

Equality Impact Assessment (EIA)

Document control

Title of activity:	Budget Proposals for the Library Service 2015/2017
Type of activity:	Budget Proposals
Lead officer:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Approved by:	Andrew Blake Herbert, Group Director
Date completed:	January 2015
Scheduled date for review:	The proposals will be reviewed in January 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Budget Proposals for the Library Service 2015
2	Type of activity	Budget Proposals
3	Scope of activity	<p>A proposal for a new delivery model for Library Services in a context of significant budget reductions. Changes, if agreed, will include a reduction in staffing and opening hours for libraries, the increase of Library Fines by 30%, and a greater use of volunteers to help deliver services including the Local Studies and Family History Service and the work of the Reader Development team, and the use of volunteers to deliver the Housebound Service.</p> <p>New ways to generate income will also be explored as part of the new model, such as new membership arrangements, philanthropy, donations and sponsorship.</p>
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Date:	January 2015

2. Equality Impact Assessment

Background/context:

As has been noted in the draft Library Strategy, the Library service will be working in an entirely new context in the next three years. Significant reductions to the Library service budget will be required as the Council faces up to the challenge of finding £60m of savings (representing a third of its controllable budget).

It is clear that the Library service cannot continue to operate as it has done in the past and with the majority of the budgets covering staffing and building costs, the principal way to achieve the significant reductions that will be required is to either reduce the number of staff working for the service and/or close Library buildings.

Havering Council has decided to avoid building closures and prioritise the continued opening of the existing 10 library buildings, for the following reasons:

- The importance of retaining Libraries buildings in the town centres and communities in which they are based (for the reasons set out in this Strategy);
- The importance of ensuring that the current accessibility of the Libraries is maintained, particularly for disabled people, for those people who have mobility problems and for those people who do not have access to a car;
- Avoiding building closures (which could result in the disposal of those buildings) means that future investment in those services remains possible, assuming greater levels of funding become available at some point in the future. Closing Library buildings means that they will almost certainly be lost forever.

If all of the buildings are to be retained, which is proposed, the only realistic way of making significant budget savings is to reduce the opening hours, which in turn means reducing the number of staff employed by the Library service and reducing the number of staff on duty at any one time. At first glance this sounds as if the service to users will significantly reduce, but this need not be the case: in fact, it is the Council's intention to retain as much of the existing service as possible through a new delivery model (or business model) for the Library service. Increasing the number and involvement of volunteers, working alongside professional staff, is at the heart of the new delivery model which has worked well in other Local Authorities across the country.

The Arts Council, in their report: "Community Libraries: Learning from Experience: Summary Briefing for Local Authorities" (January 2013), have identified two main types of "community libraries" that have emerged across the country in the last few years:

1. "Independent community libraries", where there is no public sector involvement;
2. "Co-produced Libraries", where there is both public sector and community involvement.

Havering Council propose to adopt the "co-produced libraries" model, believing it important that a core team of professional Library staff are retained to provide a bed rock for the service. Their experience and skills are considered vital to underpinning the Library service offer and to help motivate, train and develop the increased number of

volunteers who will be required to help run the service. In fact there are three types of “co-produced library” sub models identified in the Arts Council report: Havering Council proposes to adopt the “community supported” sub model, where the service is Council led and funded, with professional staff employed, but with significant support from volunteers.

In Havering we propose to call the Library service the “Partnership Library Service”, so that the vital role that is to be played by both volunteers and Council employed staff is recognised.

Havering Council believes the current significant involvement of volunteers, the quality of that involvement and their commitment provides strong evidence that the “Partnership Library Service” model can work. The input of volunteers, however, cannot be assumed and the Council will have to work hard to both retain the existing volunteers and encourage involvement from new volunteers. To ensure the new delivery model is a success and to ensure that this Strategy is achieved, the Council estimate that the number of volunteers will need to increase by up to 100% by March 2016. The aim will be to create teams of volunteers that have a strong association with their local library, so that they can support each other and provide cover if a volunteer cannot fulfil their commitments for whatever reason. It is not essential that the number of volunteers will need to increase by up to 100%, but this target is considered desirable given the need for the volunteers to provide support and cover for each other.

It is envisaged that up to 100 volunteers will be needed to run the Housebound service; up to 140 volunteers will be needed to support the running of the five strategically important libraries; 100 volunteers will be needed to support the running of the other five libraries (a pool of 20 per library) and up to 40 volunteers will be needed to run events / activities, support the Local Studies and Family History Centre and to support literacy related work.

A separate Volunteer Strategy for the Library service will be written to ensure that this target is reached. The role of the partners will be set out in this Strategy.

The Volunteer Strategy will set out how the Council intends to

1. Learn from and apply best practice from around the country;
2. Retain the existing volunteers working with the Library service (there are currently approx. 380 volunteers);
3. Work with umbrella organisations, such as HAVCO and the Volunteer Centre to encourage new volunteers to join the service;
4. Define the various roles and responsibilities of the different types of volunteers that will be deployed, including identifying that roles they will not be able to carry out in Libraries (ie those roles that only staff will be able to carry out);
5. Market and communicate the volunteering opportunities that will become available;
6. Train and develop the volunteers, with the support of Havering College and the Council Equality and Diversity team, so that they are able to help manage the library buildings and meet the needs of all the library users, including disabled people;
7. How the volunteers will be motivated and incentivised to continue with their volunteering over an extended period of time;
8. How the deployment of volunteers will be organised and managed across the

service, including the strategic management of volunteers and the management of volunteers within each library;

9. What changes are required in relation to staff training and job profiles to ensure that an effective partnership is developed with volunteers.

The new delivery model proposes that the current Library building managers are retained to provide leadership and management expertise in each Library building (as they currently do) and that they are supported by a small team of staff, to ensure that there are always two Library staff on duty at any one time, during the “core opening hours” (the core opening hours are highlighted below). It is proposed that a small central team of peripatetic staff are also employed to provide cover for annual leave, sickness etc. It is further proposed that trained volunteers work alongside paid staff during the “core opening hours” and, where they are willing to do so, they work by themselves to extend the opening hours beyond the core offer.

