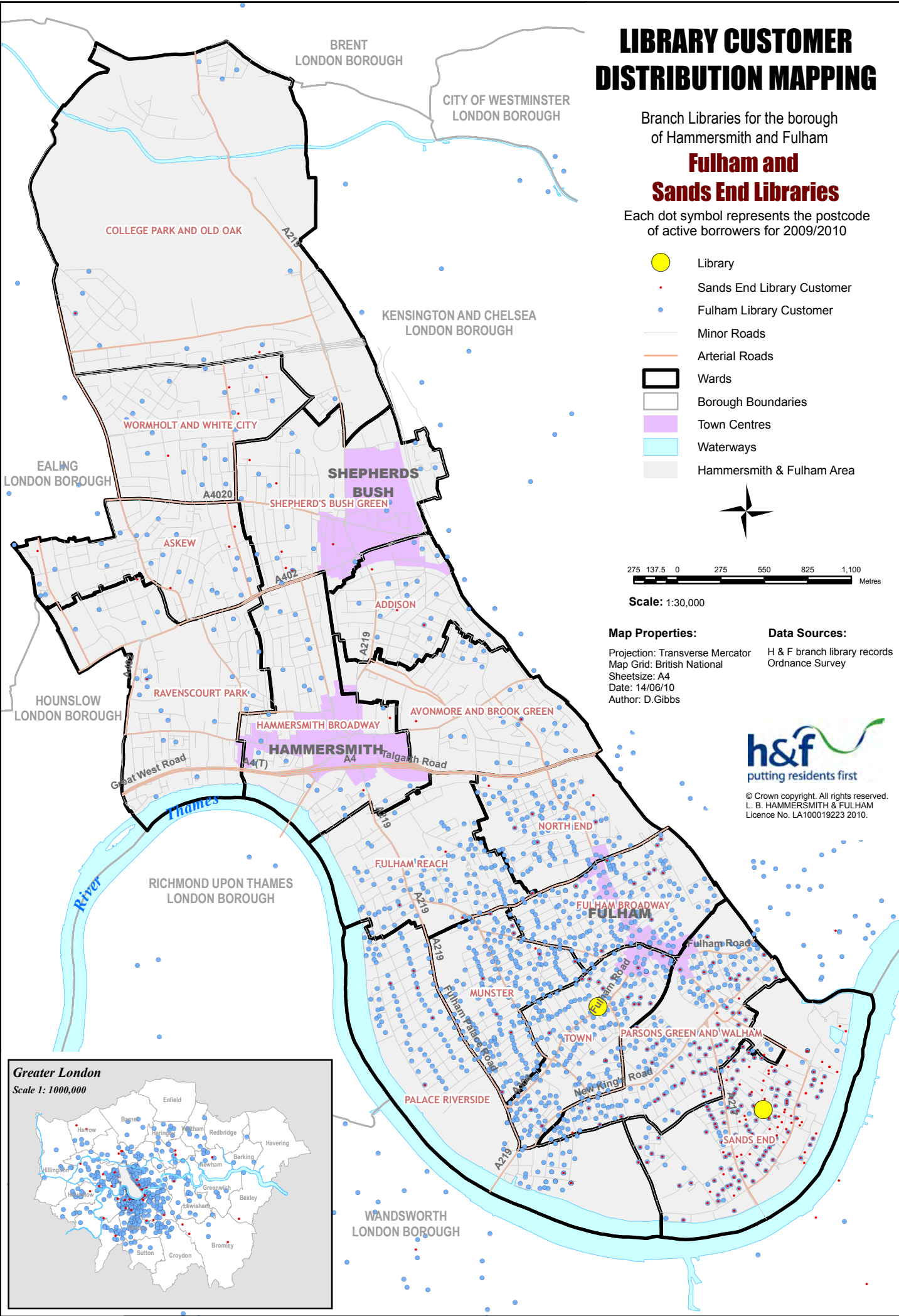
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 Author: D.Gibbs

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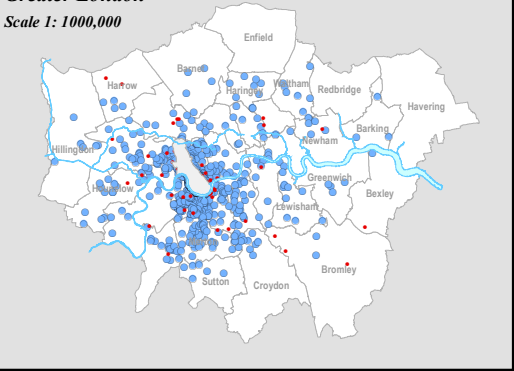
H & F branch library records
 Ordnance Survey



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
Greater London
 Scale 1: 1,000,000

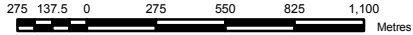


LIBRARY CUSTOMER DISTRIBUTION MAPPING

Branch Libraries for the borough of Hammersmith and Fulham **Hammersmith and Barons Court Libraries**

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Barons Court Library Customer
-  Wards
-  Hammersmith Library Customer
-  Minor Roads
-  Arterial Roads
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

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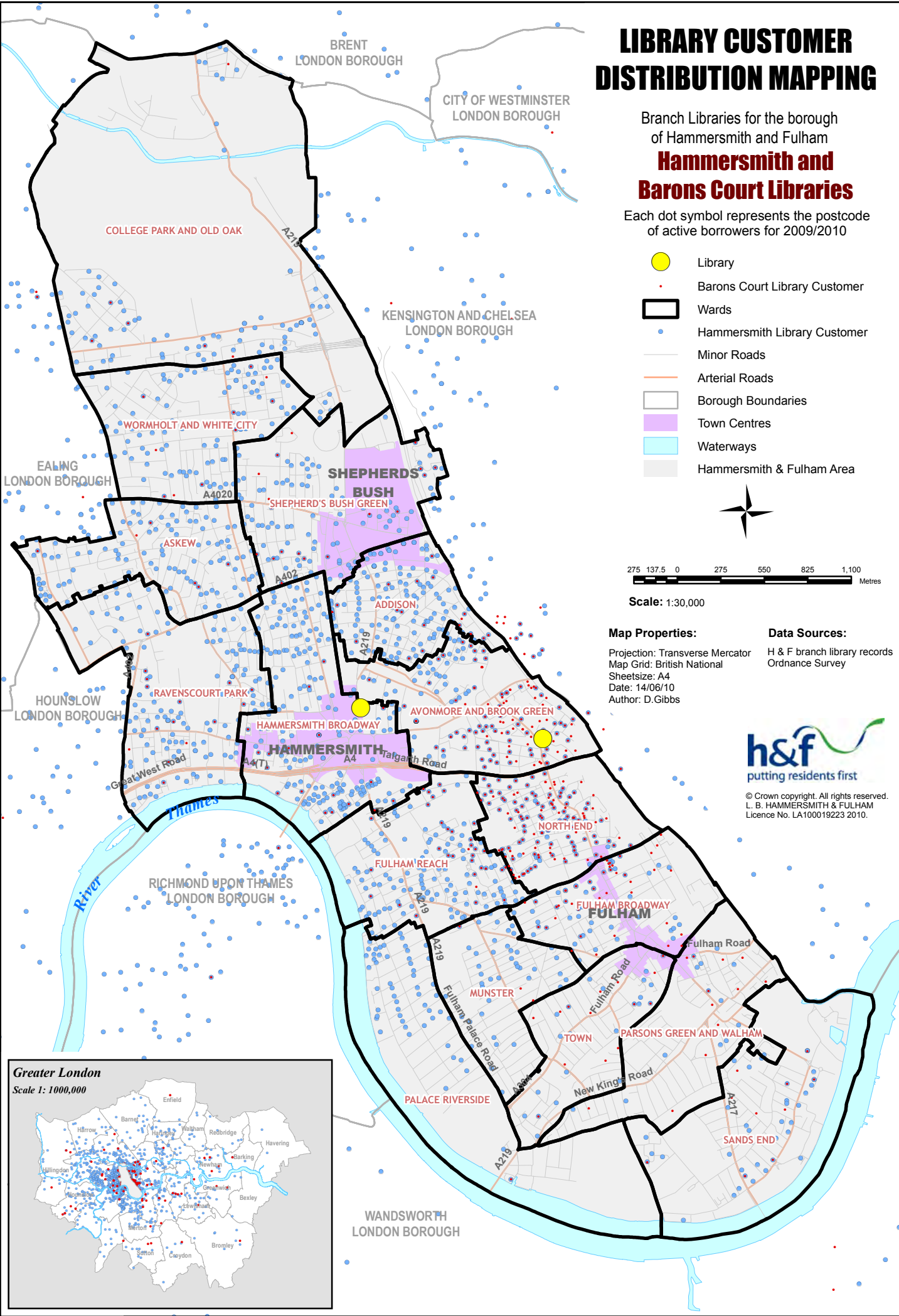
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Author: D.Gibbs

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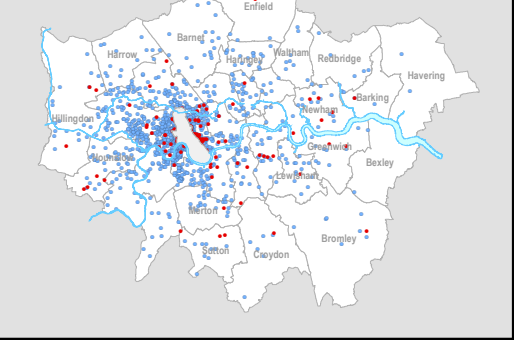
H & F branch library records
Ordnance Survey



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




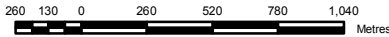
LIBRARY CUSTOMER DISTRIBUTION MAPPING

Branch Libraries for the borough of Hammersmith and Fulham

Shepherds Bush and Askew Road Libraries

Each dot symbol represents the postcode of active borrowers for 2009/2010

-  Library
-  Askew Road Library Customer
-  Shepherds Bush Library Customer
-  Minor Roads
-  Arterial Roads
-  Borough Boundaries
-  Town Centres
-  Waterways
-  Hammersmith & Fulham Area



Scale: 1:30,000

Map Properties:

