



**Haringey Council**

## Equality Impact Assessment

Name of Project	Refurbishment of Marcus Garvey Library	Cabinet meeting date <i>If applicable</i>	Sept 7 <sup>th</sup> 2015 (Lead Member Signing)
Service area responsible	Customer Services & Property		
Name of completing officer	David Murray / Jo Heard	Date EqIA created	June 17 <sup>th</sup> 2015
Approved by Director / Assistant Director	Sergio Sgambellone / Jon McGrath	Date of approval	August 25 <sup>th</sup> 2015

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers **MUST** include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead David Murray / Jo Heard	5.
2. Equalities / HR Daphne Clarke	6.
3. Legal Advisor (where necessary) Michelle Williams	7.
	8.

## Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

An extensive review on Haringey’s Library Service was undertaken by “Activist Group” last year. The review looked at:

- Efficiency and effectiveness
- Drivers
- What our customers thought
- Examples of how libraries in other authorities work
- Options for the future
- Investment required

The recommendations agreed by the Council in March 15 resolve some of the issues raised in the Libraries review by investing significant funding into improving our libraries. This is a large programme of work, and in order to ensure delivery, the programme has been split into three tranches, each with different deliverables. This EQIA looks specifically at the issues regarding Marcus Garvey Library and South Tottenham Customer Services Centre.

Apex House is a Council building in Seven Sisters which currently hosts Housing and Customer services. It was declared surplus, has been sold and is due to transfer to new owners in 2015 / 16. Officers have been working with members, staff and unions to find an alternative location for the services. In seeking to re-provide these services and accommodate the staff, officers have taken the opportunity to look more widely at our Council wide face to face services and the findings of the Library Review to explore how the Council can deliver better face to face customer services to more residents.

The transformation of the Council’s Customer Services is a fundamental part of the Council’s new ways of working. The Council is shifting as much of our more advisory and transactional services on-line so that our community could self-serve as much as possible, making it

easier and quicker to undertake their interaction with the Council. Self-service will then release customer service and professional staff to deal with our customers with more complex needs. We recognise that there will be some of our community who will find the channel shift difficult and we will ensure as part of our digital inclusion strategy we will provide support and learning. Some of these services will be available as part of the service offer of the new library.

In planning these changes, the Council has analysed best practices from other local authorities and service industry experts, while visiting other authorities to look at how they are creating high quality face to face customer services with a reducing financial envelope. The decision was taken to relocate the CSC aspects of the current services in Apex House into Marcus Garvey Library, with Housing services moving to Wood Green.

Marcus Garvey Library is situated on a shared site with the Fusion run leisure centre next to Tottenham Green. The library is a popular, respected landmark of significance to the local community. The children's library, study space and access to the free People's Network (the library's suite of computers), as well as the special collection focussed on Marcus Garvey himself, are of significant value.

Following the sale of Apex House, as agreed by Cabinet in July 2014, the customer service centre is required to vacate Apex House in 2015. There is a need to ensure that a customer service function remains available in Tottenham. The Tottenham Regeneration Programme and Tottenham Strategic Regeneration Framework identify Tottenham Green as a key site for the location of civic buildings and functions and, via the better use of existing and new buildings on the Green, aims to reaffirm the role of Tottenham Green as the civic and community hub of Tottenham. In addition there is a need to increase footfall on the Green and encourage more people to visit and use the area. All of these objectives build upon the recently completed public realm improvements to the Green. Therefore the opportunity to relocate the customer service centre from Apex House to Marcus Garvey library, as well as the proposed new pedestrian entrance route into the building and associated upgraded public realm (referred to in paragraph 5.24), is a key opportunity for the Tottenham Regeneration Programme. These interventions will assist with the delivery of our regeneration aims for Tottenham Green.

Therefore it is appropriate that the Council should be considering upgrading the facilities at Marcus Garvey so that Tottenham residents can enjoy access to a high quality library space as well as access to advice, support and signposting, information about jobs, skills and employment and the potential to relocate other community services so that they are more accessible. The relocation of the CSC into this location delivers a number of key outcomes, including a better library, the re-provision of a new CSC, improved people movement around the Tottenham Green area and an enhanced civic offer to sit alongside other significant providers of education, learning and cultural providers in the same location.