The day to day management of the volunteers working in Libraries will be the responsibility of the relevant Library manager, but the overall responsibility for co-ordinating and developing the volunteer programme will be led by a post in the Reader Development team.

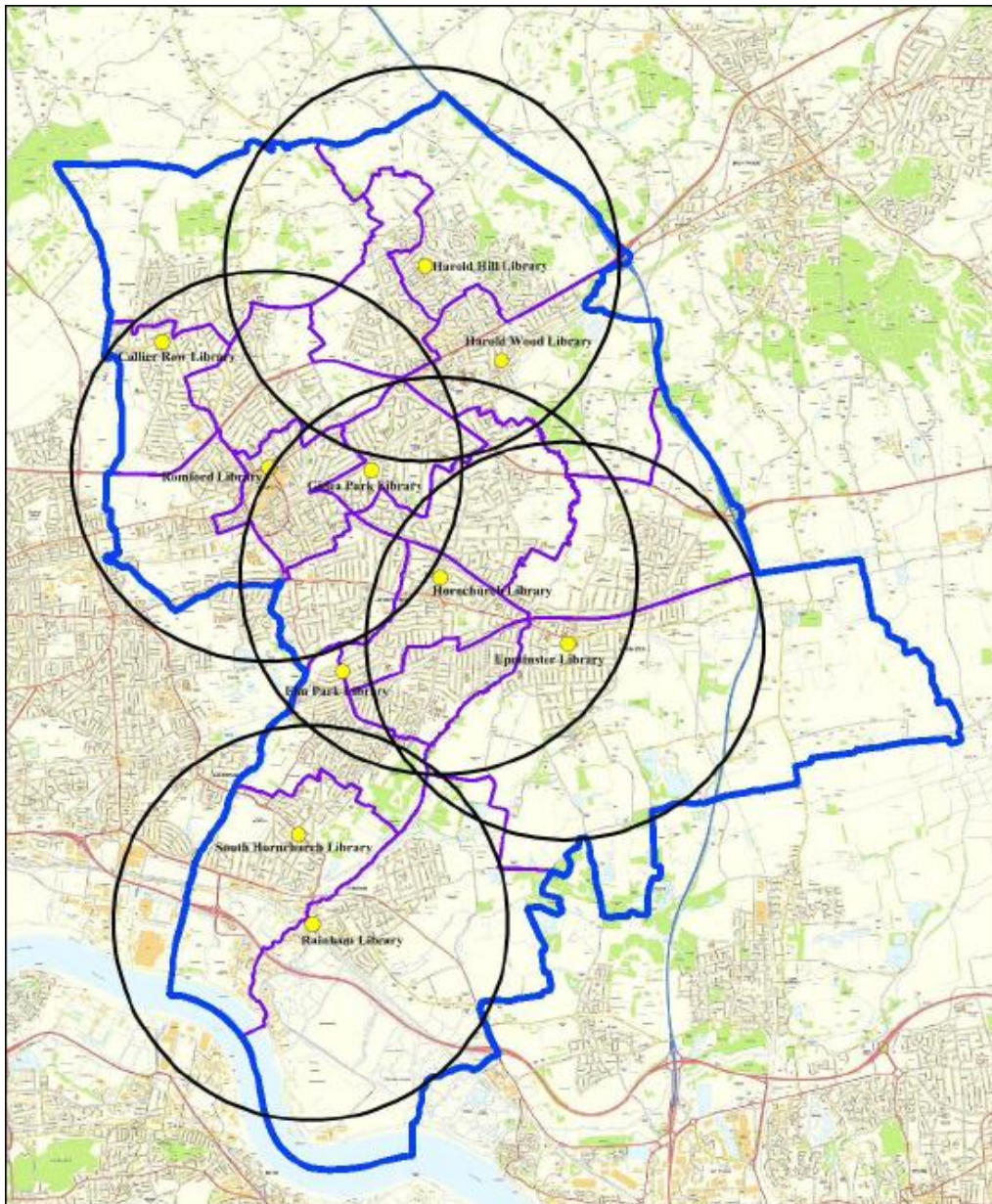
The new delivery model envisages the five strategically most important Libraries (Romford, Hornchurch, Upminster, Harold Hill and Rainham) opening at least 50 hours a week and the remaining five Libraries (Elm Park, South Hornchurch, Collier Row, Harold Wood and Gidea Park) opening at least 24 hours a week. The opening hours would include evening periods and Saturday opening. As set out above, these hours would be the “core opening hours” (ie. the minimum opening hours); but the intention would be to increase those opening hours, with the help of trained volunteers.

The table below details the number of physical visits at each library over the last 12 months (November 2013- October 2014)

Libraries	Number of Physical Visits (January -14 to December -14)
Romford	356,827
Hornchurch	339,812
Upminster	238,026
Collier Row	121,618
Elm Park	110,620
Gidea Park	125,941
Harold Hill	128,608
Harold Wood	70,701
Rainham	72,344
South Hornchurch	48,152
Total	1,612,649

The five strategically important libraries include the three busiest libraries (Romford, Hornchurch and Upminster) and the two libraries that, although are not the busiest, are located in areas of relative deprivation and where there is perceived to be a greater need for library services to be provided (Rainham and Harold Hill). The selection of Harold Hill Library and Rainham Library also takes account of the fact that they are new buildings and there are plans to build a significant number of new houses in the catchment area for these two library buildings, which means they will become busier in the future.

The map below highlights the library building locations and a 3 kilometre catchment area for the 5 most strategically important libraries (Romford, Rainham, Upminster, Harold Hill and Hornchurch).



		N ↑
		Scale: 1:80000 Date: 14 January 2015
	London Borough of Havering Town Hall, Mafn Road Romford, RM1 3BD Tel: 01708 434343	© Crown copyright and database rights 2015 Ordnance Survey 100024327

As the map shows, almost all of the main residential areas in the borough are included in the catchment area of one of the five most strategically Important Libraries. It is also worth mentioning that there is a small community run Library in Cranham (operated by volunteers in the Cranham Community Centre).

