

## Appendix 15 Impact Needs/Requirement Assessment Completion Form

Department: Regeneration & Major Projects	Person Responsible: Abigail Stratford
Service Area: New Initiatives	Timescale for Equality Impact Assessment : Completed
Date: 1 December 2011	Completion date: 4 January 2012
Name of service/policy/procedure/project etc: <b>Willesden Green Redevelopment Project</b>	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old
Predictive <input checked="" type="checkbox"/>  Retrospective	Adverse impact Not found  Found <input checked="" type="checkbox"/>  Service/policy/procedure/project etc, amended to stop or reduce adverse impact  Yes <input checked="" type="checkbox"/> No
Is there likely to be a differential impact on any group?  Yes <input checked="" type="checkbox"/> No	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers  Yes <input checked="" type="checkbox"/> No	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities  Yes <input checked="" type="checkbox"/> No
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability  Yes <input checked="" type="checkbox"/> No	4. Grounds of faith or belief: Religion/faith including people who do not have a religion  Yes <input checked="" type="checkbox"/> No
5. Grounds of sexual orientation: Lesbian, Gay and bisexual  Yes No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People  Yes <input checked="" type="checkbox"/> No
Consultation conducted  Yes <input checked="" type="checkbox"/> No	
Person responsible for arranging the review: Abigail Stratford	Person responsible for publishing results of Equality Impact Assessment: Abigail Stratford
Person responsible for monitoring: Abigail Stratford	Date results due to be published and where: 5 January 2012
Signed:	Date: 5 January 2012

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THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH:  
ANNEX 15.1 EQUALITY STRAND ANALYSIS, KEY ISSUES AND PROPOSED MITIGATION  
ANNEX 15.2 ACTIVE BORROWERS APRIL 2010

### 1. What is the service/policy/procedure/project etc to be assessed?

Redevelopment of the Willesden Green Library Centre (WGLC) site.

### 2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

The project aims to comprehensively redevelop the WGLC site and provide the Council with a new cultural centre in the south of the Borough, equal in quality to the new Civic Centre in the north. The WGLC redevelopment project has been extensively influenced by the robust public consultation and EIA carried out as part of the Executive decision on the Library Transformation Project in April 2011.

#### **Vision**

Willesden Green cultural centre will be a building at the heart of its community, in every sense. Actively welcoming people in all their diversity, it will be a social space: a place full of life, energy and fun that will support and celebrate creativity and imagination, and allow knowledge and ideas to be accessed, produced and shared. Efficient to run, and easy to maintain, the Cultural Centre will be a really useful local landmark: a thing of beauty that is able to respond to changing aspirations, offering the spaces and services that its community needs, now and in the future.

The Willesden Green Cultural Centre will be the main cultural hub for the Council, and its role will only grow both with the new development and the transformed library service. The priority here is therefore to support local practitioners through giving opportunities to promote work and also to grow audiences through activities like reading groups, taster sessions and community food markets.

#### **Objectives**

The WGLC Redevelopment Project must be delivered at net zero capital cost to the Council

The Council must retain the freehold of the new cultural centre

The cultural centre must be open and operational by Spring 2014

*Support Brent's Cultural Strategy 2010 -2015:* The WGLC Redevelopment Project will support the delivery of Brent Council's Cultural Strategy 2010 -2015 facilitating cultural opportunities that are engaging, accessible and entering for all local communities.

*Support Brent's Regeneration Strategy 2010 -2030:* The WGLC Redevelopment Project will support the delivery of Brent Council's Regeneration Strategy 2010 -2030 by maximising the use of the Council's own resources to lever in additional investment in pursuit of Brent's commitment to regenerate Willesden Green.

*Support One Council Transformation Project:* The project will also play an important role in supporting the delivery of both the One Council Library Transformation Project and the One Council Future Customer Service Project. Both projects aim to deliver multi function buildings with improved services, whilst also ensuring staff have all the necessary equipment/facilities required to better meet local community need.

The new cultural centre will deliver the Councils vision of providing services in modern, state of the art buildings that are fit for the 21<sup>st</sup> century and that are accessible to all. This will not only improve the offer and accessibility to residents but also improve the working conditions for all staff and offer significant improvements to staff with disabilities, as the fit for purpose building will improve accessibility.