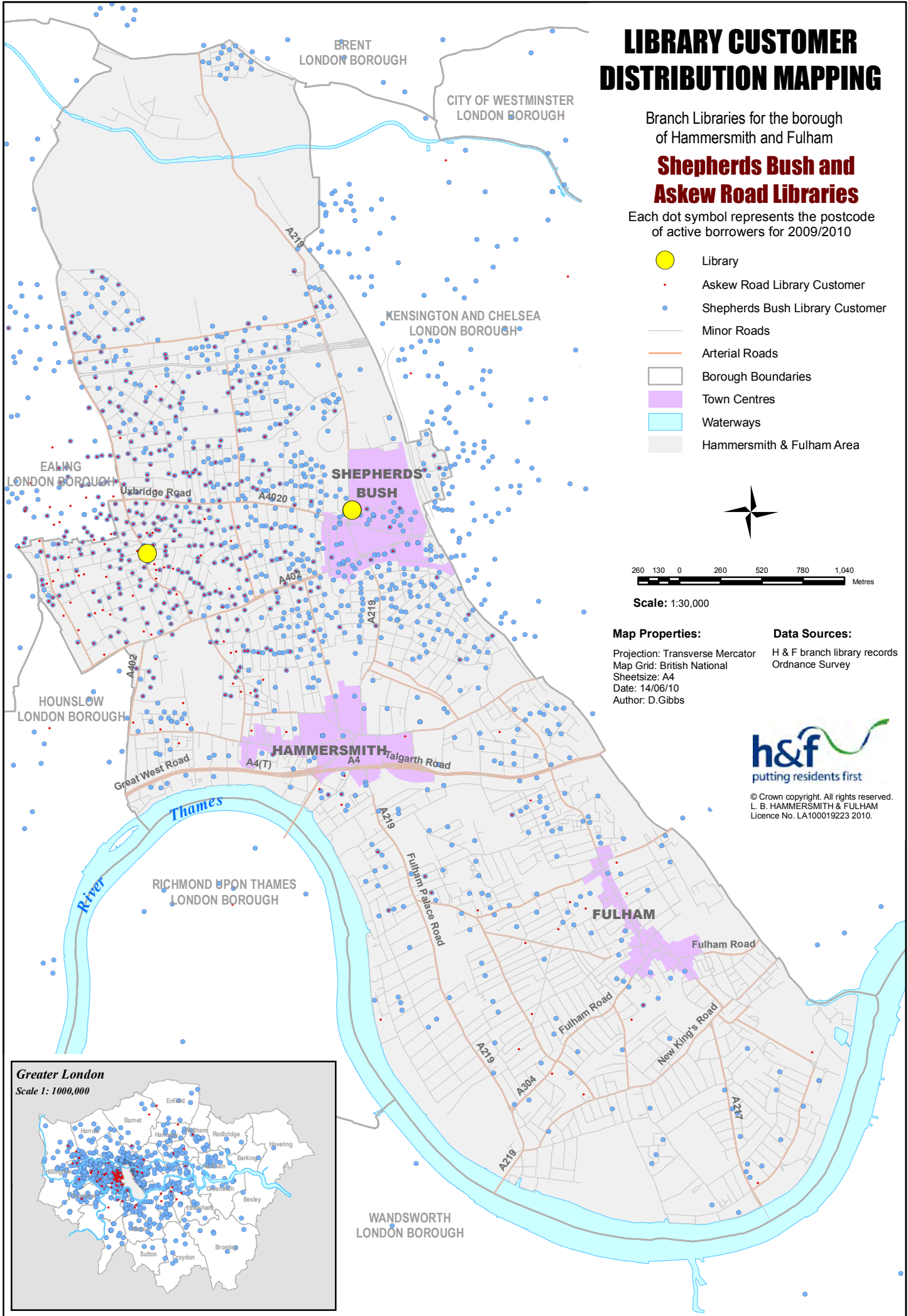
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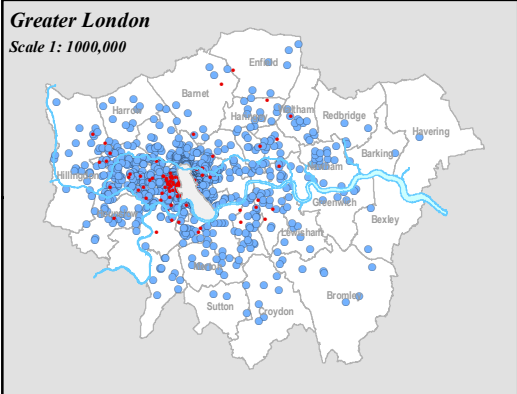
H & F branch library records
 Ordnance Survey



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Greater London
 Scale 1: 1,000,000



Where do customers come from?

Library	Ward	Customer Profile
Askew Road Library	Askew Wormholt & White City	Prosperous Settled Young Professionals Mixed Inner City Urban – Modest Means. Deprived Families in Public Housing Poorer Minority Families.
Barons Court Library	Avonmore & Brook Green North End	Prosperous Mobile Single Young Professionals Well Off Older Global Professionals Deprived Families in Public Housing.
Fulham Library	Town Fulham Broadway Munster Palace Riverside Parsons Green & Walham	Prosperous Single Young Professionals Well Off Older Global Professionals Deprived Families in Public Housing. Prosperous Mobile Single Young Professionals Prosperous Settled Young Professionals. Well Off Families in High Value Homes.
Hammersmith Library	Hammersmith Broadway Ravenscourt Park Addison	Mixed Inner City Urban – Modest Means Deprived Families In Public Housing Well Off Families in High value Homes Prosperous Settled Young Professionals. Prosperous Mobile Single Young Professionals
Sands End Library	Sands End	Mixed Inner City Urban – Modest Means Prosperous Mobile Single Young Professionals
Shepherds Bush Library	Shepherds Bush Green Addison Askew Wormholt & White City	Mixed Inner City Urban – Modest Means Deprived Families in Public Housing. Prosperous Settled Young Professionals Poorer Minority Families.

Appendix D Consultation Details

- The survey has been on the front page of the LBHF website since it opened on 27 July 2010 and there has been press coverage in the Fulham Chronicle and H&F News.
- The survey has been Tweeted via LBHF's Twitter account, which has 650 followers.
- The survey has been sent to the Fulham and Shepherds Bush Town Centre Managers and has been circulated to their networks.
- Hammersmith BID have promoted the consultation on their website, circulated it to their network and promoted it as part of their open air library at St Paul's Church.
- It is on the Family Information Service and Youth Life websites, which are websites aimed at young people in the borough and provide information for families and young people.
- It is on the H&F Volunteer Centre website and has been circulated to their contacts.
- It has been circulated to Community Liaison to send to community groups in the borough and the LBHF Arts Forum to send to arts organisations in the borough.

Two focus groups were held with Young Advisors. These are specially trained young people who provide advice on policy decisions and service development. The consultation was also circulated to the Borough Youth Forum and their networks to make young people aware of the consultation and encouraging them to respond.

Some of the reasons why young people don't use libraries are:

- Stigma attached- seen as 'geeky/nerdy' particularly for aged 13-19s-
- Too quiet/boring environment "military like"
- Don't know/lack of knowledge/understanding of different services offered
- Can now download ebooks which don't have time limit for when you have to read them
- Unfriendly/unhelpful staff (Young People have a stereotype of librarians as "old and out of touch")
- Books are often not useful for college or not on reading list
- There are often blocks on facebook/personal emails
- Computers not always free and the booking system is not always accessible

The young people were also asked what they would like to see in the library

- Split zones for children and young people
- Clean/warm environment modern furniture
- Have quiet rooms/zones/focus rooms/ so that those who wish to can work/read quietly
- Plugs in focus rooms with place to charge phones
- Laptops in study spaces with Wifi

- Young people working there/apprenticeships
- Youth workers running sessions?
- Friendly/well trained approachable staff/make an effort to engage young people
- Links with Connexions and training providers for young people - perhaps have CV surgeries/interview workshops
- Other services, or information, for young people operating from libraries
- Careers information
- Having books available on reading list of major courses
- Online portal- can log like MSN- (to your homepage/userface)
Can have News/What's going on in the community? Link to Youth Life Website.
- Advertise library services more widely- on Youth Life?/Buses etc
- Library card as a phone app/ like Tesco club card?
- Workshops offered for different age groups, teaching them latest technologies e.g. photography, Social Media
- Café/place to get snacks away from books/computers

We held 3 open days in Hammersmith, Fulham and Shepherds Bush library promoting the consultation and actively encouraging all users, including children and young people, to complete it with their views. There have also been displays in all the libraries encouraging people to complete the survey.



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Response from Hammersmith And Fulham Action for Disability (HAFAD)

- We recognise that *the More than a Library* model is something that all councils have to move towards with increased costs of library services and competition from on line services for information, entertainment and reading (ebooks)
- Clarification is sought on the impact the final proposals will have on disabled people and older people and whether they are likely to benefit or be disadvantaged.
- Do LBHF and Royal Borough of Kensington & Chelsea have reciprocal arrangements for library use.
- How can residents travel to alternative libraries by public transport time taken to walk to the library along roads.
- If Hammersmith Library to be relocated, the alternative site would be on a road with buses running in both directions.
- The information centre might be better placed at a Hammersmith Library in and around Hammersmith Broadway with possible sponsorship from Hammersmith BID.
- If it is not possible to relocate Hammersmith library we suggest the council makes this building fully accessible with lifts.
- Make Fulham Library fully accessible as part of moving to *the More than a Library* model.

- If Barons Court library is to be closed what alternative provision does the council have in mind. How easy is it for older people and disabled people to access alternative libraries?
- If Sands End library is to be re-located ensure it is on a road with buses running in both directions to improve access to the library. How easy is it for older people and disabled people to access alternative libraries?
- We recommend that the council clarifies what it means by community hubs so as not to confuse with the 3rd sector premises consultation which also refers to 2 community hubs on the Edwards Woods Estate and Dawes Road
- It does not sound as if the mobile library service is cost effective.
- The housebound library service should be renamed home library service with clear eligibility criteria (to be consulted on) linked to reducing isolation and the council's health and well being agenda. We suggest that the council has an increased target (more than 150 residents pa) for the home library service to compensate for closing the mobile library and other libraries as well as reflecting the health and well being agenda.
- We recommend that *More than a library* model should ensure that all its library services are fully accessible as well as in a fully accessible building.
- Improve the accessibility features of the library web pages
- Are self service terminals accessible to disabled people?
- Information about IT training to up skill every resident onto the internet should be easily available
- IT training extended to more people if provision is not sufficient to meet current requirements.
- Seek professional advice on what chairs it should provide in libraries and at computers to assist older and disabled people who need arm rests to get in and out of chairs