A closer working relationship with Fusion (the provider that manages the Leisure Centre on behalf of the Council) also offers opportunities to

improve the offer for both services. Book displays on healthy eating, targeted promotions at specific groups on health issues and joint promotion of both services will all help to improve the use of the shared lobby space and generate additional footfall for both services.

The library (and the Fusion Leisure Centre which shares a front door and has been recently re-furbished) has a high footfall but the building requires the following improvements:

Parts of the floor space are not well utilised and the placement of a central staircase inhibits best use of space. Some 35% of the space available is underused and offers a significant opportunity to retain service provision in a much better layout.

- The entrance décor looks shabby against the newly re-furbished Fusion part of the building.
- The carpets, and furniture are old and worn out and the lighting is insufficient.
- The signing and guiding is poor.
- The toilet facilities for customers and staff are very poor.
- The IT is out of date and insufficient to meet the very high demand.
- The self-service equipment does not work consistently.
- There are currently three separate customer service points that all need to be staffed separately.
- Heating and air con do not work effectively.

Initial feasibility designs to look at what improvements are possible at Marcus Garvey shows that there are significant works that need to be undertaken. We would also introduce a new entrance door at the side of the building (next to the Bernie Grant Enterprise Centre) and undertake associated improvements to the public realm which will improve flow through the Library and leisure centre and also introduce additional footfall and pedestrian routes to the Green via an enhanced public realm and open space next to the Bernie Grants Arts Centre.

The designs have also proved that there would be no loss of functional library space and in fact, with modern redesign, would be able to improve the library services. The investment in Marcus Garvey is significant at approximately £3m. However the benefits are:

- No loss of library space
- Improved access to building including a new access at the back of the building so bringing footfall into the open area around the Bernie Grant Arts Centre.
- Improved IT facilities for public use

- Improved toilet facilities
- Improved book stands and book stock
- Improved student learning zones
- Bringing three customer services points into one and providing modern mobile technology based customer service.
- Refreshed front door facilities to match the Fusion improvements

### Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
EqlA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough
Known usage data for Marcus Garvey Library	Active users Visitor numbers Issue data Activities programme and usage
Known usage data for South Tottenham Customer Service Centre	Visitor numbers Enquiry and Service details

### Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment

This section to be completed where there is a change to the service provided

Data Source (include link where published)	What does this data include?
Marcus Garvey Library Engagement sessions	Feedback from library users on views and comments on the proposed changes to the library
Marcus Garvey Friends Groups	Ongoing dialogue with current library users
Library Review data	Customer analyses of each site broken down by demographic and usage data and catchment area, plus catchment area data and

	<p>building analyses This data gives a detailed breakdown of who is currently using which library, roughly where they live and why they are using the library.</p> <p>Approx 14,000 users</p> <ul style="list-style-type: none"> <li>• Active borrowers and members are concentrated in Bruce Grove, Tottenham Hale and Tottenham Green.</li> <li>• Third busiest library for issues and visits, but the second busiest for PC usage.</li> <li>• Evenings and afternoons tend to be busier.</li> <li>• The user base consists of large numbers of young children and 20-29 year olds.</li> <li>• There are fewer White users than we would expect.</li> <li>• Two thirds of user base fall into groups D and E of the Haringey Resident Segmentation. These groups place the highest demand on Council services.</li> </ul>
<p>Customer focus sessions and questionnaires that contributed to the library review</p>	<p>Over a thousand people recently contributed to the Library Review from every part of Haringey. Their comments and suggestions about staff, stock and services have been embedded in the library business plan. One key feature that people noted was crucial to their enjoyment of the library service was proximity and familiarity – easy to get to services delivered by people they feel know the area and can get to know them ..</p>
<p>Information relating to present usage of CSC</p>	<p>500 visitors daily  Catchment area same as library  Needs can be acute, especially homelessness cases</p>

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:  
 Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
<b>General</b>	x	Disruption during construction period	<p>The refurbishment is intended to improve the accessibility and amenity of the library facilities. However, during the construction phase there may be some disruption to existing services which use the space which will affect all service users including those from the protected groups outlined below.</p> <p>Study facilities and People’s Network computer facilities will be relocated during the construction works.</p>	
<b>Sex</b>	x	As above	Sankofa (African Caribbean) Women’s Reading Group	
<b>Gender Reassignment</b>	x	As above	As general	
<b>Age</b>	x	As above	The children’s library will be unavailable during refurbishment works	