It is envisaged that the vast majority of library users will continue to use the libraries that they currently use, albeit some of them will have to visit those libraries at different times. Members of the Library service can also continue to use the virtual Library on a 24/7 basis, which allows people to download a variety of materials and can renew library books on-line at any time.

The borough's ten libraries all occupy excellent sites in good locations. They are all based in or located close to town centres, so they are well served by public transport and are located in areas where people go shopping (thus allowing one visit to include both shopping and a library visit). The libraries also occupy prime locations on the main roads connecting the town centres, so are very visible as people travel around the borough, thus making the marketing of the buildings a lot easier than if they were "tucked away" on side roads.

Although the library buildings are located in prime positions, there may be a limited number of Library users that can only access their local Library at certain times of the week, which do not coincide with the new opening hours. The Council will mitigate this impact as far as possible by ensuring that there is a spread of opening hours across the different Libraries.

Should library users not be able to access one of the five libraries with reduced opening hours (52 hours down to 24) they will have the opportunity to travel to one of the five strategically important Libraries that will have longer opening hours (ie.50 hours a week). The distance of travel and travel time from the five smaller libraries to one of the five strategically important libraries is set out in the table below.

Library	Nearest strategically important library (open 50 hours a week)	Distance (miles)	Public transport link	Travel Time (minutes)
Collier Row	Romford	1.9	3 bus routes	Bus x 15 Drive x 8 Walk x 36
Harold Wood	Harold Hill	1.2	1 bus route	Bus x 11 Drive x 5 Walk x 23
South Hornchurch	Rainham	0.8	1 bus route	Bus x 7 Drive x 3 Walk x 16
Gidea Park	Hornchurch	1.4	2 bus routes	Bus x 12 Drive x 5 Walk x 26
Elm Park	Hornchurch	1.7	1 bus route	Bus x 13 Drive x 7 Walk x 31

The table above shows that the smaller libraries are within a reasonable distance from the strategically important libraries and that there are very good public transport links between the two. The term “reasonable distance” refers to a distance of approximately 2 miles, which is perceived to be reasonable because people could travel relatively quickly by car or public transport.

It is intended that the “Partnership Library Service” model that is proposed for the library buildings, will be extended to include the delivery of the Housebound Service and help deliver the Local Studies and Family History Service, and the work of the Reader Development team.

The proposed new delivery model for the Library service retains the existing book stock and computer budgets, so Library users will have access to the same range of book stock and computer services as they do now; plus users will also be able to access the same level of service through the London Library consortium. The new delivery model also includes a 30% increase to Library fines to help achieve the required budget savings.

The new delivery model envisages the Library service developing new ways to generate income through new membership arrangements, philanthropy, donations and sponsorship, using the experience of Library authorities, such as Northamptonshire, as a base to work from. A change of emphasis in the Culture and Leisure Marketing team will result in one post spending a significant amount of time on income generation in the Library service.

The Library Service will experience significant change in the next two years as it moves to a different delivery model. This transformation will have a significant impact on staff, as well as the services that can be provided to the public, during a period of transition.

In order to ensure that the proposed model will meet the needs of library users, we will enhance our volunteer offer and induction programme and, will provide volunteers with the required training on Equality & Diversity, Safeguarding, Disability Awareness, etc. Details of how this will be achieved will be set out in the Library Volunteer Strategy.

It is very likely that the proposed delivery model will also affect people in supported employment via the Rose Program (Realistic Opportunities for Supported Employment). The impact on staff members, including people in supported employments will be subject to a separate equality impact assessment.

Consultation on Library Budget Proposals

A statutory consultation on the budget proposals for the Library Service took place from the 29th September 2014 until the 5th January 2015. This ran alongside a consultation on the overall budget proposals for the Council from the 29th September 2014 – 29th December 2014.

The consultation took a number of forms. These included an online survey via the Council website and prepaid questionnaires available in Libraries and other council buildings that could be returned in the post. Users of the Library Housebound Service were sent the relevant pre-paid questionnaire, draft Library Strategy and Equality Impact Assessment and users of the Housebound Service with visual impairments were also sent an audio version of the Covering letter, draft Library Strategy and Equality Impact Assessment.

There were five public meetings to discuss Library budget proposals at Rainham, Hornchurch, Romford and Upminster Libraries, as well as at myplace in Harold Hill, attended by the Head of Service, with the Cabinet Member also in attendance at several meetings. An additional meeting took place at Romford library prior to the arranged meeting where a member of staff recorded questions which were responded to by the Head of Service.

There was a good response to the consultation. 898 Library surveys were completed, 191 residents attended the Library public meetings (120 of these were from the Upminster Library meeting) and an additional 37 letters to the Lead Member and Head of Service for Culture and Leisure were received. There was also a 'Havering Libraries Campaign' on facebook with 944 'likes' and an online campaign against reducing the opening hours at Upminster Library signed by 266 people. Finally there were 25 'tweets'.

The Equality Impact Assessment has been updated and reflects on the equality and diversity issues raised through the Library consultation and the wider Budget consultation.

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p> <p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity, Safeguarding, Disability Awareness, etc so that they can better understand and meet library users' needs, including the needs of children, young people and older people.</p> <p>Whilst the proposals will impact Library users of all ages, there may be a disproportionate impact on some age groups.</p> <p>Across all Library branches, the age group with the most library users is 25-64 (54.3%), higher than the percentage of residents in this age group (51.3%). This is followed by those aged 24 and under who represent 30.9% of Library users, slightly higher than the percentage of residents in this age group (30.2%). In terms of residents aged 65+, these represent 14.9% of Library users, lower than the percentage of residents in this age group (18.5%).</p> <p>Targeted outreach work will therefore have to be carried out to promote Library services to older residents and provide them with accessible information on the available services and facilities.</p> <p>Looking purely at age data, the proposals may have a disproportionate</p>
Neutral	
Negative	

impact on residents aged 25-64 and 24 and under. However, the impact of change may be greater for library users in older age groups who are also disabled (multiple disadvantage) due to additional difficulty in accessing alternative or more limited service provision. The impact on younger age groups or dependant / vulnerable children and adults may also impact on women as carers and those falling within the pregnancy / maternity characteristic.