Results from the on line survey

One year on, do you think libraries in Hammersmith & Fulham are improving?	Strongly Agree - 22% Tend to Agree - 28% Not Sure - 33% Tend to Disagree - 11% Strongly Disagree - 6%
What do you think of the Council's proposal to roll out the More Than A Library model to other libraries in the borough?	Strongly Agree - 11% Tend to Agree - 20% Not Sure - 28% Tend to Disagree - 18% Strongly Disagree - 23%
What do you think of the Council's proposal to move Hammersmith Library to a more town centre location closer to	Strongly Agree - 9% Tend to Agree - 15% Not Sure - 19%

shops and transport hubs at the centre of Hammersmith?	Tend to Disagree - 16% Strongly Disagree - 40%
The council considers that having fewer but better libraries is the best way forward for the library service given the financial climate. Do you agree with this proposal?	Strongly Agree - 8% Tend to Agree - 16% Not Sure - 11% Tend to Disagree - 21% Strongly Disagree - 45%
Do you agree that in the current economic climate, it makes financial sense to cease the mobile library given that it costs £45 per issue and £25 per visit on the mobile service, when most users live between 1 – 1.5 miles from their nearest library?	Strongly Agree - 19% Tend to Agree - 23% Not Sure - 22% Tend to Disagree - 13% Strongly Disagree - 22%
Do you think Sands End Library should be replaced with a community hub library based elsewhere in Sands End?	Strongly Agree - 22% Tend to Agree - 18% Not Sure - 40% Tend to Disagree - 7% Strongly Disagree - 14%
What do you think of the Council's proposal to explore different ways of delivering the service, including outsourcing to alternative providers such as a Trust?	Strongly Agree - 4% Tend to Agree - 9% Not Sure - 30% Tend to Disagree – 16% Strongly Disagree - 40%

Details of the LLL submission

- LLL requested that boroughs do not close libraries, reduce book funds or opening hours in community libraries, nor reduce the hours of front line library assistants. Instead LLL asked councils to look at making savings in bibliographic services and cataloguing, reducing management layers and administration and improving stock distribution.
- The council has not reduced the hours of front line library assistants nor reduced the opening hours of community libraries. The smaller branch libraries of Barons Court, Askew Road and Sands End libraries are open 45 hours per week whilst Hammersmith and Fulham are open 60 hours and Shepherds Bush Library is open 63 hours per week. The council's book fund remains at £250,000 in 2010/11.
- The majority of stock is delivered shelf ready, however, on consideration of LLL's comments the council will look at other supplier options with a view to reducing this spend, however, the potential savings are not significant as specialised cataloguing posts were deleted over two years ago.

- The council is working towards streamlining its stock ordering and processing by using the library management system to its full capability. Electronic Data Interchange (EDI) and Quotes will be implemented before the end of 2010 and this will enable streamline the invoice and ordering process reducing costs and releasing staff time.
- LBHF is a member of the South East Library Management Systems (SELMS) Consortium, which is currently investigating sharing bibliographic services.
- The council have deleted the post of Head of Libraries in March 2010 and the Assistant Director for Parks & Culture, covering libraries, will be deleted in March 2011. As part of the staffing review, the council is proposing to delete the posts of Performance & Quality Manager, Systems Librarian and to reduce the number of library managers from 3 to 2. As part of a departmental administrative review it is proposed that 2 FTE administration posts in the library service will be deleted from December 2010.

Library Strategy 2009-2014 Update

Overview

H&F Council has released proposals to open state-of-the-art town centre libraries that replicate the hugely successful Shepherds Bush Library. Shepherds Bush Library at Westfield, has been so popular since it opened last year that the council proposes to use the model as a blueprint for the future of the library service itself.

This consultation is running from 27/07/2010 to 15/09/2010. You can also complete the consultation online at <http://www.citizenspace.com/local/lbhf/LibraryStrategyUpdate>.

Hammersmith & Fulham Libraries Consultation

Dear resident,

H&F Council has released proposals to open state-of-the-art town centre libraries that replicate the hugely successful Shepherds Bush Library. Shepherds Bush Library at Westfield, has been so popular since it opened last year that the council proposes to use the model as a blueprint for the future of the library service itself.

The Shepherds Bush service was promoted as More than a Library because it offers residents a variety of services under one roof and this is what the council wants to replicate in both Hammersmith and Fulham town centres.

The plan to improve town centre libraries forms part of the next stage of the libraries strategy. The strategy was developed following detailed consultation with residents in March 2009 and has resulted in a nine per cent increase in the number of visits to libraries in H&F during the last year and a 12 per cent increase in resident satisfaction from 65% to 77%.

As part of that consultation, library users made many suggestions for improvements and the council have already acted on their comments. Askew Road and Shepherds Bush libraries have been redecorated, WiFi has been installed, more titles are now available and there are homework clubs for children.

In the current difficult national economic climate, the days of small neighbourhood libraries, which serve relatively small numbers of customers are coming to an end. Instead, the council wants to move to fewer, but better state-of-the-art town centre libraries that attract more customers and are more cost effective to run.

The council needs to find £55 million over the next three years at the same time as it strives to cut its £133 million debt. The council currently pays £5 million on interest payments every year before a single penny goes towards services.

The council believes that this transformation of library services will offer residents the best value-for-money deal possible while balancing the books.

The council is therefore seeking your views on how we can offer More Than a Library in both Hammersmith Library (where we are seeking to find a more central location) and Fulham Library. The council wants to know what services and facilities you would like to see in libraries.

The council is also keen to know what you think about relocating Sands End Library and closing

the hugely expensive-to-run Barons Court Library.

The relocation of Sands End and the closure of Barons Court, together with the mobile library could save us in the region of £300,000 a year. This saving would be ploughed back into the library services and used to cut the debt.

The new Shepherds Bush Library opened at Westfield in September 2009 and has been an unparalleled success in a time when across the country library usage is falling. The new More than a Library facility also offers a large study space, an employment bureau, Wi-Fi connections and public access PCs, a teenage area with computer games and chill-out space.

The number of new members registering has soared by 300 per cent in the first six months of opening compared to the same period at the old library and over 250,000 have already visited the building. In fact, books flew off the shelves so quickly that the council had to take the unprecedented step of placing an emergency order for 20,000 new titles! Since opening, the Workzone at Shepherds Bush Library has put forward over 300 clients for interviews and 75 have secured employment.

Askew Road Library also now follows the More than a Library model and was reopened in March 2010 after the council secured £87,000 from Royal Mail to add a Royal Mail collection office as part of the library. The deal has seen the library totally refurbished and since March, around 15,000 postal deliveries have been collected by residents and during its first month of opening, library membership rose by a third.

The council intends to export this More than a Library model to:

Hammersmith Library

The council has commenced early discussions with developers that could see Hammersmith Library move to a new site in central Hammersmith and dispose of the current building. This proposal will only go ahead following consultation with residents and only if a suitable and affordable site for the library in the centre of Hammersmith is secured.

Fulham Library

Under these proposals the council could spend up to £100,000 of potential savings on improving this busy town centre library, installing state-of-the-art technology and IT, self-service terminals and new furniture and is seeking partners to share this large building, helping to drive down costs and attract more customers. For example, adult learning classes are already delivered from the library.

The council proposes to close:

Barons Court Library

This is the second worst performing library in the borough, with the second lowest number of visits, visits per hour of opening and second highest costs per issue and visit. The council is considering relocating other services into the building, to enable the release of a council asset elsewhere for disposal. As part of this proposal, we would look at the possibility of other alternative provision, including relocating Barons Court stock elsewhere.

The council proposes to relocate:

Sands End Library

Sands End Library is housed in the Sands End Community Centre, which is up for sale as part of

the council's plans to sell assets in order to pay off its debts. This library is the least used in the borough. It issues only 13 items per hour at a cost of over £10 per loan, £4 more than at Hammersmith. Proposals to open a community hub with a library provision elsewhere in the ward are currently under discussion.

The council has carried out detailed analysis of visitor numbers at both of these libraries. Results suggest that users prefer visiting the larger town centre libraries and both buildings are within a mile of Fulham and Hammersmith libraries respectively. In addition, Sands End is only 1.7 miles from Brompton Library in Kensington & Chelsea and Barons Court is only 1.3 miles from Kensington Central Library. Analysis on the geographical distribution of users also shows that Barons Court and Sands End customers overlap with users of Fulham and Hammersmith Library, indicating that users of both pairs of libraries come from the same geographical area.

Mobile Library

The council currently spends £10,500 a year on the mobile library. This equates to an incredibly poor value-for-money deal given the level of usage, with costs of £45 per issue and £25 per visit (2008/9 figures). The council proposes to cancel this service. Customers close to the current mobile library stop are only 1 mile from Askew Road and 1.2 miles from Shepherds Bush Library. Customers who are unable to travel to a library will be eligible for the housebound service which delivers books to the homes of over 150 disabled or elderly residents in the borough already.

The council believes that libraries which offer a large selection of stock, a wider range of services and are located in town centres with good transport and retail links provide better value-for-money and represent the future for our library service. Customers have voted with their feet at Shepherds Bush and Askew and these proposals will ensure that we can build on the success of our More than a Library brand while at the same time servicing our debt. This is all about delivering more for less and we look forward to receiving your comments.

In addition to this survey there will be three open days to come and speak to staff and learn more about the proposals for the library service. These will be held on:

Tuesday 24th August, 14.00-19.00, Hammersmith Library

Thursday 2nd September, 14.00 - 19.00, Fulham Library

Tuesday 7th September, 14.00 - 19.00, Shepherds Bush Library

The consultation closes on 15th September 2010. Your views will then be used to finalise the proposals for the library service in Hammersmith & Fulham with a final decision taken by December 2010.

I look forward to hearing from you.

Cllr Greg Smith

Cabinet Member for Residents Services

Registration

Q1: Are you male or female? (optional)

Please tick one box only

Male

Female

Q2: What age group are you? (optional)

Please tick one box only

16-24

25-44

45-64

65+

Q3: What is your postcode? (optional)

.....

Q4: Do you or anyone in the household have any long term illness, health problem or disability which limits your daily activities or the work you can do? (optional)

Please tick all boxes that apply

Yes, you

Yes, someone in your household

No

Q5: If yes, what is the nature of the impairment? (optional)

Please tick all boxes that apply

Physical impairment

Mobility impairment

Hearing impairment

Visual impairment

Learning disability

Mental health

Other; e.g. hidden impairment (diabetes, epilepsy, etc.)

Q6: Are you in employment? (optional)

Please tick one box only

Yes

No

Q7: What is your ethnic group? (optional)

Please tick one box only

White

Mixed Race

Asian or Asian British

Black or Black British

Chinese

Other ethnic group

Questionnaire

Q1: Last year we asked you what you thought of the library service and we agreed a new library strategy based on your views. One year on, do you think libraries in Hammersmith & Fulham are improving? (optional)

Please tick one box only

Strongly Agree

Tend to Agree

Not Sure

Tend to Disagree

Strongly Disagree

Q2: How important are the following services in a library to you now? (optional)

Please tick one box from each section

Please select	Very Important	Important	Not Really Important	Not at all important
Books				
Newspapers/magazines				
E-books				
WiFi				
Self Service machines				
Events & Activities				
PC access				
Central convenient location				
Modern décor and furniture				
Café / vending machines				
Convenient opening hours				
Adult Learning courses				
Xbox/PS3/Wii				
CDs				
DVDs				
Online information and resources				
Other				

Q3: Please specify if you ticked 'Other' in the previous question: (optional)

.....