The new centre will also support our work to meet the public sector duty to 'advance equality of opportunity' and to 'foster good relations'. The redevelopment will provide significantly enhanced services to current users and potential future users and provide enhanced working facilities for staff.

#### **Scope of Works**

In delivering the WGLC Redevelopment Project the Council will work in partnership with a developer partner to:

- Develop a detailed design for the Cultural Centre
- Secure planning permission for the Cultural Centre
- Secure vacant possession of the WGLC

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- Demolish the WGLC
- Develop a new Cultural Centre, associated public realm and car parking on a designated plot
- Develop residential units on the remainder of the site for market sale

At a minimum the new cultural centre will incorporate a library, extensive study space, IT provision, customer contact centre, museum, archive, archive store, entrance foyer, three creative cluster spaces (which will facilitate an array of programmed creative events), café, conference room, office space, staff toilet & shower, public toilets, data centre, hygiene areas, multi faith contemplation room, delivery and distribution area, public realm and a maximum of 8 designated car parking spaces.

During the redevelopment core library functions will be retained in the temporary accommodation and a range of alternative services will be provided. We will deliver the Libraries Transformation Project (LTP) during this period, with more books, enhanced outreach services, home visits, improvements in IT and online digital offer a more efficient reservations process to ensure that Willesden residents still receive an excellent library service. The Interim Service Delivery Strategy is set out in Section 6 of the main report.

In addition to all these improvements the new and larger library and cultural centre will also open in the new Civic Centre in June 2013.

### 3. Are the aims consistent with the council's Comprehensive Equality Policy?

The aims are consistent with the Council's Equality Policy as redeveloping the WGLC will ensure that the core Council services provided at the new cultural centre are relevant to the needs of all sections of Brent's diverse community now and in the future. It will also help to advance quality of opportunity and help to foster good relations.

The new cultural centre will ensure that the Council services meet the varied individual needs and expectations of local people and that everyone has equal access to services.

The new cultural centre will be designed to be genuinely flexible and adaptable and promote inclusive design. This will ensure that the building can physically evolve over time to ensure it remains accessible to all and so that it can accommodate the inevitably changing needs of Brent's diverse community now and in the future.

In addition the services provided within the new cultural centre will be relevant, responsive, sensitive and delivered in a fair and equitable way. The cultural centre will be programmed to ensure opportunities are provided to promote local work and grow local audiences, through activities like reading groups, taster sessions and community food markets. The INRA will be reviewed prior to practical completion to ensure that the programming strategy is relevant, responsive and that they will be delivered in a fair and equitable way.

There are no adverse impacts on staff.

Any adverse impacts that may arise as a result of the interim closure and the associated mitigation have been identified and explored in Annex 15.1.

### 4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

The WGLC project will improve the offer, facilities and services for all of Brent's diverse communities.

Key positive effects from the development of a new cultural centre for residents and service users include:

- A focal point for the local community, on that reflects and celebrates the multi-cultural and diverse nature of the borough and it's residents, helping to advance equality of opportunity and foster good relations
- A building that has the infrastructure to facilitate an array of cultural activities that reflect the diverse nature of the borough and it's residents
- Giving residents residing in the south of the borough a building and services of comparable quality to the new civic centre in the north.
- Improve the long term learning resources available to the community through state of the art facilities.

The new cultural centre aims to be a beacon of excellence with regards to equality and the intention of the centre to function as the cultural heart of its community, it is vital that the facility should feel open and accessible and present a welcoming face to all the borough's diverse residents. The designs for the new cultural centre will therefore:

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- Go beyond regulations to fully promote principles of inclusive design as set out in CABE's *The Principles of Inclusive Design* i.e it will positively eliminate any barriers, attitudinal or environmental that might inadvertently create discrimination.
- Consider accessibility and inclusion not only in terms of ingress, egress and ease of circulation, and in the provision of lighting, signage and provision of seating/rest and information points.
- In addition to the needs of those with registered disabilities, pay particular attention to the ways in use by families with young children, and the elderly can be imaginatively facilitated.

To summarise, there is no evidence that the redevelopment project will have a significant negative impact apart from the reduction in car parking. Mitigation has been explored and there is no evidence for a significant impact.