Working age service users and full time students are also likely to be affected by the proposed reduction of opening hours.

Although there is no quantitative evidence, anecdotal evidence suggests Libraries are used by older residents during week days. A reduction in weekday opening hours may mean that these residents, who are already under-represented in the service user profile, stop using the library as frequently as before. In addition, a reduction in opening hours may mean a reduction in activities run in libraries, such as Knit and Natter, Baby Bounce, Young at Heart etc., which are primarily attended by older residents and parents with younger children, which means that the proposals may negatively impact small children and their parents, as well as older residents.

The Library Budget Consultation supports the anecdotal evidence in that residents were concerned about the impact on younger and older people. Residents stated that Libraries provide a place for younger and older residents to meet, combatting social isolation, and provide a place for study and socialising via various clubs/talks. There were also comments about the importance of libraries for families.

The Housebound Service is for people who are housebound either for a temporary period of time (i.e. coming out of hospital) or as an ongoing service for people who meet the criteria (people who cannot get to a library based on age, illness or disability). The primary users of this service are older people. Whilst the proposal envisages volunteers delivering this service, or a scaled down version, it likely that the proposals will have a negative impact on this group. There were many comments about the importance of the Housebound Service throughout the Library Budget Consultation and that for many users it is an important lifeline.

The Reader Development Team is primarily used by younger residents and the team interacted with 50,858 children in 2013/14 to assist them with their reading – for example the Summer Reading Challenge (There is also an adult outreach team that interacted with 6216 Adults in 2013/14). Volunteers already help deliver this service and this volunteer role could be expanded, but a reduction in paid staff in this area may have a negative impact particularly on young service users.

Again there were comments about the importance of the work of the Reader Development Team and the Summer Reading Challenge throughout the Library Budget Consultation in developing young people and encouraging them to read.

The virtual or online library has seen an increase in virtual visits in recent months. This service will continue to be promoted as it increases accessibility of the library for all age groups.

Evidence:

Library User Data 2015

Across all Library branches (based on available information on service users that provided their age), the age group with the most library users is 25-64 (54.3%). This is higher than the percentage of residents in this age group (51.3%) (please see table below). In terms of residents aged 65+, these represent 14.9% of Library users, lower than the percentage of residents in this age group (18.5%). Of those aged 24 and under, this groups represents 30.9% of Library users, slightly above the percentage of residents in this age group (30.2%). The proposals may therefore have a disproportionate impact on those aged 25-64 and under 24.

2013	Number	Percentage of population (%)
All persons	242,080	100.0
0-4 years	14,808	6.1
5-10 years	16,867	7.0
11-17 years	20,445	8.5
18-24 years	21,048	8.7
25-64 years	124,097	51.3
65-84 years	38,306	15.8
85+ years	6,509	2.7

(Source: 2013 Mid-year population estimates, Office of National Statistics)

There has been a significant increase in the number of people visiting the online library – 313,874 hits in Quarter 3 of 2014/15 compared to 112,569 hit in Quarter 3 of 2013/14. The intention is to further promote the online access to the library services as it is available 24/7.

Library Budget Consultation

Of the 898 residents that completed the survey, 829 provided their age. The table below provides a breakdown.

Last Birthday	Count	Percentage
13-24	37	4%
25-44	222	25%
45-64	298	33%
65+	272	30%
Unanswered	69	8%
Total	898	100%

When comparing Library User data to survey respondent data the following conclusions can be made:

- 30.9% of Library Users are aged below 24, over half of whom (16.5%) are aged 11-24. However only 4% of 13-24 year olds completed the survey. The under 24 age group is therefore underrepresented through the Library budget consultation survey.
- There are 54.3% Library Users aged 25-64. 58% of survey respondents were in this age group; therefore the 25-64 age group is overrepresented through the Library budget consultation survey.
- 14.9% of Library Users are aged 65+. However 30% of survey respondents were in this age group; therefore the 65+ age groups is overrepresented through the Library budget consultation survey.

Analysis of the comments as part of the survey showed that residents are concerned about the impact of the Library proposals particularly on younger and older people. Respondents stated Libraries provide a place for people to meet, use facilities and attend groups such as knit and natter and homework clubs and provide a place for students to study. Some comments also stated the importance of libraries for families.

There were arguments that Libraries should remain open in the daytime for older people, but also in the evenings and weekends for working people, children and families.

Sources used:

Library Service Data Profiles 2015

2013 ONS mid-year estimates

Library Budget Consultation 2014

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓) the relevant box:

Positive

Neutral

Overall impact:

It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family

<p>Negative</p>	<p>History Service and the Reader Development Team.</p> <p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity, Safeguarding, Disability Awareness, etc so that they can better understand and meet library users' needs, particularly the needs of library users with learning Disabilities, Mental Health needs, hearing and/or sensory impairments.</p> <p>Based on 2011 Census data, 8.2% of the Havering residents have a long term health problem or disability (day to day activities limited a lot) and further 9% have a long term health problem or disability (day to day activities limited a little).</p> <p>According to the Annual Population survey (2012-13), 31,400 (21%) working age people (16-64) and 22,320 (52%) of older people (65+ years old) living in Havering have a disability or long term illness/health condition.</p> <p>Wards with the a highest percentage of residents with a long term health problem or disability (day to day activities limited a lot) that have a library include Gooshays (Romford Library), St Andrews (Hornchurch Library) and Elm Park (Elm Park Library). In terms of those who have a long term health problem or disability (day to day activities limited a little), wards with the highest percentage with a library include Elm Park (Elm Park Library), Harold Wood (Harold Wood Library) and Gooshays (Romford Library). Residents in these wards, particularly those where the Library opening hours will reduce to 24 hours per week (Elm Park Library and Harold Wood Library) will be disproportionately affected.</p> <p>The impact of change may be greater for library users in older age groups who are also disabled (multiple disadvantage) due to additional difficulty in accessing alternative or more limited service provision.</p> <p>The impact on younger age groups or dependant / vulnerable children and adults may also impact on carers, the majority of whom are women.</p> <p>A reduction in opening hours and staff may also mean a reduction in activities that are currently run in libraries. The Library Service does have some activities directly aimed at residents with a disability, for example the reading group for deaf people, a 'listening' reading group for visually impaired or blind people and events such as "Celebrates" and "Make A Noise in Libraries Fortnight" which again are for visually impaired or blind people.</p> <p>The Reader Development Team works with pupils from Corbets Tey School and Dycorts School, which are both schools for pupils with special education needs. The Team also works with the Romford Autistic Group to offer better access to our services and support to young people, parents and their carers. A reduction in opening hours</p>
------------------------	---

and staff may limit the Service's ability to work with these groups in the future.