Q4:

Last year we asked you what one thing would improve your library and you told us. This is some of what you asked for and how we have responded:

Redecorate all premises to make the buildings cleaner and brighter inside. *We redecorated Askew Road and Shepherds Bush Libraries with new furniture, shelving and bright modern décor.*

Provide Playstation, Xbox and music. *We introduced an Xbox, a CD listening post and music software at Shepherds Bush and another Xbox will shortly be going into Askew Road library.*

More children's events. *We have a range of children's events and activities including Summer Reading Challenge, Under-5s' story and rhyme time sessions, Saturday Kids' Club, Chatterbooks, Art Club and homework clubs*

Are there any other facilities you would like to see in your library? (optional)

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Q5: What do you think of the Council's proposal to roll out the More Than A Library model to other libraries in the borough? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q6: What do you think of the Council’s proposal to move Hammersmith Library to a more town centre location closer to shops and transport hubs at the centre of Hammersmith? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q7: The council considers that having fewer but better libraries is the best way forward for the library service given the financial climate. Do you agree with this proposal? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q8: Do you believe that it makes financial sense to close Barons Court Library and investigate alternative provision, considering that it is one of the most expensive libraries to run in the borough and has a low number of visits 87,000 per year versus 282,000 visits to Hammersmith Library, 1 mile away (optional)

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Q9: Do you agree that in the current economic climate, it makes financial sense to cease the mobile library given that it costs £45 per issue and £25 per visit on the mobile service, when most users live between 1 – 1.5 miles from their nearest library? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q10: Sands End Library will need to close or relocate if the Sands End Community Centre is disposed of following on from the consultation on the future of this and other buildings in the borough. Do you think it should be replaced with a community hub library based elsewhere in Sands End? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q11: What do you think of the Council's proposal to explore different ways of delivering the service, including outsourcing to alternative providers such as a Trust? (optional)

Please tick one box only

- Strongly Agree
- Tend to Agree
- Not Sure
- Tend to Disagree
- Strongly Disagree

Q12: Would you be interested in receiving information about library events, activities and promotions by email from us? (optional)

Please tick one box only

- Yes please
- No thanks

Q13: If yes, please provide your email address (optional)

.....

Q14: Do you have any concerns about the impact of these proposals for any particular communities in the borough? (optional)

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Q15: What is the one service you most value in your library? (optional)

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Appendix E Barons Court Library Condition Survey



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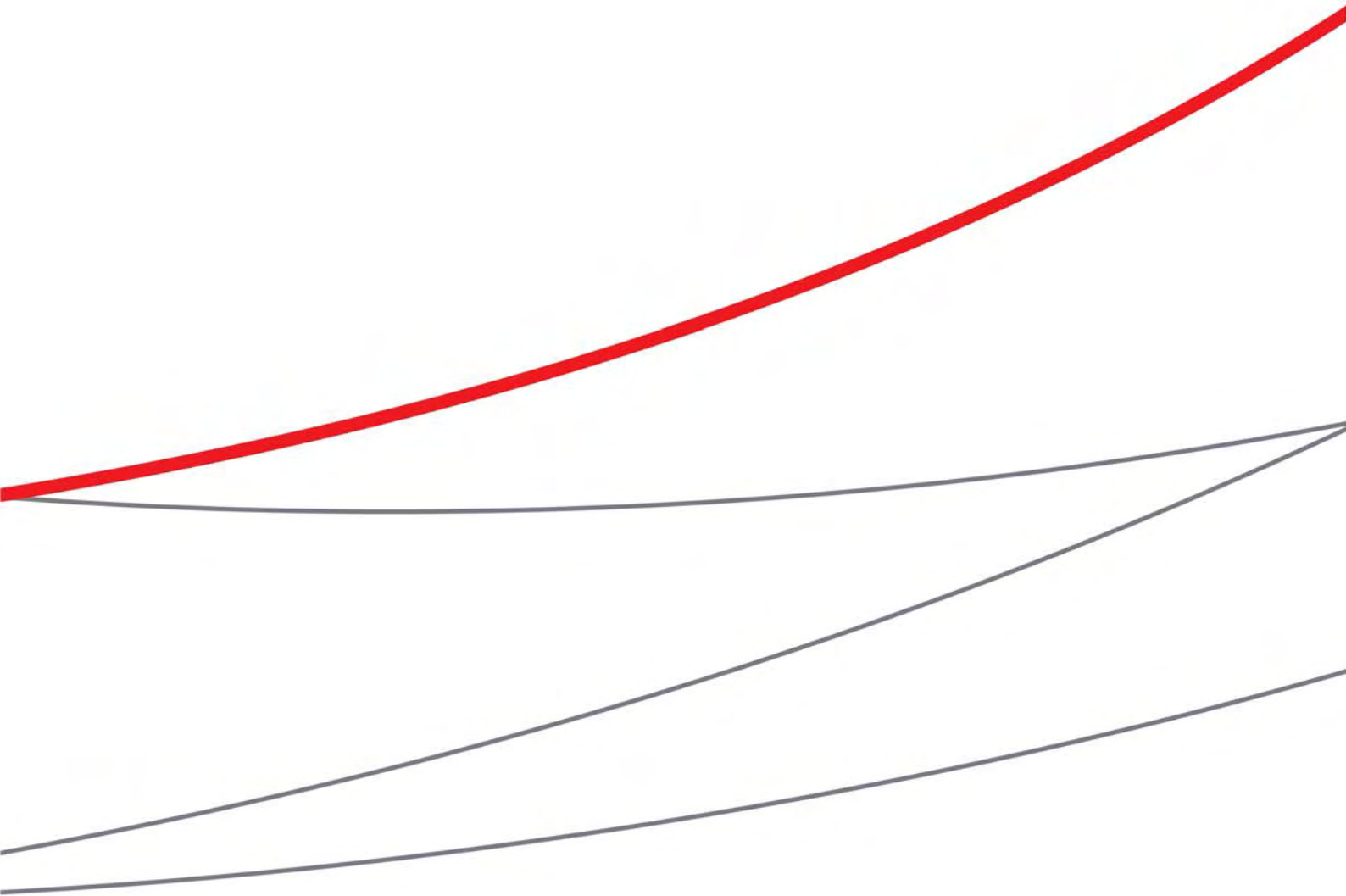
Date/s of Survey: **14th Sept 2010**

Ref: **19106 108**

Survey Report

For

**Barons Court Library
London SW6**



EC HARRIS
BUILT ASSET
CONSULTANCY

Version Control

Issue	Revision No.	Date Issued	Description of Revision: Page No.	Description of Revision: Comment	Reviewed by:
1	0	15 th Sept			S. Bateman
2	1	16 th Sept		Condition of Electrical Added	A. Wadhvani
3	2	21 st Sept		Condition of Mechanical Added	T. Gardner

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Survey Report

1. Brief

1.1 Instruction/s

A condition survey is required of the whole of the existing library, the apartment above and grounds of the site.

1.2 Limitation/s

Access was not granted to the apartment above the library to review the condition of the roof. It should be noted that rainwater may be entering the book lift via this roof.

1.3 Special Instructions

The report focuses on the following:

- 1) Internal inspection only to verify possible roof leaks and drainage problems
- 2) Condition of mechanical and electrical services
- 3) A decent homes appraisal of the upper apartment

1.4 Terms and Conditions and Copyright

The terms and conditions are as detailed in commission number 64.

This report should not be reproduced without the prior written consent of the surveyor and those commissioning the report.

Survey Report

2. Property Description

2.1 Access, Surroundings and Orientation

The property is West facing with a Library on the ground and basement floors with a self contained apartment above on the 1st floor.

There are common parts to the rear of the building giving access to both the rear of the Library and via an internal staircase to the 1st floor apartment

The building is set in its own landscaped grounds with public recreation areas, rear vehicle access and an electric sub-station below ground in the North/East corner of the site.

2.3 Tenure

It is understood that the Library is owned freehold by the Council, whereas the apartment above may be leasehold (sold under RTB legislation) or let to a tenant of the Council.

2.4 Type and Age of Property

A 1960's building of non traditional construction with reinforced concrete floors, masonry (shutter form) outside walls and flat roofs.

2.5 Accommodation

A Library occupies the ground and basement floors with public space on the ground with offices to the rear and in the basement.

The apartment above the library has its own rear entrance accessed via an internal staircase off the rear communal hallway which also provides access in to the Library.

Survey Report

3. Overall Assessment

Please note, the following figures are current at the time of this report (17th Sept 2010) and are based on the very competitive state of the current market whereby it is assumed that the works will be competitively tendered.

Allowances have been made for access scaffold, a temporary roof, structural support and other temporary works under the relevant elements of work, however this estimate excludes fee's and VAT.

3.1 Structure and Fabric

External timber frame post and shutter form concrete external panel repairs should be carried out within the next 24 months. £ 20,000.00

External doors and windows should be replaced to improve thermal efficiency along with external redecorations within the next 2 to 3 years. £ 40,000.00

Both flat roofs should be recovered in high performance felt and insulated to improve thermal efficiency within 12 to 24 months. £ 50,000.00

3.2 Drainage

Jet the entire below ground drainage system and carry out a CCTV survey to locate defects within the next 6 months.

Replace the majority of below ground drainage system rebalancing with a number of connections in to the public sewer to prevent back-surge.

Replace and reroute the above ground drainage system to prevent further internal ingress. £ 30,000.00

3.3 Decent Homes Improvements

Replacement kitchen and bathroom, thermal upgrade, rewire, new heating with improved controls to the upper apartment. £ 50,000.00

Survey Report

4. Survey Findings

4.1 Foundations and Ground Conditions

There is no evidence of foundations problems furthermore the design of the foundations is obviously more than adequate hence no action is required.

4.2 Super Structure

Other than the need to repair the timber frame posts and isolated repair of the infill panels the condition of the super structure is generally acceptable

4.3 Dampness and Timber Defects

The bases of the external timber columns at ground floor level are suffering serious but localised rot and decay and should be repaired as a matter of urgency.

There is no evidence of structural dampness, however and as a result of flooding salts are apparent on basement internal walls which should be taken care of when next decorated.

4.4 Roof/s

There have been incidents of rainwater ingress which appears however to be due to blockages in the internally routed rainwater down service and not the roofs.

Should the roofs not been replaced since the 60's however then the thermal efficiency will be very poor and hence re-roofing and a thermal upgrade should be considered.

4.5 External Walls, Windows and Doors

Although the external walls only require minor repairs the thermal efficiency of the ground and upper floor will be very poor and hence thermal improvement should be considered.