The WGLC will however be temporarily closed to enable its redevelopment. A comprehensive Interim Service Delivery Strategy has been prepared based on a wide range of research (including the public consultation carried out as part of the Libraries Transformation Project) and this is set out in section 6 of the main report.

The key stakeholders directly affected by the interim closure:

- **Willesden Green Staff**  
The project will affect the working practices of the Council's Museum, Achieve, Library, Customer Contact and Localities Team staff. However, there is no adverse impact relating to the 9 equality strands.
- **Willesden Green Users**  
In the context of this equality strand analysis we have taken the demographic data of the borough, the ward, Library, Archive and One Stop Shop (OSS) users to build up user profile of WGLC.

It should be noted that users of the recently closed Kensal Rise and Cricklewood libraries may be affected in the interim as WGLC is one of their nearest alternative facilities. This issue and demography of these users has been considered as part of this assessment.

In summary, three key issues emanated from the LTP public consultation and needs assessment exercises relating specifically to Willesden Green which in effect will impact on 5 of the equality strands namely gender, disability, age, race and faith **during the interim closure only**. The 3 potential issues identified through the process are:

1. Access to core council services and affordability
2. Educational attainment and standards
3. Social cohesion

Whilst these are common issues across the equality strands, the nature, extent, challenge and proposed mitigation varies. Equality strands and proposed mitigation are set out in Annex 15.1. Mitigation has been applied where possible within the confines of restricted budgets.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make you judgement separately (by race, gender and disability etc).

The issues/ impacts identified are based on, library management data, archive user information, census data, plus surveys and findings from the comprehensive three month public LTP consultation. Please refer to Annex 15.1 for the equality strand analysis, key issues and associated mitigation.

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

No unmet needs have been identified other than those identified in section 4.

Once the project is complete the new cultural centre will meet the needs of the identified affected groups and will promote equality of opportunity and help to foster good relations.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

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The Willesden Green Redevelopment project has been brought forward to support the delivery of a number of the Council's key strategic/ policies including but not limited to the Library Transformation Project and the Future Customer Service Project. The consultation undertaken on these projects has therefore contributed to and informed the project, along with the other project specific consultation undertaken.

### Library Consultation:

The Council is currently driven by the overarching concept of One Council. This aims to provide excellent public services and deliver these in the most efficient way but also to build strong relationships and better communications between the Council and citizens ensuring local priorities are addressed and that local potential is nurtured. A redeveloped WGLC will play an important role in this strategy supporting both the One Council Library Transformation Project and the One Council Future Customer Service Project.

The One Council Library Transformation Project focuses on a network of libraries in high street locations designed in modern, dynamic, multi functional buildings with an improved digital offer that are able to better meet local community need. Phase three of the transformation project is dependent on delivering a new state of the art library at WGLC.

As part of the LTP there was very extensive consultation and the findings directly fed into the development of the core Library offer and has now influenced the redevelopment of WGLC and the interim service delivery strategy. The LTP consultation and equality impact assessment analysis focused in particular on the affected strands namely age (older and young people, race in particular those from Asian and African backgrounds, disability and gender). Some of the key improvements were:

- Outreach collections, events and activities will also be developed at key community sites in accessible locations in Willesden Green.
- We plan to involve older people in the improving the home delivery service and stock development.
- Stock and additional IT provision will be increased at the nearby Harlesden and Kilburn libraries.
- The opening of the Civic Centre will meet the needs of those groups who normally travel from the north of the borough to access facilities at the Willesden Green Library Centre.
- A strong online presence will ensure that customers can use online information, reservations, and online enquiries and renew books with ease. Library members will be able to access a virtual library from the comfort of their own homes. This will include being able to:
  - Search the catalogue, access library accounts, reserve and renew items online from any computer or smart phone.
  - Book a computer
  - Receive overdue reminders by email or text
  - Use our online reference resources for study and homework
  - Staff at the interim service will be given specific direction to assist older people and those with a low skills base in ICT in accessing on-line and digital services.
  - Access an online enquiry service
  - Borrow e-books and audiobooks online
  - Join our email list for a monthly newsletter
  - Take part in virtual reading groups
  - Access virtual homework help
  - Over time we will develop a library app for smart phones that will make our services more accessible. Users of the app will be able to find their nearest library with directions. It also has up to date information about library events, activities, and service updates.
  - Online bookings for events and activities
  - The more high profile events and talks will be recorded and filmed for You Tube.