The Housebound Service is primarily used by disabled service users and older residents who would not otherwise be able to access library services. One of the criteria for using the service is that a resident is not able to get to a library because of disability. Whilst the proposal envisages volunteers delivering this service, the proposals may have a negative impact on this group.

The Library Service has 8 people in supported employment via the Rose Program (Realistic Opportunities for Supported Employment). As part of the proposal the impact on these members of staff will be reviewed along with all Library staff. Every effort will be made to retain these employees in the Council.

Evidence:

No data on Library users with disabilities is collected. Evidence used is anecdotal.

Based on 2011 Census data (see tables below), 8.2% of the Havering residents have a long term health problem or disability (day to day activities limited a lot) and further 9% have a long term health problem or disability (day to day activities limited a little).

Wards with the a highest percentage of residents with a long term health problem or disability (day to day activities limited a lot) that have a library include Gooshays (Romford Library), St Andrews (Hornchurch Library) and Elm Park (Elm Park Library). In terms of those who have a long term health problem or disability (day to day activities limited a little), wards with the highest percentage with a library include Elm Park (Elm Park Library), Harold Wood (Harold Wood Library) and Gooshays (Romford Library). Residents in these wards, particularly those where the Library opening hours will reduce to 24 hours per week (Elm Park Library and Harold Wood Library) will be disproportionately affected.

Ward data (2011 Census)

Ward	Day-to-Day Activities Limited a Lot		
	Count	Ward total percentage	LLTI Borough percentage
Harold Wood	1067	8.43	5.48
Mawneys	1092	8.46	5.61
South Hornchurch	1164	8.59	5.98
Squirrel's Heath	854	6.47	4.39
Elm Park	1093	8.77	5.61
Upminster	923	7.19	4.74
Gooshays	1529	10.41	7.85
Romford Town	1193	7.49	6.13
St Andrew's	1183	8.87	6.08
Rainham and Wennington	982	7.87	5.04
Havering	19466 (8.2%)		

(Source: 2011 Census data)

Ward	Day-to-Day Activities Limited a Little		
	Count	Ward total percentage	LLTI Borough percentage
Harold Wood	1207	9.54	5.62
Mawneys	1199	9.28	5.58
South Hornchurch	1236	9.13	5.75
Squirrel's Heath	995	7.54	4.63
Elm Park	1256	10.08	5.85
Upminster	1169	9.11	5.44
Gooshays	1399	9.52	6.51
Romford Town	1281	8.05	5.96
St Andrew's	1245	9.34	5.8
Rainham and Wennington	1079	8.64	5.02
Havering	21478 (9%)		

(Source: 2011 Census data)

Library Budget Consultation

Of the 898 residents that completed the survey, 747 stated if they had a disability. The table below provides a breakdown.

Illness or disability	Count	Percentage
Yes	128	14%
No	619	69%
Unanswered	151	17%
Total	898	100%

Based on the data in the above section, 17% of residents have a disability that affects data to day activities a lot or a little. In the survey, 14% of respondents stated that had a disability. The views of disabled residents are therefore underrepresented in the survey.

Comments during the consultation regarding disability included that Libraries provide a place for people with disabilities to socialise, again combatting social isolation. Although the majority of respondents (including respondents with disclosed disabilities) agreed that the Council should find more cost-effective ways of supporting Housebound service users, there were also comments that the Housebound Service was a lifeline for some residents and should be protected.

Sources used:

2011 Census

2012/13 Annual Population Survey, Office of National Statistics

Library Budget Consultation 2014

Sex/gender: Consider both men and women													
<i>Please tick (✓) the relevant box:</i>													
Positive	<p>Overall impact:</p> <p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p> <p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity, Safeguarding, Disability Awareness, etc. so that they can better understand and meet library users' needs.</p> <p>The Library service has significantly more users who are female than male. This can be seen across all libraries across the borough and all age groups. The proposals are therefore likely to have a disproportionate impact on girls and women.</p> <p>Targeted outreach work will therefore have to be carried out to promote Library services to boy and men and provide them with accessible information on the available services and facilities</p> <p>The impact on younger age groups or vulnerable and dependent children / adults may also impact on women as carers and those falling within the pregnancy / maternity characteristic.</p>												
Neutral													
Negative ✓													
Evidence:													
<u>Library User Data 2015</u>													
<p>The percentage of female Library Users is 58%, compared to males at 39% (3% where gender is 'unknown'). This is disproportionate to the number of females (52%) and males (48%) in the borough (2013 Mid-year population estimates, Office of National Statistics). The proposals will therefore have a disproportionately high impact on girls and women.</p>													
<table border="1"> <thead> <tr> <th>2013</th> <th>Number</th> <th>Percentage of population (%)</th> </tr> </thead> <tbody> <tr> <td>All persons</td> <td>242,080</td> <td>100.0</td> </tr> <tr> <td>Male</td> <td>116,232</td> <td>48.0</td> </tr> <tr> <td>Female</td> <td>125,848</td> <td>52.0</td> </tr> </tbody> </table>		2013	Number	Percentage of population (%)	All persons	242,080	100.0	Male	116,232	48.0	Female	125,848	52.0
2013	Number	Percentage of population (%)											
All persons	242,080	100.0											
Male	116,232	48.0											
Female	125,848	52.0											
<i>(Source: 2013 Mid-year population estimates, Office of National Statistics)</i>													
<u>Library Budget Consultation</u>													
<p>Of the 898 residents that completed the survey, 815 stated their gender. The table below provides a breakdown.</p>													

Gender	Count	Percentage
Male	292	33%
Female	523	58%
Unanswered	83	9%
Total	898	100%

A disproportionately higher number of females completed the survey than males when comparing the survey data to the gender breakdown in the borough (58% females completed the survey compared to a figure of 52% females in the borough). However the same percentage of females completed the survey is comparable with the proportion of female Library users (58%), which means that the survey results are a representative reflection of the views of female Library users. As 33% males completed the survey compared to 39% male library users, the views of male service users are therefore underrepresented in the survey.