Again with the external windows and doors which generally appear to functioning okay, heat loss through the single glazing will be significant and should be improved.

4.6 Floors, Internal Walls and Ceilings, Finishes and Decorations

The sheet vinyl floor finishes in the basement have been damaged by flooding and should be replaced along with a high performance thin-insulate layer.

Redecorations should be carried in the basement which is very poor condition along with the upper floors should internal thermal improvements be under consideration.

Survey Report

4. Survey Findings

4.7 Drainage

Staff report a history of serious problems whereby the drains back up flooding the basement as well as rainwater entering the book lift.

It is recommended that drainage below ground be rebalanced and surface water down services enlarged and re routed to solve this problem

4.8 Heating, Hot and Cold Water and Ventilation

Foreword: The following relates to the Mechanical Services Installations within the library premises only and not to the occupied tenure on the first floor.

Any works associated with the tenure are covered by the provision detailed in clause 3.3

Plant Schedule

Gas Fired Wall Mounted Condensing Boiler, Hamworthy, model, Milborne, Output 89KW

Gas Fired Wall Mounted Condensing Boiler, Hamworthy, model, Milborne, Output 89KW

Shunt Pump - Biral / ABCH3110 TF140

Heating Pump – Grundfos UPC 40-60

Heating Pump – Grundfos UPC 40-60

Hawk – Floor Standing Pressurisation Unit

Zilmet – 20 litre Expansion Vessel

Control Panel, complete with a Landis & Gry OSC 21 Controller

Emitters – various types of steel panel radiators.

100 litre Direct Copper Hot Water Storage Cylinder

162 litre Plastic Cold Water Storage Tank

Survey Report

4. Survey Findings

4.8 Heating, Hot and Cold Water and Ventilation

Existing Heating System

The existing low temperature hot water sealed heating system, comprise of 2No wall mounted, gas fired boilers (approximately 4 years old), shunt pump, circulation pumps, return water temperature sensor, outside temperature sensor, control panel, pressurisation unit, expansion vessel distribution pipework and associated standard steel radiators, complete with thermostatic radiator valves in the majority of cases.

The heating distribution pipework is split into two circuits:

Lower Floor Circuit 1, serves the steel panel radiators within the toilets and the area adjacent to the emergency exit door, as well as a 65mm heating coils which runs around the entire perimeter of the basement area.

The output of the heating coil is controlled via a 2-port zone valve, in conjunction with a wall mounted room thermostat

Upper Floor Circuit 2, serves various steel panel radiators within the Library area.

Heating Controls

The existing heating control panel is approximately 30 years old and still forms part of the heating control scheme. The integral Landis & Gyr compensator controller is not operational, however, the recent boiler installation and associated works, included upgrading the controls to ensure the temperature of heating distribution is compensated directly at the boilers.

Pipework & Valves

The existing pipework is a mixture of copper and black mild steel, in general the majority of pipework and valves throughout the property appear to be in reasonable condition.

Radiators & Valves

The majority of radiators within the property appear to be reasonable condition; however, we did note evidence of leaking sections on at least two radiators within the Library area.

We also noted radiators without thermostatic radiator valves.

Survey Report

4. Survey Findings

4.8 Heating, Hot and Cold Water and Ventilation

Hot Water

The hot water service to the basement area is provided by a 100 litre, direct copper hot water storage cylinder, complete with a 3KW immersion heater.

The existing cylinder is approximately 30 years old, complete with loose jacket.

The installation is considered to be wasteful of heat and energy and it is recommended that a new pre-insulated cylinder is installed, which comply with Part L of the current Building Regulation.

The hot water service to the library area is provided by a Heatrae Sadia, under sink type water heater

Cold Water

The cold water service to the basement area, is provided by a 162 litre plastic cold water storage tank

From our visual inspection, the tank appeared to be in reasonable good condition, complete with lid and insulation jacket etc, however, the tank is situated within a very warm plant room and there is significant heat gain due high internal temperatures.

A water risk assessment was carried out by the measured term water treatment contractor, Clearwater Technology on the 22/3/2010. The report highlighted cold water temperatures at the outlets, which were outside the requirements of the HSE ACOP (L8) document.

Consideration should therefore be given to removing the existing cold water storage tank and converting all cold water outlets to the mains supply and installing an un-vented hot water storage heater fed directly from the cold water mains supply

The cold water service to the library area is already fed directly from the cold water mains supply.

Mechanical Ventilation

There are two manually operated, window mounted, mechanical extract fans, within the library area.

During our survey we noted only one fan was operational.

Survey Report

4. Survey Findings

4.9 Electrical Installation

Foreword: The following relates to the electrical installations within the library premises only and not to the occupied tenure on the first floor.

Any works associated with the tenure are covered by the provision detailed in clause 3.3

a. Incoming Supply and Mains Distribution:

The incoming supply consists of a 200amp 3 Phase Service which is more than adequate to supply the electrical services within the premises.

The service head is the original bitumen filled cast iron enclosure which appears to be in good condition.

Mains distribution consists of a 200amp fused switch disconnecter serving an MCCB Panel Board which in turn feeds individual localised distribution boards. All equipment associated with the mains distribution system have been renewed within the last 5 – 7 years and are in good condition.

The mains distribution equipment and respective circuit wiring were last tested in September 2008. The next periodic fixed installation test is due in September 2013. This is programmed to be carried out by PHS Compliance under an existing measured term contract agreement.

b. General Power Installations:

The general power installations are carried out using PVC cabling with separate earthing enclosed within surface mounted conduit and trunking.

Circuit wiring is carried out in the form of ring circuits for general power and in the form of radial circuits for fixed items of equipment. RCCB protection is provided as appropriate.

The installations have been renewed within the last 5 – 7 years and are generally in good condition.

Survey Report

4. Survey Findings

4.9 Electrical Installation

c. Lighting Installation:

The Lighting installations are carried out using PVC cabling with separate earthing enclosed within surface mounted conduit and trunking.

With the exception of the luminaires within the basement, the installations have been renewed within the last 5 – 7 years and are generally in good condition with adequate lighting levels.

The existing luminaires in the basement are dated but have been well maintained.

A system of emergency lighting exists in the form of integral inverters contained within the existing general lighting luminaires. Local test facilities exist in the form of key switches.

The emergency lighting installation is compliant with the British Standard (BS5266) and is fully maintained by Honeywell Gent under a measured term contract.

d. Fire Alarm System:

The existing fire alarm system is a fully automatic analogue addressable system with central station monitoring.

The system covers all means of escape and high risk areas and thus would be categorised as an L2 system in the British Standard (BS5839 Part1).

The system is in good condition and is fully maintained by Honeywell Gent under a measured term contract.

e. Intruder Alarm System:

The existing intruder alarm system consists of dual technology passive infra red movement detectors and door contacts connected to a control panel with central station monitoring. The system includes a staff attack system.

The system is a recent installation, is in good condition and is compliant with the European Standard EN 450131 Part 1.

The system is maintained under a service agreement with Mercury Security Systems.

Survey Report

4. Survey Findings

4.9 Electrical Installation

f. CCTV Surveillance System:

The existing CCTV system consists of colour cameras recording images onto a digital recorder.

The system is a recent installation in good condition and is maintained under a service agreement with Mercury Security Systems.

4.10 Security

There is a history of break-ins, hence if replacement windows and doors are considered they should be specified to enhanced security and police target hardening standards.

Consideration should also be given to the inclusion of vibration sensors connected to the existing intruder alarm system.

Survey Report

5. Environmental Issues

5.1 Energy Efficiency

The thermal efficiency of the external envelope is very poor due to single glazing, poor roof insulation and little or no insulation to the external walls.

Additional thermal insulation should be added to the outside walls, roof insulation upgraded to current standards and doors, windows and roof-lights double glazed.

Staff report space heating is very difficult to control and the existing controls do not respond to patterns of occupancy hence resulting in a substantial loss of energy.

5.2 Noise

The building is close to North End Road whereby the secondary benefit of double glazing would improve any problems with traffic noise.

5.3 Health and Safety

There are no obvious issues of health and safety relating to the building at the time of survey other than the possible locking off of the gate in to the basement.

5.4 Hazardous Materials

The premises being constructed in and around the 60's is cause for concern in that asbestos containing materials (ACM's) were commonly used at this time.

A type 3 survey for asbestos has been carried out but is unrevealing so measures should be put in place for the management of concealed asbestos such as:-

Boiler and ventilation flues sealants wadding and pipe insulation, compartment and fire door facings, thermal wall and soffit lagging, door and window seals and gaskets.

Additionally and should any structural alterations or major works be planned, a specific destructive survey should be carried out and resources provided for treatment.

5.5 Protected Trees

It is understood that the building is listed hence any plans to redevelop the site should account for possible tree protection orders.

Survey Report

6. Matters for Legal Advisors Attention

6.1 Sub Station

Enquiries should be made with EDF to check rights of access and responsibility for maintenance of the small sub-station below ground in the North/East corner of the grounds.

6.2 Upper Apartment

Enquires should be made as to the type of tenancy of the upper apartment to establish legal rights should the demise be leasehold and contributions to service charges.

6.3 Fire Safety

Access for an internal inspection of the upper apartment was not given and so I cannot report on fire safety fire detection in the Library however appears to be satisfactory.

6.4 Flood Risk

There is clear evidence of storm condition back surging and flooding in to these premises hence the Legal Advisor should establish flood risk and advise the Client accordingly.

6.6 Rights of Way, Easements, Boundary and Party Wall Matters

Rights of access to both the library and the upper apartment are adequate and there are no apparent or serious boundary or party wall issues.

Survey Report

7. Additional Services

The Client may wish to consider employing a specialist contractor/additional consultancy services to carry out the following further investigations:-

7.1 Below Ground Drainage

To remedy any faults, provide an accurate layout and report on adequacy.

7.2 Roofs and Surface Water Drainage

To establish the condition of roofs over the premises, cause of rainwater ingress in to the book lift and the effectiveness of surface water disposal through the building.