The interim library service offer for Willesden Green will also include the following:

- Space at the temporary library will be reserved for children and young people who are excluded from school (with their tutors) by providing quiet zone areas for study and additional stock support upon request
- Homework clubs, chatterbooks, teen clubs and The Summer Reading Challenge will continue at the temporary library. Provision will also be increased at the neighbouring libraries of Kilburn and Harlesden

The Children's Plus survey 2010 and in particular the responses relating to Willesden Green library have been used in identifying the most popular services used by children and young people e.g. study space and computer

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access. The Children's Plus Survey 2010 and Plus Survey 2009 are available on [www.brent.gov.uk/librariestransform.nsf](http://www.brent.gov.uk/librariestransform.nsf)

### **Positioning Willesden Green Consultation:**

The consultation undertaken to inform the Positioning Willesden Green<sup>1</sup> set out an overarching vision, themes and objectives for Willesden Green based on feedback received at resident focus groups and stakeholder interviews. One of the key messages from the consultation was that the WGLC "should be refurbished and given a use that benefits a wider section of the community than currently the case". The consultation also highlighted wider stakeholder value the historic design of the existing WGLC.

### **Political:**

February 2011 – Willesden Green Executive Report

### **Events:**

January 2011 – Willesden Green Area Consultative Forum

### **Buildings visited by staff:**

January 2011- The Idea Store, Tower Hamlets Council

### **Project Consultation:**

As the Council is cascading control for the design and delivery of this project down to a developer partner it's important that any consultation undertaken is designed to clearly and confidently articulate the complexities of the proposed delivery strategy to participants. This is extremely difficult to facilitate within large scale or quantitative consultation exercises. In addition, as the project delivery strategy is still to be confirmed or approved by the Executive and the design development process has not yet commenced, there has been little scope for participants to constructively inform and influence the project to date.

In light of the above a qualitative, targeted strategy was designed for the 'start up' stage of the project. Facilitated discussions took place with random sample groups from each identified target audience identified below.

The facilitated discussion focused on all the proposals for the entire site not just the library and be facilitated by the Architects developing the vision & client brief for the new Council building.

### **Target Audience:**

**Willesden Green Library Centre Users:** Customers who regularly use a variety of the services currently delivered at the WGLC

**Residents:** residents who reside in the South of the borough

**Willesden Green Library Centre Occupants:** Staff who deliver services within the WGLC

Brent Council sourced participants in the residents/users groups by (i) sending email invitations to members of Brent's Citizens' Panel and the Willesden Green Valued Customer Panel, (ii) asking service providers in the Library Centre to pass information to users and (iii) face-to-face recruitment in the library. The decision was taken not to publicise the groups more widely given (i) the early stage of the project and the lack of certainty as to whether it would go ahead and (ii) the desire, in consequence, to initiate a detailed facilitated discussion with a small group of targeted respondents.

Participants were asked to sign up to attend by contacting the Regeneration Officer, in order to help ensure that the spaces available were taken by a diverse mix of residents.

In the end however, residents' workshops were undersubscribed, with 12 attending in total over the two evenings (5 to Workshop 1, and 7 to Workshop 2). Although monitoring forms were not completed by everyone, participants appeared to largely be white and over the age of 35, with a significant proportion probably over the age of 50.

**Caution should therefore be exercised before interpreting the views of these groups as representative either of the borough's population as a whole – with Brent having a particularly young and diverse population – or of library centre users.**

The feedback received at the facilitated discussion informed the Vision Statement, Client Design Brief and the Project Boards decision making process.