Sources used:

Library Service Data Profiles 2015

2013 Mid-year population estimates, Office of National Statistics

Library Budget Consultation 2014

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Overall impact:

- Positive**
- Neutral**
- Negative**

It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.

We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity and Cultural Awareness so that they can better understand and meet library users' needs.

✓ The majority of service users are White (83.74%) so this group is more likely to be affected by the proposals, particularly those from deprived backgrounds. However, there are fewer White Library Users compared to the proportion of residents who are White in the borough (87.66%).

There is an over representation of Black and Asian Library Users compared to the number of Black and Asian Residents in the borough. Therefore the proposals will have a disproportionate impact on these groups. There is an under representation of residents from Mixed and

Other Ethnic backgrounds.

Targeted outreach work will therefore have to be carried out to promote Library services to non-users from both White and BME backgrounds and provide them with accessible information on the available services and facilities.

Three libraries are based in the most ethnically diverse wards: Romford Library (based in Romford Town), South Hornchurch (based in South Hornchurch) and Rainham (based in Rainham and Wennington). The Libraries in these Wards also have the most diverse Library Users. It is envisaged that black and ethnic minority groups will not be adversely affected in the Romford and Rainham wards, as it is proposed that these two libraries will be open 50 hours per week. However, residents living in the South Hornchurch ward may be disproportionately affected as this is one of the libraries where opening hours are proposed to be reduced to 24 per week.

Other Libraries where the opening hours are proposed to be reduced to 24 per week include Collier Row (Mawneys ward), Elm Park, (Elm Park Ward), Gidea Park (Squirrels Heath Ward) and Harold Wood (Harold Wood Ward). Of these wards, Elm Park is the only ward (in addition to those listed in the paragraph above) that is more diverse than the borough as a whole.

BME communities living in the above wards might also be affected by potential reduction in events and activities that are attractive to particular groups; although the intention is to maintain as many of these events and activities as possible.

In terms of the Library Budget Consultation Survey the views of White residents are overrepresented compared to the proportion of library service users who are White. The views of Black residents are Asian residents are under-represented in the survey, but the views of residents from a Mixed Ethnic Background and Other ethnic groups are over-represented.

Evidence:

Borough data

The table below shows the breakdown of Havering's population by ethnicity.

2011 Ethnic Groups	Count	% total population
White	207,949	87.66
Mixed Ethnic Background	4,933	2.08
Asian or Asian British	11,545	4.87
Black or Black British	11,481	4.84
Other Ethnic Group	1324	0.56

Source: 2011 Census, ONS

Library User Data 2015

2015 Ethnic Groups	Count	% total population
White	49,570	83.74
Mixed Ethnic Background	1,115	1.88
Asian or Asian British	3,339	5.64
Black or Black British	4,905	8.29
Other Ethnic Group	262	0.44

Source: Library Service Data Profiles 2015

Of the 59,191 Library users who have provided details of their ethnicity, 83.74% are White, an underrepresentation of White residents in the borough (87.66%). The number of Black Library users is 8.29%, an overrepresentation of Black residents in the borough (4.84%). This is also true of Asian Library Users (5.64%) and Asian residents (4.87%). Library users of a Mixed Ethnic Background (1.88%) and Other Ethnic Group (0.44%) are underrepresented when looking at the number of residents that are Mixed (2.08) and Other in the borough (0.56).

The Libraries with the most diverse user group are Rainham (75.7% of users who provided their ethnicity are White), South Hornchurch (78.2% White) and Romford (75.3% White).

Ward Data

Ethnicity	People in White British ethnic group (Census) (% of total population) (2011)	Total of BME population in each ward with a Library
HAVERING	83.3	16.66
Elm Park	82.02	17.88
Harold Wood	85.89	14.06
Squirrels Heath	84.21	15.73
Upminster	91.61	8.37
Rainham and Wennington	80.48	19.43
South Hornchurch	79.35	20.52
Gooshays	82.71	17.2
St. Andrews	88.64	11.35
Romford Town	75.82	24.19
Mawneys	84.24	15.71

(Source: 2011 Census data)

The most ethnically diverse ward in the borough is Romford Town with residents from ethnic minority groups making up 24% of the population. This is followed by South Hornchurch (21%) and Rainham and Wennington (19%). The least ethnically diverse wards are Upminster (8%) followed by St Andrews (11%).

Library Budget Consultation

Of the 898 residents that completed the survey, 816 provided their ethnicity. The table below provides a breakdown.

