

Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please also complete a restructuring predictive EQIA form

Department:	FRCS	Service:	Library and Museum Service
Title of decision:	Library Development Plan	Date completed:	
Author:	Julie Gibson Head of Libraries and Museums	Contact details:	020 8379 3749 Julie.gibson@enfield.gov.uk

1	Type of change being proposed: (please tick)						
Service delivery change/ new service/cut in service	<input checked="" type="checkbox"/>	Policy change or new policy	<input type="checkbox"/>	Grants and commissioning	<input type="checkbox"/>	Budget change	<input type="checkbox"/>

2 Describe the change, why it is needed, what is the objective of the change and what is the possible impact of the change:

Enfield currently delivers its library service from 17 buildings across the borough. The Council also has a mobile library and a home library service for people who are unable to visit a library.

Libraries also provide direct access to:

- Books, CDs, and DVDs for loan in a range of formats and languages including all the latest bestsellers.
- Information services including access to council services
- 24 hour online access to library catalogue, borrower account management and online information sources
- Free public internet and Wi-Fi access in every library
- Access to online learning packages
- School visit programmes and homework clubs
- A year round programme of events and activities, including cultural celebrations, reading promotions, Summer Reading Scheme, reading groups, Family Learning sessions, ICT for older people and health advice sessions,
- Study space
- Community rooms for hire and use by local groups
- Study support

1. Library development Plan

The Council currently has 17 libraries. This is the highest in London. Many are only open for limited times and are based in older buildings which limits access and flexibility. Many face substantial repair and maintenance costs. In addition, we offer an extensive digital library service which links up resources across London as part of the London Libraries Consortium.

With the Council needing to find £80m in savings by 2018, we know that ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users. A key priority for libraries will be to raise our profile so that we are able to work with other partners to improve local democracy, health and wellbeing, learning and public access to services.

1.1 National agenda

In 2012 the Arts Council [report Envisioning Libraries of the Future](#) specifically addressed the need for libraries to understand community aspirations and fulfil those needs by partnering with suitable organisations to deliver accessible and relevant services. 'They will be experts in helping their communities access organised information and culture for enjoyment and necessity'. The report addresses the need for libraries to be 'exploited much more over the coming decade to deliver assisted digital'. The need for a clear vision is seen as key to service delivery and the report explicitly states that 'Libraries of the future need to state their purpose imaginatively and boldly'.

In December 2014, the Department for Culture, Media and Sport (DCMS) published their Independent Library Report for England which states that:

The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.

Libraries are more likely to be viable when they can demonstrate their value to the widest possible groups of users. The priorities within the report reflect our own vision calling for libraries to be considered as part of the overall council service offer to communities and in particular:

A digital network offering Wifi and improved computer facilities along with a range of digital inclusion activities
Greater involvement by local communities in the management of library services through a variety of different models
Facilitated access to government services such as education, welfare reform, economic growth and well being

1.2 Council's Priorities

Enfield 2017 is delivering a key change in the relationship between the Council and its customers. We will be empowering customers to have far better access to information and enabling those who can self-serve to do so effectively in their own homes. This enables us to focus our limited resources on those that genuinely need our help.

The website will become our key tool for information provision, advice, assessment of need and data capture, with customers able to see their own information and be guided through processes online.

As part of this process, the Council needs to review the number, role and location of its customer access points. However if the Council is realise this vision and reduce costs, we need to address digital inclusion and continue to provide support for those that need to speak to us or see us in person.

Libraries will play a key role in delivering this element of the vision.

1.3 Libraries and Customer Access

The provision of library services is a statutory requirement under the Public Libraries and Museums Act 1964 with local authorities being required to provide a 'comprehensive and efficient service' and to encourage both adults and children to make full use of the service. Currently not every library provides the same level of service. The Development Plan recognises this and seeks to maximise use of buildings and enhance the provision of community services through partnership.

Currently Enfield has 17 libraries across the borough with varying levels of use by residents. There is also a mobile library which serves various parts of the borough and is currently underutilised. Many roads are inaccessible to the vehicle. It is not possible to cover the costs of maintaining the mobile library and all the libraries in their current premises. For the Library Service to function on a sustainable basis it will be necessary for some libraries to be co-located with other Council services or with other community based organisations in the area to reduce costs. It is proposed to

The Review of the Library Service aims to enhance the quality of library provision in Enfield and consultation will take place on a number of options which will enable resources to be better concentrated to improve the library offer. A core library offer for residents will be established that provides value for money and better reflects customer needs. Online and digital services will be increased and improved to widen access and comparable services will be provided to those residents who are unable to visit a library.