Signed by the Surveyor

Signed by the Client

Signature

Signature

Date

Date

Survey Report

8. Photographic Survey



8.1 Basement Rear Entrance

Shower rear basement entrance where drains back-up via channel

Survey Report

8. Photographic Survey



8.2 External Frame Post

Showing poor state of repair, rot and decay

Survey Report

8. Photographic Survey



8.3 Book Lift

Showing collapsed lid of dumb waiter due to rainwater ingress

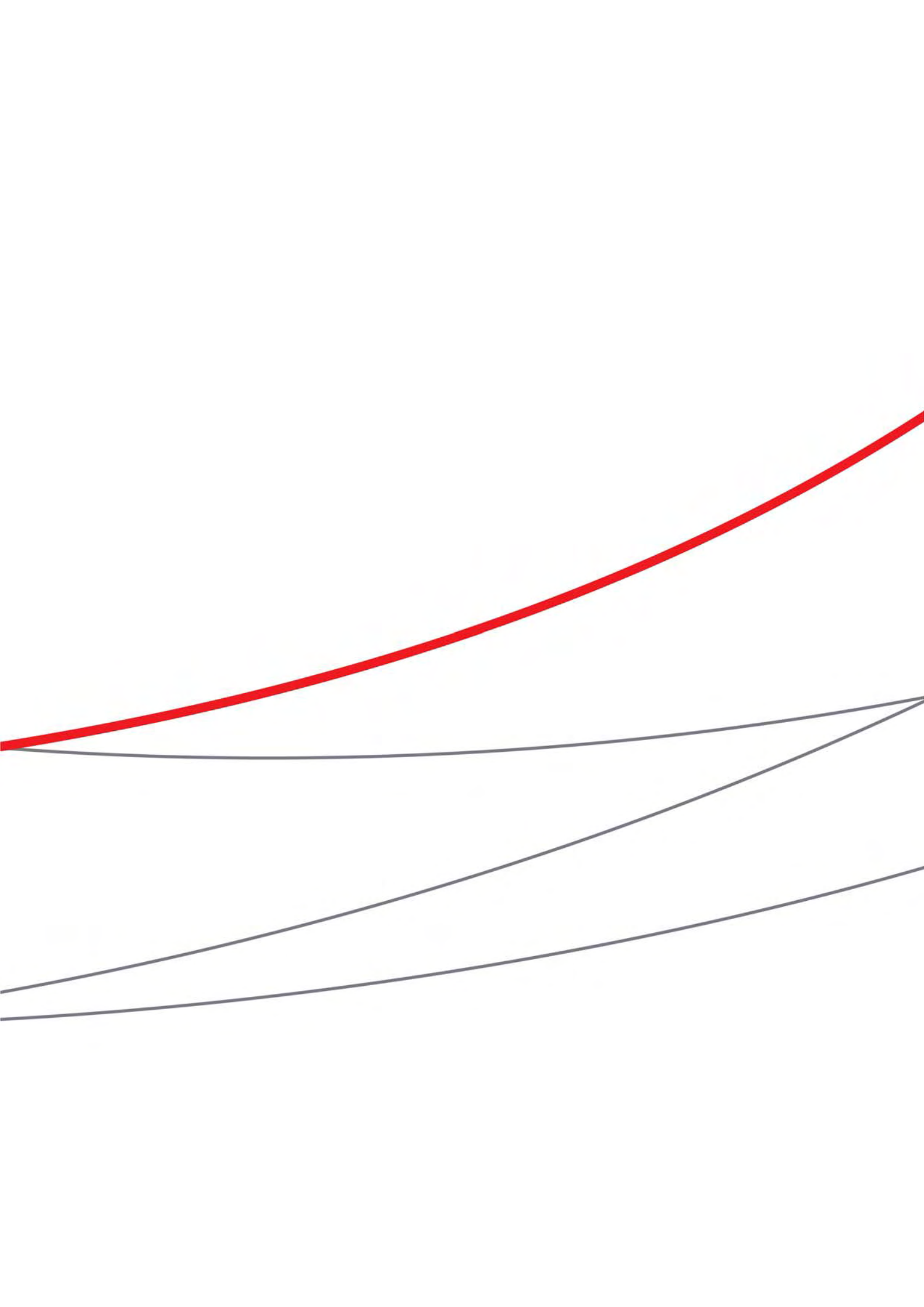
Survey Report

8. Photographic Survey



8.4 Ground Floor Library

Showing outside wall, draughts and heat loss through louvered windows



Appendix F Travel distances and routes between key libraries

Walking Distances	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Barons Court Library		0.9miles	1.1miles	1.2miles	1.8miles	1.1miles
Hammersmith Library	0.9miles		1.5miles	1.3miles	2.7miles	1.9miles
Kensington Central Library	1.1miles	1.5miles		2.2miles	2.6miles	1.1miles
Fulham Library	1.2miles	1.8miles	2.2miles		0.9miles	1.4miles
Sands End Library	1.8miles	2.7miles	2.6miles	0.9miles		1.7miles
Brompton Library	1.1miles	1.9miles	1.1miles	1.4miles	1.7miles	

Bus Routes - from → to ↓	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Barons Court Library						
Time Taken		24mins	24mins	27mins	34mins	26mins
Bus Number(s)		9 or 10	9 or 10 or 27 (or 28 at Stop E)	28 or 391	28	328
Bus Stop Location(s) Depart Change Arrive		Hammersmith Bus Station (F) North End Road/Hammersmith Road (J)	High Street Ken. Station (F) Kensington Olympia (C)	Shorrolds Road (A) Lytton Estate (U)	Sands End/Hazlebury Road (N) Lytton Estate (U)	Old Brompton Road (N) West Cromwell Road (E)
Hammersmith Library	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library

Time Taken	24mins		27mins	30mins	37mins	42mins (2 Buses)
Bus Number(s)	27 or 10 or 9		27 or 10 or 9	295	295	430 or 74 & Change to 295 or 190
Bus Stop Location(s) Depart Change Arrive	North End Road/Hammersmith Road (E)		High Street Ken. Station (F)	Shorrolds Road (D)	Sands End/Hazlebury Road (N)	Redcliffe Gardens (M) Fulham Cross (HE)
Kensington Central Library	Hammersmith Broadway (Z4) Barons Court Library	Hammersmith Library	Hammersmith Broadway (Z4) Kensington Central Library	Hammersmith Broadway (N) Fulham Library	Hammersmith Broadway (N) Sands End Library	Hammersmith Broadway (N) Brompton Library
Time Taken	24mins	27 mins		38mins	45mins	28mins
Bus Number(s)	28	9 or 10		28	28	328
Bus Stop Location(s) Depart Change Arrive	Lytton Estate (U) High Street Kensington (A)	Hammersmith Bus Station (F) High Street Kensington (B)		Shorrolds Road (A) High Street Kensington (A)	Sands End/Hazlebury Road (N) High Street Kensington (A)	Old Brompton Road (N) High Street Kensington (A)
Fulham Library	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Time Taken	27mins	30mins	43mins (2 Buses)		26mins	32mins (2 Buses)
Bus Number(s)	391 or 28	295	28		424	328 or C3 & Change to 14 or 414

Bus Stop Location(s) Depart Change Arrive	W. Kensington Station (S) Fulham Broadway (E)	Hammersmith Library (P) Shorrolds Road (J)	High Street Ken. Station (E) Fulham Broadway (E)		William Morris Way/Sainsbury's (TW) Fulham Library (V)	Earls Court Rd/Old Brompton Rd (L) Chelsea & Westminster Hospital (HA) Fulham Library (V)
Sands End Library	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Time Taken	32mins	37mins	45mins	26mins		29mins
Bus Number(s)	28	295	328 & change to C3	28 or 295		C3
Bus Stop Location(s) Depart Change Arrive	W. Kensington Station (S) Sands End/Hazlebury Road	Hammersmith Library (P) Sands End/Hazlebury Road	High Street Ken. Station (E) Neverne Place (K) - walk to Earls Court Station (A) Glenrosa Street (C)	Fulham Broadway (E) Sands End/Hazlebury Road		Earls Court Rd/Old Brompton Rd (L) Glenrosa Street (C)
Brompton Library	Barons Court Library	Hammersmith Library	Kensington Central Library	Fulham Library	Sands End Library	Brompton Library
Time Taken	24mins - walk	36mins	22mins	38mins	31mins	
Bus Number(s)		295 & change to 430	328	295 or 211 & change 430	C3	

Bus Stop Location(s)						
Depart						
Change						
Arrive						
	Hammersmith Library (P)	High Street Ken. Station (E)	Sherbrooke Road (W)	Glenrosa Street (H)		
	Bothwell Street (HC)		Fulham Cross (HD)	Old Brompton Road (N)		
	Bolton gardens (GA)	Earls Court Road/Old Brompton Road (L)	Bolton gardens (GA)			

Appendix G Equalities Impact Assessments

Mobile Library Service



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Project&Dev-office\H

Sands End Library



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Project&Dev-office\H

Barons Court Library



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Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	2010/11
Name of policy, strategy, function, project, activity, or programme	Library Strategy 2009 – 2014 Update: Mobile Library
Q1 What are you looking to achieve?	<p>The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to: Progress relocation of Hammersmith Library to a more central location ; Close Barons Court Library, but continue to explore possibilities of partnerships with Ealing, Hammersmith & West London College, Citizen Advice Bureau to enable a volunteer led library provision in the building; Re-provide library provision in a community setting in Sands End Ward, if the Sands End Centre closes; Roll out the More Than a Library brand to all libraries, maintaining the focus on books but offering additional services within the library setting; Cease the provision of the mobile library and divert custom to Home Library Service or nearby static libraries.</p> <p>The Mobile Library is operated under contract by Ealing Council and makes 3 stops in the borough. It issued 1270 items in 2009/10 and had 232 visits over a year. This converts into a cost per issue of £8.27 and a cost per visit of £25.74. The Mobile Library stops are approximately 1.2miles from Shepherds Bush Library and 1.1miles from Askew Road Library.</p>

**Q2
Who in the main will
benefit?**

Race	/	L	<ul style="list-style-type: none"> ▪ Wormholt & White City, College Park & Old Oak and Shepherds Bush Green wards have the highest ethnic minority populations in the borough. However, the customer base is so small that the impact is likely to be minimal. ▪ Mapping data also shows that there are many customers of both Shepherds Bush Library and Askew Road Library that live in that area. These newly refurbished libraries offer a broader range of services than the mobile library. ▪ Where customers are unable to get to static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes.
Disability	/	L	<ul style="list-style-type: none"> ▪ Where customers are unable to get to static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes. ▪ Wormholt & White City, College Park & Old Oak and Shepherds Bush Green wards have the highest physical disability registrations per 1000 population in the borough (March 2010). However, the customer base is so small that the impact is likely to be minimal. ▪ The Mobile Library stops are approximately 1.2miles from Shepherds Bush Library and 1.1miles from Askew Road Library. ▪ Mapping data also shows that there are many customers of both Shepherds Bush Library and Askew Road Library that live in that area. These newly refurbished libraries offer a broader range of services than the mobile library and are fully accessible. ▪ Mobile Library Stop to Shepherds Bush Library: From Erconwald St walk to East Acton Underground. Take Central Line towards Epping. Stop off at Wood Lane. Total journey time 24 minutes.
Gender	/	L	<ul style="list-style-type: none"> ▪ The overall customer base is small and the Home Library Service will be in place for those who may need it'
Age	/	L	<ul style="list-style-type: none"> ○ Unfortunately user data is unavailable for the age breakdown of users. ○ Where customers are unable to get to static libraries they will be

				able to make use of the Home Library Service, that delivers a range of items to homes.
	Sexual Orientation	/	L	<ul style="list-style-type: none"> ○ The impact on sexual orientation is likely to be minimal due to the alternative provision in a mile's radius of Mobile Library stops.
	Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> ○ The impact on religion is likely to be minimal due to the alternative provision in a mile's radius of Mobile Library stops.
	Socio-Economic	/	M	<ul style="list-style-type: none"> ○ The customer segmentation of the Wormholt & White City ward is predominantly Deprived Families in Public Housing. However, due to the small customer base it is envisaged that there will be minimal socio-economic impacts. ○ However, those customers are unable to get to alternative static libraries they will be able to make use of the Home Library Service, that delivers a range of items to homes.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)</p> <p>No.</p>				
Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	No.			
Q4 Does the policy, strategy, function, project, activity, or	No			

programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	
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Initial Screening Equality Impact Assessment Guidance