Survey Ethnic Group	Count	Percentage
White	670	89.21%
Mixed background	17	2.26%
Black or Black British	30	3.99%
Asian or Asian British	25	3.33%
Other ethnic group	9	1.20%
Total	751	100%

Of those that provided their ethnic group (751 residents of the 898 that completed the survey), 89.21% were White compared to 83.74% White Library Users. The views of white residents are therefore over-represented in the survey. 3.99% of Black residents completed the survey compared to 8.29% Black Library Users in the borough and 3.33% of Asian residents completed the survey compared to 5.64% of Asian Library Users in the borough. The views of Black and Asian residents are therefore underrepresented in the survey. However, the percentage of residents that completed the survey that are Mixed (2.26%) and from an Other ethnic Group (1.20%) are higher than the percentage of Mixed Library Users in the borough (1.88%) and residents from an Other Ethnic Group in the

borough (0.44). The views of these residents are therefore over-represented in the survey.
<p>Sources used:</p> <p>Library Service Data Profiles 2015</p> <p>Census 2011</p> <p>Library Budget Consultation 2014</p>

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>Not known</p>
Neutral	<p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p>
Negative	<p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity and Cultural Awareness so that they can better understand and meet library users' needs.</p> <p>The work currently undertaken to inform the final EIA will further look into potential and likely impact on all protected characteristics.</p>
<p>Evidence:</p> <p>We do not hold data on the religious profile of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.</p>	
<p>Sources used:</p> <p>N/A</p>	

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>Not known</p>
Neutral	<p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are</p>

Negative	<p>sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p> <p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity and Bullying & Harassment awareness so that they can better understand and meet library users' needs, but also understand their rights and responsibilities in carrying out their duties and in the interaction will colleagues and service users.</p>
<p>Evidence:</p> <p>We do not hold data on the sexual orientation profile of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.</p>	
<p>Sources used:</p> <p>N/A</p>	

<p>Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth</p>	
<p><i>Please tick (✓) the relevant box:</i></p>	<p>Overall impact:</p>
<p>Positive</p>	<p>Not known</p>
<p>Neutral</p>	<p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p>
<p>Negative</p>	<p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity and Bullying & Harassment awareness so that they can better understand and meet library users' needs, but also understand their rights and responsibilities in carrying out their duties and in the interaction will colleagues and service users.</p>
<p>Evidence:</p> <p>We do not hold data on the gender identity of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.</p>	

<p>Sources used:</p> <p>N/A</p>
--

Marriage/civil partnership: Consider people in a marriage or civil partnership

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact:</p>
<p>Positive</p>		<p>Not known</p>
<p>Neutral</p>		<p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p>
<p>Negative</p>		<p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity so that they can better understand and meet library users' needs.</p>

Evidence:

We do not hold data on the marital status of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.

<p>Sources used:</p> <p>N/A</p>
--

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact:</p>
<p>Positive</p>		<p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p>
<p>Neutral</p>		<p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity, Safeguarding, Disability Awareness, etc so that they can better understand and meet library users' needs.</p>
<p>Negative</p>	<p>✓</p>	<p>The Library Service has no data on service users' pregnancy, maternity</p>

	<p>or paternity status. However, a reduction in staff and opening hours may mean a reduction in activities run in libraries. This could include groups such as Baby bounce and Read and Rhyme which are aimed at parents / carers with young children. Therefore the proposals may negatively impact these groups.</p> <p>The Library Budget Consultation included some comments from residents about the importance of groups like the ones listed above and that Libraries are an important resource for families.</p> <p>The impact on younger age groups or vulnerable children / adults may also impact on women as carers and those falling within the pregnancy / maternity characteristic.</p>
--	--

<p>Evidence:</p> <p>The Library Service has no data on service users' pregnancy, maternity or paternity status.</p> <p><u>Library Budget Consultation</u></p> <p>Whilst no data was provided on residents pregnancy, maternity or paternity status through the consultation, there were comments about the importance of groups such as 'baby bounce' and 'read and rhyme' for parents with young children and that Libraries are an importance resource for families.</p>
<p>Sources used:</p> <p>N/A</p>

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	<p>Overall impact:</p> <p>It is intended that volunteers will assist in keeping libraries open for the core opening hours (and longer than the core hours where there are sufficient numbers of volunteers); will maintain the Housebound Service and will support the delivery of the Local Studies and Family History Service and the Reader Development Team.</p> <p>We recognise that if we use volunteers to complement work carried out by paid staff, we need to enhance our volunteer offer and induction programme. Volunteers will be provided with the necessary support and required training on Equality & Diversity, Safeguarding, Disability Awareness, etc so that they can better understand and meet library users' needs.</p> <p>The data we have shows that our proposals may have a particularly negative impact on service users living in more deprived areas of the borough where fewer people have access to other sources of books and information generally. For example,</p>
Positive	
Neutral	
Negative	

residents who rely on public transport to get to a strategically important library, or those who do not have a computer at home and use the computers in libraries instead will have less access to this facility. There may also be a reduction in access to some services e.g. Citizens Advice Bureau at Hornchurch Library.

Of the five most strategically important libraries, Romford Library and Harold Hill Library are in some of the most deprived wards (Romford Town and Gooshays respectively). Of the other five libraries where the opening hours are proposed to be reduced to 24 hours per week, South Hornchurch and Harold Wood Libraries are also in some of the most deprived wards (South Hornchurch Ward and Harold Wood Ward respectively). These wards also have amongst the highest proportions of benefit claimants (DWP 2014), and we know that households on benefits are 1.21 times more likely to be Library members than non-benefit households (Draft Mayhew Harper report, 2013).

The 30% increase in Library fees may have a negative impact on low income residents and lone parents (more likely to be women), but only if fines are incurred.

There were comments provided through the Library Budget Consultation regarding the importance of Libraries for poorer residents.

The potential removal of some of the activities and groups currently available could also negatively impact residents from disadvantaged backgrounds as they might not be able to afford to pay for groups/activities available outside the libraries.

The changes in the housebound service and service user activities and groups could potentially also affect older service users, particularly those living in deprived areas who are at higher risk of becoming socially excluded due to the removal of the above arrangements.

Evidence:

Library User Data 2011

As the table below shows, the most active library users are in Upminster at 17%, which is the least deprived ward in the Borough. However other wards with a high percentage of active users include Gooshays, the most deprived area of the Borough and Romford Town, which is ranked 6th in terms of deprivation. Residents in these wards from low income or financially excluded backgrounds are likely to be most affected by the proposals.

Deprivation ranking by ward

Ward	% of Population who are active library users	Deprivation Rank
------	--	------------------

Gooshays	14%	1
Heaton	10%	2
South Hornchurch	12%	3
Havering Park	12%	4
Brooklands	9%	5
Romford Town	13%	6
Harold Wood	12%	7
Rainham and Wennington	11%	8
Mawneys	12%	9
Elm Park	14%	10
St Andrew's	13%	11
Hylands	12%	12
Pettits	12%	13
Squirrel's Heath	14%	14
Hacton	12%	15
Emerson Park	13%	16
Cranham	13%	17
Upminster	17%	18

(Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards, Department of Communities and Local Government, 2011)

NB. Rank 1 = Most deprived ward, Rank 18 = least deprived ward.