The mobile service will be replaced with an enhanced offer for homebound and vulnerable people supported by volunteers, improved use of mobile technology and possible linking with community initiatives such as befriending.

1.4 Vision for the service

Enfield Council regards libraries as a resource which should be at the heart of the community, linking with and improving access to other services across the Borough. This Development Plan sets out the vision and ambitions for Enfield Library Service for the next three years, building on the service's current strong foundations.

Enfield's libraries have changed significantly in recent years as they have adapted to changes in local needs and expectations. People of all ages are using libraries as a place for fun and creativity for young children; quiet study; a social centre where they meet other

people; finding out about local services and events; accessing the internet; and learning new skills.

In recent times there has been a significant increase in demand for digital services and access to digital facilities (wifi and PCs) with over 1.4million uses of the Council's 24 hour digital library services. The library service is already at the forefront of self service provision and provides a network of PCs for public use to help bridge the digital divide. However given the speed with which technological changes take place it is important that libraries are placed in a position where we continue to be at the technological cutting edge. In the next three years it is envisaged that use of smartphone technology which currently stands at 34.6 million is set to rise to 43 million users by 2017 (statista 2015). This, accompanied by then rise of tablet use will impact on how customers access library and council services fundamentally. The provision of easy to use technology via user friendly self service technology such as apps and the availability of wifi will become an imperative if the council is to remain relevant and accessible. Libraries are already a major source of such technology and the development plan will seek to enhance this role even further.

Whilst we have seen more people go online, we believe that libraries can continue to play a pivotal role in the success of local communities and have set out below our vision for their role:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

In order to deliver this ambitious vision, Enfield's libraries need to be in fit for purpose buildings in the right locations. Society is changing rapidly and those without the relevant skills, information and well-being to succeed face increasing social exclusion. With significant cuts to local authority funding, all services need to focus resources on where they can make the biggest difference to achieving the Council's aims of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

1.5 The proposals (this is a summary of the options set out in the Library Development Plan)

Enfield will provide four flagship libraries – Enfield Town, Edmonton Green, Palmers Green and Ordnance Unity Centre. Other libraries will become 'community libraries and may be co-located with other council services and local agencies to create community hubs providing and promoting library and council services in convenient locations across the borough.

The development of the library service will ensure that Enfield residents are provided with a relevant and cost effective library service. The emphasis will be placed on a clear, universal offer to library members, regardless of how they access library services Library

services will be remodelled based on the needs of people who live and work in Enfield and will provide improved value for money for the Council and the taxpayer.

The Library Development Plan aims to deliver:

- A realignment of resources to achieve both improvements and efficiencies
- A clear definition of what residents can expect from their library service, wherever they live or work.
- A library service based on an assessment of the needs of customers and residents
- Modern, multi-functional, library buildings
- A review of digital and online services
- A staff and volunteer training programme to ensure that the library service is equipped with a multi skilled workforce to deliver 21st Century services.
- Shared services with partners and neighbouring boroughs to provide increased value for money

2. Community Engagement and Consultation

2.1 Public Consultation

Consultation on the options and vision ran for 13 weeks from 10 November 2014 to 6 February 2015. An independent research organisation was brought in to devise and analyse the questionnaire as well as undertake focus groups and on street interviews.

- 2.2 Alongside 3,000 paper questionnaires distributed to libraries, the Civic Centre and community venues across the borough, the questionnaire was available on the Council's website and the link was emailed to the key representative groups such as Enfield Race Equality Council, 37 community organisations and regular bookers of community rooms. A public consultation specific email address was also set up.
- 2.3 The research company moderated four group discussions to explore the options for the library service in some detail. These had their full quota of participants who broadly reflected the diversity of the local population, including those from smaller communities and those not currently using the service. The four focus included people from groups broke down into the following categories:
- Ethnic groups other than 'White British'
 - People without internet access at home
 - People with disabilities
 - Parents of schoolchildren
 - Unemployed people available for work
 - Parents of pre-school children
 - Adults aged 60+
 - Adults aged 16-24

- 2.4 Street surveys were undertaken specifically to try and engage those who do not currently use libraries and customers were also asked for their views in a programme of Exit surveys of library users.
- 2.5 A series of Press releases and adverts were undertaken in local press including the local ethnic press and neighbouring boroughs. The consultation link was sent to neighbouring boroughs – Barnet, Waltham Forest and Haringey and the members of the London Libraries Consortium (LLC) - Barking & Dagenham, Bexley, Brent, Bromley, Ealing, Hackney, Harrow, Havering, Kingston, Lewisham, Merton, Newham, Redbridge, Tower Hamlets and Waltham Forest (as part of LLC).
- 2.6 Internal & Staff Consultation**
A letter was sent to all Library and Museum staff from Councillor Ayfer Orhan asking for their contributions to the process and members of the Library Service Senior Management Team undertook briefings for all staff on the options being presented as part of the consultation. A staff specific emails was set up and the consultation was promoted to the wider Council staffing on the flat screens across various council sites and through staff matters e-newsletter.