Section 01	Details of Initial Equalities Impact Screening Assessment
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
Q1 What are you looking to achieve?	For example this might help to implement outcomes identified in policies such as the Single Equality Scheme , Disability Equality Scheme , other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan , LAA Targets , CAA Aims, UDP , or JSNA .
Q2 Who in the main will benefit?	<p>Consider the impact across the seven strands:</p> <ul style="list-style-type: none"> ▪ Race (including colour, nationality, ethnic or national origins) ▪ Gender (including pregnancy and maternity, gender reassignment)

- Disability (including mobility and sensory impairments, people with life-limiting illness)
- Age (including children and young people, and older people)
- Sexual Orientation (heterosexual, homosexual, bisexual people)
- Religion / belief (including non-belief)
- Disadvantage arising from socio-economic status

Additionally, demonstrate here that the impact on **human rights** arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).

Race Equality Duty

Requires due regard to the need to:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different ethnic groups.

Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.

Gender Equality Duty

Requires due regard to the need to:

- Eliminate unlawful sex discrimination and harassment (including for transsexual people); and
- Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Disability Equality Duty

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;
- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;

- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Age

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

Sexual Orientation

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

Religion / Belief (inc. non-belief)

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;

- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

Socio-Economic

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

Reasoning/Comment (inc N/A)

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- [Right to life](#)
- [Freedom from torture and inhuman or degrading treatment](#)
- [Right to liberty and security](#)
- [Freedom from slavery and forced labour](#)
- [Right to a fair trial](#)
- [No punishment without law](#)
- [Respect for your private and family life, home and correspondence](#)
- [Freedom of thought, belief and religion](#)
- [Freedom of expression](#)
- [Freedom of assembly and association](#)
- [Right to marry and start a family](#)

	<ul style="list-style-type: none"> • Protection from discrimination in respect of these these rights and freedoms • Right to peaceful enjoyment of your property • Right to education • Right to participate in free elections <p>Each of the above links takes you to explanations and examples provided by the EHRC. Further, the EHRC and the Ministry of Justice both provide guides for public authorities.</p> <p>Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:</p> <p>High</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights ▪ There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it ▪ There is substantial or a fair amount of public concern about it <p>Medium</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights ▪ There is some evidence that some groups are (or could be) differently affected by it ▪ There is some public concern about it <p>Low</p> <ul style="list-style-type: none"> ▪ The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights ▪ There is little evidence that some groups are (or could be) differently affected by it ▪ There is little public concern about it
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>

Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?	Yes/No If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.
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Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	2010/11
Name of policy, strategy, function, project, activity, or programme	Library Strategy 2009 – 2014 Update: Sands End Library
Q1 What are you looking to achieve?	<p>The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to deliver the More Than A Library model to Hammersmith Library and Fulham Library and to relocate Hammersmith Library to a town centre location; rationalise the number of libraries from six to four and delete the mobile library; restructure staff to focus on the customer and offer career development; introduce full supplier selection and market test library services with other London library authorities.</p> <p>If the Sands End Centre closes, it is proposed that the council re-provides library provision in a community setting, at Hurlingham & Chelsea School.</p>
Q2 Who in the main will benefit?	Consider the impact across the seven strands, including where people or groups are represented in more than one strand. Use this to determine whether your policy, strategy, function, project, activity, or programme, or programme is positive, neutral or negative, and of high, medium, or low relevance to equality. (Refer to guidance)

	Race	/	L	<ul style="list-style-type: none"> ▪ The impact on race is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.
	Disability	/	L	<ul style="list-style-type: none"> ▪ There is likely to be less impact on disability as any building that the library relocates to will be fully accessible.
	Gender	/	M	<ul style="list-style-type: none"> ▪ There is a higher number of females than males that use Sands End Library. These customers will therefore be more affected but as the service will be in the same ward, the impact will be minimal.
	Age	/	L	<ul style="list-style-type: none"> ○ The majority of borrowers are aged 0-19 years, followed by 20-39 and then 40-64 year olds. Usually this group are mobile and therefore will be affected minimally by a move within the ward.
	Sexual Orientation	/	L	<ul style="list-style-type: none"> ○ The impact on sexual orientation is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.
	Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> ○ The impact on religion is likely to be minimal as it is intended that the building moves to a community hub within the Sands End Ward.
	Socio-Economic	/	L	<ul style="list-style-type: none"> ○ It is proposed that the library provision is relocated to within Sands end Ward therefore it is envisaged that there will be minimal socio-economic impacts.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)</p>				
Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	No.			
Q4 Does the policy,	No			

<p>strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	
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Initial Screening Equality Impact Assessment Guidance

Section 01	Details of Initial Equalities Impact Screening Assessment
<p>Name of policy, strategy, function, project, activity, or programme</p>	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a ‘function’.</p> <p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
<p>Q1 What are you looking to achieve?</p>	<p>For example this might help to implement outcomes identified in policies such as the Single Equality Scheme, Disability Equality Scheme, other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan, LAA Targets, CAA Aims, UDP, or JSNA.</p>
<p>Q2</p>	<p>Consider the impact across the seven strands:</p>

Who in the main will benefit?

- Race (including colour, nationality, ethnic or national origins)
- Gender (including pregnancy and maternity, gender reassignment)
- Disability (including mobility and sensory impairments, people with life-limiting illness)
- Age (including children and young people, and older people)
- Sexual Orientation (heterosexual, homosexual, bisexual people)
- Religion / belief (including non-belief)
- Disadvantage arising from socio-economic status

Additionally, demonstrate here that the impact on **human rights** arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).

Race Equality Duty

Requires due regard to the need to:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different ethnic groups.

Public authorities are expected to have 'due regard' to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that 'due regard' does not mean that race equality is less important when the ethnic minority population is small.

Gender Equality Duty

Requires due regard to the need to:

- Eliminate unlawful sex discrimination and harassment (including for transsexual people); and
- Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Disability Equality Duty

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;

- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Age

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

Sexual Orientation

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

Religion / Belief (inc. non-belief)

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

Socio-Economic

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

Reasoning/Comment (inc N/A)

In this section you should outline your reasoning behind your scores of low/medium/high, and use this section when a particular equality strand may not be relevant.

Human Rights

Public authorities have an obligation to act in accordance with the European Convention on Human Rights. These are:

- [Right to life](#)
- [Freedom from torture and inhuman or degrading treatment](#)
- [Right to liberty and security](#)
- [Freedom from slavery and forced labour](#)
- [Right to a fair trial](#)
- [No punishment without law](#)
- [Respect for your private and family life, home and correspondence](#)
- [Freedom of thought, belief and religion](#)
- [Freedom of expression](#)

- [Freedom of assembly and association](#)
- [Right to marry and start a family](#)
- [Protection from discrimination in respect of these these rights and freedoms](#)
- [Right to peaceful enjoyment of your property](#)
- [Right to education](#)
- [Right to participate in free elections](#)

Each of the above links takes you to explanations and examples provided by the EHRC. Further, the [EHRC](#) and the [Ministry of Justice](#) both provide guides for public authorities.

Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:

High

- The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights
- There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it
- There is substantial or a fair amount of public concern about it

Medium

- The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights
- There is some evidence that some groups are (or could be) differently affected by it
- There is some public concern about it

Low

- The policy, strategy, function, project, activity, or programme is not generally relevant to most parts of the general duty, and/or to human rights
- There is little evidence that some groups are (or could be) differently affected by it
- There is little public concern about it

Q3
Does the policy, strategy, function, project, activity, or programme make a

Yes/No

If the answer here is 'yes', use your evidence from Q2 to state why

positive contribution to equalities?	
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?	Yes/No If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.

Equality Impact Assessment Initial Screening Tool with Guidance

This document has been produced to help you assess the likelihood of impacts on equality groups – including where people are represented in more than one strand – with regard to your new or proposed policy, strategy, function, project or activity. It has been designed to complement the e-learning tool for Equalities Impact Assessments and to help with your business planning process, as well as to ensure that your policy/project does not incur a delay due to lack of equalities consideration.

Initial Screening Equality Impact Assessment Tool

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	2010/11
Name of policy, strategy, function, project, activity, or programme	Library Strategy 2009 – 2014 Update: Barons Court Library
Q1 What are you looking to achieve?	<p>The Library Strategy 2009 – 2014 Update is an update on the progress against the actions set out in the Library Strategy 2009-2014 and the next steps to deliver modernisation of the library service. The recommendations of the report are to: Progress relocation of Hammersmith Library to a more central location ; Close Barons Court Library, but continue to explore possibilities of partnerships with Ealing, Hammersmith & West London College, Citizen Advice Bureau to enable a volunteer led library provision in the building; Re-provide library provision in a community setting in Sands End Ward, if the Sands End Centre closes; Roll out the More Than a Library brand to all libraries, maintaining the focus on books but offering additional services within the library setting; Cease the provision of the mobile library and divert custom to Home Library Service or nearby static libraries.</p> <p>Barons Court Library is the second least well used library in the borough with the second lowest number of visits and the second highest cost per issue. Whilst this will be a removal of service Barons Court is less than a mile from the existing Hammersmith Library and 1.2 miles from Brompton Library and 1 mile from Kensington Central Library.</p>