Highlighted wards have a library.

Of the five most strategically important libraries, Romford Library and Harold Hill Library are in some of the most deprived wards (Romford Town and Gooshays respectively). Of the other six libraries where the opening hours are proposed to be reduced to 24 hours per week, South Hornchurch and Harold Wood Libraries are also in some of the most deprived wards (South Hornchurch Ward and Harold Wood Ward respectively).

These wards also have amongst the highest proportions of benefit claimants (see table below), and we know that households on benefits are 1.21 times more likely to be Library members than non-benefit households (Draft Mayhew Harper report, 2013).

Benefit claimants by ward (with a library)

	Total claimants	Job seekers	ESA and incapacity benefits	Lone parents	Carers	Others on income related benefits	Disabled	Bereaved	Key out-of-work benefits [†]
DWP (2014)									
HAVERING	10.9	2.1	4.7	1.4	1.2	0.3	1	0.2	8.5
Elm Park	11.4	2.5	4.3	1.5	1.5	0.3	1.1	0.3	8.6
Harold Wood	11	1.8	5.1	1.3	1.3	0.4	1	0.2	8.6
Squirrels Heath	8.7	1.7	3.7	1.1	1	0.2	0.8	0.2	6.7
Upminster	4.7	0.9	1.8	0.3	0.7	0.1	0.7	0.2	3.1
Rainham and Wennington	11.9	2.3	4.8	1.8	1.2	0.3	1.2	0.2	9.3
South Hornchurch	14.7	3.4	6	1.7	1.6	0.4	1.1	0.4	11.5
Gooshays	19.5	3.6	9.1	3	1.7	0.5	1.4	0.2	16.2
St. Andrews	8.9	1.8	3.7	1	0.9	0.2	1.1	0.1	6.8
Romford Town	11.9	2.5	5.5	1.7	1	0.3	0.7	0.1	10.1
Mawneys	10.5	1.7	4.5	1.5	1.2	0.3	1.2	0.2	7.9

(2014 DWP Claimants data)

Library Budget Consultation

Whilst no data was provided on residents' socio-economic status through the consultation, there were comments about the importance of Libraries for poorer residents.

Sources used:

Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards, Department of Communities and Local Government, 2011

Library Profiles 2011 based on local service data, national population statistics and Mosaic Customer Profiling

2014 DWP Claimants data. Draft Mayhew Harper report, 2013

Library Budget consultation

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	Library Profiles 2011 are now outdated and data is patchy so doesn't allow us to fully assess the impact on people with protected characteristics	Update the Library Profiles and ensure that all relevant protected characteristics are collected and monitored. Use data to inform decision-making related to the future of libraries and to ensure libraries continue to provide diverse book stock to meet the changing needs of library users	Culture and Leisure Service to review new profiles. It will need to be agreed how often the profiles will be updated in the future. Monitoring officers will include Policy, Marketing and Administration Manager in Culture and Leisure Services and analyst in the Corporate Policy Team.	June 2015 (to be agreed with CPD team)	Analyst in Corporate Policy

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	<p>Negative impact on younger people (0-24 year olds) and older people (65+ groups, particularly 85+.</p> <p>Potential negative impact on working age groups and full time students</p>	<p>Carry out targeted and outreach work</p> <p>Volunteers to be provided with training to ensure the needs of older users are met.</p>	<p>Targeted and outreach work carried out with individuals and groups from this protected characteristic</p>	<p>Ongoing</p> <p>Training, by 31/3/16</p>	<p>Policy. Marketing and Admin manager</p>
Disability	<p>Negative impact on Housebound service users</p> <p>Negative impact in light of reduced opening hours, particularly if a disabled person's local library is not one of the 5 most strategically important Libraries.</p>	<p>Carry out targeted consultation</p> <p>Ensure online resources are accessible to people with Learning Disabilities, Hearing or Sensory impairments.</p> <p>Volunteers to be provided with training to ensure the needs of disabled users are met.</p>	<p>Secure support from volunteers to continue to provide the housebound service.</p> <p>Targeted consultation carried out with individuals and group from this protected characteristic</p>	<p>Ongoing</p> <p>Training, by 31/3/16</p>	<p>Library Services manager</p> <p>Policy. Marketing and Admin manager</p>

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Ethnicity	Library users from some BME backgrounds are under-represented compared to the ethnicity profile of the Borough	Carry out targeted and outreach work Ensure online resources are accessible to people whose first language is not English Volunteers to be provided with training to ensure the needs of black and ethnic minority users are met.	Targeted and outreach work carried out with individuals and group from this protected characteristic	Ongoing Training, by 31/3/16	Policy. Marketing and Admin manager
Gender	Women and girls are disproportionately affected Potential multiple impact on women due to caring responsibilities, pregnancy or maternity	Carry out targeted and outreach work Volunteers to be provided with training to ensure the needs of women and girls are met.	Targeted and outreach work carried out with individuals and group from this protected characteristic	Ongoing Training, by 31/3/16	Policy. Marketing and Admin manager

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Multiple disadvantage due to two or more protected characteristics	Lack of information on multiple deprivation / disadvantage	Further consider multiple deprivation/disadvantage and cumulative impact Carry out targeted and outreach work	Targeted and outreach work carried out with socio-economic individuals and groups and multiple disadvantage considered	Ongoing Training, by 31/3/16	Policy. Marketing and Admin manager
Ethnicity, Gender and Age Potential Multiple disadvantage due to two or more protected characteristics	Under-representation of males, older people and residents of White and some BME ethnic backgrounds	Targeted outreach work will therefore have to be carried out to promote Library services to non-users and provide them with accessible information on the available services and facilities.	Annually updated Library Profiles. Monitoring of events and projects.	January 2016	Library Manager Policy. Marketing and Admin manager