			Senior Citizen's Drop In sessions will be relocated during construction works	
Disability	x	As above	IAPT / Health & Wellbeing activities will be relocated.	
Race & Ethnicity	x	As above	Sankofa (African Caribbean) Women's Reading Group will be relocated during construction works.  Regular events incl BHM activities will be relocated during construction works.	
Sexual Orientation	x	As above	As general	
Religion or Belief (or No Belief)	x	As above	As general	
Pregnancy & Maternity	x	As above	As general	
Marriage and Civil Partnership	x	As above	As general	

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups: Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	x	Staff displaced during construction works	The refurbishment is intended to improve the accessibility and amenity of the library facilities.	
Gender Reassignment	x	As above	As above	

Age	x	As above	As above	
Disability	x	As above	As above	
Race & Ethnicity	x	As above	As above	
Sexual Orientation	x	As above	As above	
Religion or Belief (or No Belief)	x	As above	As above	
Pregnancy & Maternity	x	As above	As above	
Marriage and Civil Partnership		As above	As above	x

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>Public engagement sessions at Marcus Garvey Library proved very useful in assessing impact of the changes, both from a CSC and library perspective.</p> <p>The findings from the sessions offered the following:</p> <p>Overall agreement to the changes  Recognition of the advantages of co-locating the services and improving the overall condition and quality of the building  Concern about reduction in library space  Particular concern about the reduction in the children's library and services  Concern about study space  Concern about book stock</p> <p>Sessions with the Cabinet member responsible for customer services and libraries and local councillors also raised a number of issues:</p> <p>The way that customers with differing needs will be managed in the integrated space</p>	<p>Following the sessions, the plans and designs for MGL and CSC were revised to:</p> <p>Ensure the children's library remained the same size as currently;  More access to the areas of the CSC when that is closed and the library open  Changes to the study space areas to increase the number of desks available  Confirmation of the way that the two services will work together to create a seamless approach for customers  Access issues in and out of the two entrances revised to ensure safety</p> <p>With the decision to move housing services to Wood Green, some of the footfall and issues that these services bring will be managed separately. Floorwalkers to support customers, better layouts, much better signage and guidance and investment in high quality furniture</p>

<p>Relationships with neighbouring services such as Fusion and BGAC</p>	<p>will all help ensure that customers using the shared spaces find the new services accessible and customer focussed. A good relationship with Fusion has been developed to look at joint issues, like utilising the shared receptions area for joint working. The dialogue with BGAC is ongoing and some children's library services may be temporarily re-located there whilst the library is closed.</p>
<p>Whilst the library will not be in operation during the construction period, there will be other users in the building, including Fusion Lifestyle and a nursery. Nearby buildings, such as Bernie Grants Art Centre (BGAC), and the College of Haringey, Enfield and North East London (CONEL) and residential buildings may also be disturbed during construction.</p>	<p>Contractors were assessed, in part, on their approach to minimising disruption during construction for other building users and neighbouring buildings. Proposals included descriptions of traffic management, to avoid deliveries at busy periods for road users, noisy works out of hours and communications proposals to keep all users informed.</p>
<p>As the library was built in 1984, it is recognised that not all aspects of the building are fully accessible.</p>	<p>By selecting a Traditional design process, the council has maintained full control over the building design and design resources have prepared proposals that are compliant with Part M and has submitted an application to Building Control to ensure compliance.</p>
<p>Library services will be unavailable at Marcus Garvey Library during the construction. The library will be closed for refurbishment which will allow a quicker and safer construction process to take place.</p>	<p>Alternative provision has been arranged as follows:</p> <ul style="list-style-type: none"> <li>• General - Customers will be referred to services in St Ann's, Coombes Croft, Muswell Hill, Hornsey and Wood Green Libraries where there will be additional staff to support the increased number of users during construction.</li> <li>• General - 10 additional PCs will be provided at St Ann's Library and 3 additional PCs at Coombes Croft Library to allow for increased People's Network computer users whilst MGL is being refurbished.</li> <li>• Cllrs sessions to be relocated to Tottenham Town Hall</li> <li>• Age - Jackson's Lane drama / circus workshops to be relocated to Fusion Centre</li> <li>• Age / Race Equality /Sex – Sankofa (African Caribbean) Women's Reading Group relocated to BGAC</li> <li>• Age – Senior Citizens' Drop In – relocated to BGAC / Fusion</li> </ul>