3. Demographic and other research

3.1 Demographic research

Research was undertaken to provide insight into the demographic makeup of library users and how this related to the population generally in Enfield. This involved analysis by an independent organisation to provide an understanding of the makeup of library users, how they physically access services, and what the demographic breakdown of library users is in relation to the Enfield population at large.

Do you carry out equalities monitoring of your service? If No please state why?

Yes

2. Equalities Impact

Indicate Yes, No or Not Known for each group

	Disability	Gender	Age	Race	Religion & Belief	Sexual Orientation	Gender reassignment	Pregnancy & Maternity	Marriage & Civil Partnerships
Does equalities monitoring of your service show people from the	Y	Y	Y	Y	N	N	N	N	N

following groups benefit from your service? (recipients of the service, policy or budget, and the proposed change)									
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	Y	Y	Y	Y	N	N	N	N	N
*Could the proposal discriminate, directly or indirectly these groups?	N	N	N	N	N	N	N	N	N
*Could this proposal affect access to your service by different groups in the community?	N	N	N	N	N	N	N	N	N
*Could this proposal affect access <u>to information</u> about your service by different groups in the community?	N	N	N	N	N	N	N	N	N
*Could the proposal have an adverse impact on relations between different groups?	N	N	N	N	N	N	N	N	N

If Yes answered above – please describe the impact of the change (including any positive impact on equalities) see question below

*If you have ticked yes to discrimination, please state how this is justifiable under legislation and what the service will be doing to reduce the negative impact it will have.

Mitigation

No adverse impact is anticipated as services will continue to be delivered from all current locations. Access to community services will be enhanced through the co-location process. Services to home bound customers will be expanded through the use of a well trained volunteer force.

3. Tackling Socio-economic inequality Indicate Yes, No or Not Known for each group	Communities living in deprived wards/areas	People not in employment, education or training	People with low academic qualifications	People living in social housing	Lone parents	People on low incomes	People in poor health	Any other socio-economic factor Please state;
Will the proposal specifically impact on communities disadvantaged through the following socio-economic factors?	N	N	N	N	N	N	N	N
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	N	N	N	N	N	N	N	N
Could this proposal affect access to your service by different groups in the community?	N	N	N	N	N	N	N	N
<p>If Yes answered above – please describe the impact (including any positive impact on social economic inequality) and any mitigation if applicable.</p> <p>Mitigation No adverse impact is anticipated as services will continue to be delivered from all current locations. Access to community services will be enhanced through the co-location process. Services to home bound customers will be expanded through the use of a well trained volunteer force</p>								
<p>4. Review</p> <p>How and when will you monitor and review the effects of this proposal?</p> <p>The Library Service is subject to the Council’s performance management framework. The service collects and analyses performance data on a quarterly basis, regularly discusses performance at management team meetings and reports through DMT to CMB on key performance indicators.</p>								

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Action plan template for proposed changes to service, policy or budget

Title of decision: Implementation of Library Development Plan

Team: Library and Museum Service Department: Finance, Resources and Customer Services

Service manager: Julie Gibson

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Costs	Review Date/ Comments
Library service usage	Monitor service performance	Head of Libraries and Museums	Annually	Existing resources	31 st March 2016
Service level agreements	Develop and monitor appropriate Service level agreements with co-location partners	Head of Libraries and Museums in partnership with Property Services	As appropriate	Existing resources	31 st March 2016
Volunteer recruitment	Recruit appropriate number of volunteers dependant on consultation results	Head of Libraries and Museums	Commencing Summer 2015	Existing resources	Review quarterly in first year
Volunteer training	Develop a programme of volunteer induction and training	Head of Libraries and Museums	Commencing Autumn 2015	Existing resources	31 st March 2016
Staff training	Deliver staff training to upskill staff to deliver improved access to council services	Head of Libraries and Museums	Commencing Autumn 2015	Existing resources	31 st March 2016
Development of Edmonton Green	Develop an improved library and council	Kate Robertson	Project initiation tbc	tbc	End date tbc once project is initiated.

	access provision at Edmonton Green				
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Please insert additional rows if needed

Date to be Reviewed: 31st March 2018

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - NAME: Kate Robertson **SIGNATURE**.....

This form should be emailed to joanne.stacey@enfield.gov.uk and be appended to any decision report that follows.