### **Further Consultation:**

<sup>1</sup> Positioning Willesden Green: *Final Report August 2008*

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Moving forward a detailed, thorough and meaningful consultation exercise will be undertaken on the project in partnership with the selected developer partner. The consultation exercise will provide residents with an opportunity to comment and inform the detailed design of the cultural centre. *Please refer Appendix 5* for the future consultation plan, which clearly and confidently sets out how the Brent Residents will be meaningfully consulted on the project moving forward. **It should be noted that the consultation will need to specifically target Library users that may now travel to the centre due to the closure of their local facility e.g. Cricklewood and Kensal Green**

8. Have you published the results of the consultation, if so where?

The results of the LTP consultation were published in April 2011 – [www.brent.gov.uk/librariestransform.nsf](http://www.brent.gov.uk/librariestransform.nsf)

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

There is a concern amongst some residents regarding the project, particularly in relation to the potential loss of the locally listed building, access to books and study space, the loss of car parking, the potential loss of the local bookshop and the temporary closure of the WGLC. These concerns have been extensively reviewed in Annex 15.1.

It should also be noted there was a concern expressed at the implementation of the LTP as to whether there was a risk of indirect discrimination. Both the High Court and the Court of Appeal held this was not the case. This issue of indirect discrimination has been considered as part of this assessment and no evidence has been found of indirect discrimination.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

Detailed mitigation has been considered for the potential adverse impacts resulting from the interim closure of WGLC. These are shown in detail in Annex 15.1 and it is also important to note that these are reflected in the new Library Transformation Project offer and the Interim Service Delivery Strategy for this project.

Officers have carefully considered the potential adverse impacts which may remain after all the mitigating measures are taken into account and how these should be evaluated given the other drivers for change within the wider Library Transformation Project and this Willesden Green Re-development project. In this context, the EIA has considered:

- numbers of users
- known information about transport and access difficulties particular relating to age ,ethnicity, gender and disability
- the access of relevant sections of the community to free or subsidised transport the other mitigations for difficulties of access and affordability

Introducing further bus services is outside the Council's powers.

Following this due regard there is no evidence of any significant outstanding risks.

11. If the impact cannot be justified, how do you intend to deal with it?

Not applicable.

12. What can be done to improve access to/take up of services?

There will be a robust communications and marketing plan to promote uptake of both the interim services and the redeveloped WGLC. We will also monitor the customer profile of visitors to the new Cultural Centre once it is open and operational in Spring 2014. This data can be compared and contrasted against the existing WGLC customer profile as set out within Appendix 2. If the customer profile demonstrates access to/take up of the service has not improved, further analysis and investigation will be undertaken to establish what steps can be taken to improve access to/take up of services.

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<p>13. What is the justification for taking these measures?</p> <p>Whilst the current economic situation and its impact on local government necessitates a review of all services at local, regional and national level. Brent Council is looking to transform service delivery. The project aims to comprehensively redevelop the WGLC site and provide the Council with a new cultural centre in the south of the Borough, equal in quality to the new Civic Centre in the North.</p>
<p>14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.</p> <p>We will monitor the customer profile of visitors to the new Cultural Centre once it is open and operational in Spring 2014. This information will be recorded and collated through the following service user records:</p> <p>Customer Contact Centre Visitors and Users Library Centre Visitors and Users Museum Visitors Archive Visitors and Users Room Booking Hires Attendees at programmed cultural events</p>
<p>15. What are your recommendations based on the conclusions and comments of this assessment?</p> <p>Brent Council continues to drive forward the comprehensive redevelopment of the WGLC to deliver a new 21<sup>st</sup> Centre cultural centre that is fit for purpose.</p> <p>Should you:</p> <ol style="list-style-type: none"><li>1. Take any immediate action?</li><li>2. Develop equality objectives and targets based on the conclusions?</li><li>3. Carry out further research?</li></ol> <p>No.</p>
<p>16. If equality objectives and targets need to be developed, please list them here.</p> <p>Equality objectives and targets need to be developed which focus on the active borrowers particularly children and young people, older people, with disabilities and young boys from BME backgrounds to ensure that they are actively involved.</p> <p>Despite the national trends in library usage, this project will also strive to address the low usage of libraries in which only 23% of the borough's residents used a library in the last year.</p>
<p>17. What will your resource allocation for action comprise of?</p> <p>Please refer to Executive Report dated 16<sup>th</sup> January 2012</p>

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:

Full name (in capitals please): ABIGAIL STRATFORD

Date: 4 JANUARY 2012

Service Area and position in the council:  
OFFICER

REGENERATION & MAJOR PROJECTS, REGENERATION

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Details of others involved in the assessment - auditing team/peer review:

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5 Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD**

*An online version of this form is available on the Corporate Diversity Team website.*