	<p>Centre (under discussion)</p> <ul style="list-style-type: none"> <li>• Study facilities – to be re provided at St Ann’s Library &amp; Tottenham Town Hall (TTH under discussion) full disabled access &amp; facilities at both</li> <li>• Race Equality – number of regular events incl BHM activities to continue &amp; to be held at St Ann’s Library from October – December 2015. All parties notified</li> <li>• Disability – IAPT / Health &amp; Wellbeing activities; all parties notified &amp; activities to continue at appropriate locations incl other Haringey Libraries – information posted on council website</li> <li>• On line basic computer classes – to continue at St Ann’s Library &amp; current subscribers to be retained &amp; new entrants welcomed</li> </ul> <p>Staff deployments – All library staff will be temporarily relocated to other libraries including, Muswell Hill, St Ann’s, Hornsey, Coombes Croft and Wood Green. All staff have been advised of their proposed temporary location and appropriate H&amp;S RA’s / PEEP’s will be carried out for displaced staff.</p>
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Stage 7 - Consultation and follow up data from actions set above	
Data Source (include link where published)	What does this data include?
<p>An engagement and communications plan has been drawn up as part of the Council’s Face to Face programme - part of the wider Customer Services Transformation programme.</p>	<p>This includes:</p> <ul style="list-style-type: none"> <li>Further engagement with local communities affected by the proposed changes;</li> <li>Information sharing about plans and designs;</li> <li>Service changes, both temporary and permanent;</li> <li>Information on how to contact the Council with queries;</li> <li>Ongoing discussions with Fusion, BGAC and Members;</li> <li>Letters to library groups/users – prior to and during construction;</li> <li>Meetings with groups/users;</li> </ul>

Press releases.

A “Friends of Marcus Garvey” group has been set up by interested members of the community. There has been ongoing engagement with this group and with Councillors and interested Members of Parliament.

## Stage 8 - Final impact analysis

The provision of a wholly refurbished, integrated library and customer service centre should be of benefit to all of the community because:

- There is no reduction in service provision – all services are maintained or improved through better buildings and IT, making services more accessible and effective;
- No reduction in accessibility through opening hours – opening hours remain unchanged and are now some of the longest in London for library services;
- Improved access arrangements - lifts will be repaired to give better access to the first floor, a new ramp will be provided via a new entrance and all development will be in line with current DDA requirements. Air con and heating will also be improved making the environment more comfortable for all
- The special collections of predominantly Black history and culture will be maintained and the library stock overhauled to reflect the community
- Children’s services will be maintained
- CCTV and additional security will be of benefit to all in creating a safer environment

Distance between Apex House and Marcus Garvey Library has been reviewed. TfL bus routes 318, 279, 476, 76 and 149 all travel north from Apex House to Tottenham Town Hall bus stop which is approximately 5 minutes, step free, walk to 1 Phillip Lane.

For staff, the new building represents a significant improvement on existing working environments. All staff areas and facilities will be improved, and improvements in heating, ventilation and security mean that staff should be able to serve customers in a safe, clean and comfortable environment.

The period of closure to complete works on the library will mean a period of disruption for existing service users, including those from the protected groups. The Council has put in place a clear plan to address this period of disruption.

A key objective of the proposed works is to improve the accessibility and amenity of the existing site for staff and service users, including those from the protected groups. The Council has gone through a traditional design process and has therefore maintained control over the design of the works to ensure that they meet our high accessibility requirements, including DDA compliance under part M of building regulations.

### Stage 9 - Equality Impact Assessment Review Log

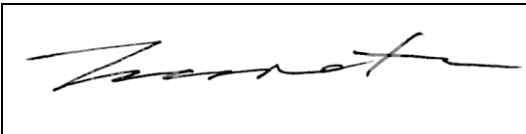
Review approved by Director / Assistant Director

Sergio Sgambellone

Date of review

25<sup>th</sup> August 2015

Review approved by Chief Operations Officer



Date of review

27.08.15

### Stage 10 – Publication

Ensure the completed EqIA is published in accordance with the Council's policy.