**Q2
Who in the main will
benefit?**

Race	/	L	<ul style="list-style-type: none"> ▪ The impact on race is likely to be minimal as there is alternative provision in a mile's radius of Barons Court Library. The majority ethnic group of North End ward and Avonmore & Brook Green ward is white at 77% for both. The second largest ethnic group is Black or Black British at 11% for North End and 8.26% for Avonmore & Brook Green. ▪ Of those that answered the question on the membership form, 9 Barons Court Library members are Russian language speakers and 6 are Spanish language speakers.
Disability	/	L	<ul style="list-style-type: none"> ▪ There is likely to be a minimal impact on disability as customers that transfer to Hammersmith Library will find it accessible, and if it is relocated to a new building it will be fully accessible. ▪ The existing library is located approximately a mile from 3 other libraries: Hammersmith, Kensington Central and Brompton. ▪ Barons Court to Hammersmith Library: From West Kensington Tube station take the District Line towards Ealing Broadway Underground Station or District Line towards Richmond Underground Station to Hammersmith with a journey time of 19minutes. ▪ Barons Court to Hammersmith Library: Walk to Brook Green / Hammersmith Road Stop F, take Bus 9, Bus 27, Bus 10, Bus 391 towards Richmond Bus Station to Hammersmith Broadway. Walk to W6 7AT. Total journey time of 24minutes. ▪ Barons Court to Kensington Library Bus 28 towards Kensal Rise Station from Stop U on the Lytton Estate stops at High Street Kensington and takes a journey time of 23mins ▪ Barons Court to Brompton Library from the Lytton Estate take Bus 391 from Stop R towards Sands End / Sainsbury's. At Bagleys Lane Stop B walk to Imperial Wharf Stn/Imperial Rd Stop J and then at Imperial Wharf Stn/Imperial Rd Take Bus C3 from Stop J towards West Cromwell Road. Total journey time of 46 minutes.
Gender	/	L	<ul style="list-style-type: none"> ▪ There is a higher number of females than males that use Barons Court library, however, as the library will be re-provided from Hammersmith (see Disability for transport and distances), the

			impact will be minimal. Further, as women are more likely than men to have caring responsibilities, the accessibility of Hammersmith Library will be positive for these customers
Age	/	L	<ul style="list-style-type: none"> The majority of borrowers are aged 5-14 years, followed by 25-29 and then 30-39 year olds. The customer segmentation of the two wards covered by Barons Court indicate that the majority of people are prosperous, mobile, single, young professionals. Due to the alternative provision in a mile's radius of Barons Court Library it is envisaged that there will be minimal disruption.
Sexual Orientation	/	L	<ul style="list-style-type: none"> The impact on sexual orientation is likely to be minimal due to the alternative provision in a mile's radius of Barons Court Library.
Religion/belief (including non-belief)	/	L	<ul style="list-style-type: none"> The impact on religion is likely to be minimal due to the alternative provision in a mile's radius of Barons Court Library.
Socio-Economic	/	L	<ul style="list-style-type: none"> The customer segmentation of the two wards covered by Barons Court indicate that the majority of people are prosperous, mobile, single, young professionals. Avonmore & Brook Green ward has 36% of its population classed as AB (higher and intermediate managerial/administrative/professional) in the social grade approximation in 2001. This is above average for the rest of the borough, London and England. 14% of Avonmore & Brook Green adults and 15% of North End adults have no qualifications. Both are below the average for the borough, London and England. Therefore it is envisaged that there will be minimal socio-economic impacts.

Will it affect Human Rights, as defined by the Human Rights Act 1998? (Note: Human Rights will not be relevant in every case but must be considered. If unsure, seek advice from the Opportunities Manager)

No.

Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?	No.
Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?	No

Initial Screening Equality Impact Assessment Guidance

Section 01	Details of Initial Equalities Impact Screening Assessment
Name of policy, strategy, function, project, activity, or programme	<p>A Policy refers to an approved decision, principle plan or a set of procedures by Cabinet, or a Cabinet Member under delegated powers that affects the way that the Council conducts its business both internally and externally. A policy can include: strategies, guides, manuals and common practice.</p> <p>A Strategy refers to a systematic short term or a long term plan of action that is designed to achieve a specific business benefit or goal(s).</p> <p>A Function refers to any actions and/or activities designed to achieve a specific business benefit or goal.</p> <p>A Project defines how a temporary structure or scheme can achieve a specific business benefit or goal(s). A project can be implemented by setting up aims and objectives, resources, communication, budget needs and timelines.</p> <p>An Activity is a specific task (or a groups of tasks) which can also form as part of a 'function'.</p>

	<p>A Programme is a portfolio of activities and projects that are co-ordinated and managed as a unit such that they realise common outcomes and benefits.</p>
<p>Q1 What are you looking to achieve?</p>	<p>For example this might help to implement outcomes identified in policies such as the Single Equality Scheme, Disability Equality Scheme, other EIAs in your service department, or in another department that your service/service users also interact with and draw down services from, Corporate Plan, LAA Targets, CAA Aims, UDP, or JSNA.</p>
<p>Q2 Who in the main will benefit?</p>	<p>Consider the impact across the seven strands:</p> <ul style="list-style-type: none"> ▪ Race (including colour, nationality, ethnic or national origins) ▪ Gender (including pregnancy and maternity, gender reassignment) ▪ Disability (including mobility and sensory impairments, people with life-limiting illness) ▪ Age (including children and young people, and older people) ▪ Sexual Orientation (heterosexual, homosexual, bisexual people) ▪ Religion / belief (including non-belief) ▪ Disadvantage arising from socio-economic status <p>Additionally, demonstrate here that the impact on human rights arising from the policy, strategy, function, project, activity, or programme, has been considered (see below for list of rights).</p> <p>Race Equality Duty Requires due regard to the need to:</p> <ul style="list-style-type: none"> ▪ Eliminate unlawful racial discrimination; ▪ Promote equal opportunities; and ▪ Promote good relations between people from different ethnic groups. <p>Public authorities are expected to have ‘due regard’ to the three parts of the duty to promote race equality. This means that the weight given to race equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or employees. Relevance is about how much a function affects people, as members of the public or as employees of the authority. For example, a local authority may decide that race equality is more relevant to raising educational standards than to its work on highway maintenance. Note also that ‘due regard’ does not mean that race equality is less important when the ethnic minority population is small.</p> <p>Gender Equality Duty Requires due regard to the need to:</p> <ul style="list-style-type: none"> ▪ Eliminate unlawful sex discrimination and harassment (including for transsexual people); and ▪ Promote equality of opportunity between men and women

Public authorities are expected to have 'due regard' to the two parts of the duty to promote gender equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Disability Equality Duty

Requires due regard to the need to:

- Promote equality of opportunity between disabled persons and other persons;
- Eliminate discrimination that is unlawful under the Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons

Public authorities are expected to have 'due regard' to the six parts of the duty to promote disability equality. As above, the weight given to race, disability, or gender equality needs to be in proportion to its relevance. In practice this means that in order to meet the duties, public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

Age

The Council's Age Equality Scheme sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. The Employment Equality (Age) Regulations 2006 make it unlawful to discriminate on the grounds of age in the areas of employment and vocational training and apply to employees, independent contractors and contracted workers. Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. If you are unsure whether this applies, contact the Opportunities Manager.

Sexual Orientation

The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;

- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

The Regulations also apply to pupil admissions and access to education services.

Religion / Belief (inc. non-belief)

The Equality Act 2006 makes it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

Socio-Economic

For LBHF, the relationship between socio-economic status and other equality strands and impacts underpins our creation of a Borough of Opportunity for All. It means understanding the relationship between these characteristics and socio-economic disadvantage and the experience of other vulnerable groups when considering the impacts of our policies and so forth. The duty to consider socio-economic disadvantage will be placed on public bodies when taking decisions of a strategic nature on how to exercise its functions, and will come into force in April 2011 under the Equality Act 2010 (the main provisions of which come into force in October 2010). We will be required to have due regard to the desirability of exercising our functions in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

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Use your reasoning in order to determine whether the impact will be high, medium or low. What do we mean by these terms?:

High

- The policy, strategy, function, project, activity, or programme is relevant to all or most parts of the general duty, and/or to human rights
- There is substantial or a fair amount of evidence that some groups are (or could be) differently affected by it
- There is substantial or a fair amount of public concern about it

Medium

- The policy, strategy, function, project, activity, or programme is relevant to most parts of the general duty, and/or to human rights
- There is some evidence that some groups are (or could be) differently affected by it
- There is some public concern about it

Low

- The policy, strategy, function, project, activity, or programme is not generally relevant to most

	<p>parts of the general duty, and/or to human rights</p> <ul style="list-style-type: none"> ▪ There is little evidence that some groups are (or could be) differently affected by it ▪ There is little public concern about it
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', use your evidence from Q2 to state why</p>
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity and/or human rights?</p>	<p>Yes/No</p> <p>If the answer here is 'yes', then it is necessary to go ahead with an Equality Impact Assessment (see further down this document). Your reasoning behind Q2 will help you determine this.</p>

Barons Court Library – Proposed next steps and action Plan

Background

Following the Comprehensive Spending Review LBHF needs to save £28 million in the next financial year. In addition to this, the council has a corporate debt of £133 million, which costs £5 million a year in interest payments alone. Following a public consultation exercise, analysis of unit costs per library, and to address the above, it is proposed that the Council withdraw its financial support for Barons Court library but seeks to explore a community-based solution. If there is to be no gap in provision from 31 March 2011, when the council run facility at Barons Court Library ceases, an action plan will need to be implemented with appropriate funding and clarity on roles and responsibilities. The favoured option involves utilising the building for multifunctional community use including a library function. Avonmore Primary School have expressed an interest in running a library facility from the building, with the potential via Dedicated Schools Grant to fund a Centre Manager. There is also scope to offer the space to third sector organisations for their use.

Next steps

If the decision is taken to remove H&F general fund support from the current Barons Court Library, there remain further questions that need resolving including the ownership of the site, who will pick up running costs such as rates, utilities, repairs etc. and which organisation will carry the risk if this funding is not forthcoming. The school is very keen to work with the voluntary sector and College to establish how the centre would operate. Once further discussion is concluded with the voluntary sector, a business plan can be developed. The action plan, below, suggests next steps and outlines potential costs.

Task	Lead	Dec	Jan	Feb	March
Initial outline agreement with Avonmore School.	CHS				
Confirm procurement requirements to opening up space to 3 sector organisations and liaise with potential voluntary groups to utilise space as part of the wider "people not buildings" strategy	CSD				
Confirm no change of use to the London Residuary Body for a partial change of use to the library building	ENV				
Draft a business plan that outlines the funding streams and allocation of space for an Avonmore Neighbourhood Centre	ALL				
Consider, cost and undertake any internal alterations required for the building to accommodate the new service and confirm and undertake any essential works required to keep the building safe	ENV				
Cabinet Briefing		2 Dec			
3SIF fund closes		17 th Dec			
Cabinet			10 Jan		
If Cabinet agrees recommendation: Offer support and expertise in setting up library provision in community setting.	RSD				
Plan H&F library exit strategy from building	RSD				
If Cabinet agrees recommendation, cease RSD/H&F Funding	RSD				31 Mar