



**Cabinet**  
6<sup>th</sup> February 2023

**Report from the Corporate Director  
of Resident Services**

## Improving the Customer Experience in Brent Civic Centre

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	One Appendix1: Floor plans and potential designs
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Thomas Cattermole, Director of Customer Access 020 8937 5446 <a href="mailto:Thomas.Cattermole@brent.gov.uk">Thomas.Cattermole@brent.gov.uk</a>  Megan McGeown, Senior Transformation Officer 020 8937 5424 <a href="mailto:megan.mcgeown@brent.gov.uk">megan.mcgeown@brent.gov.uk</a>

### 1.0 Purpose of the Report

- 1.0 This report seeks Cabinet approval for plans to redesign the face-to-face public spaces in Brent Civic Centre. This will allow the Council to deliver an improved service to our residents and customers. The project will cost £1.96 million, with the building works scheduled to be completed by December 2023.
- 1.1 The report provides an overview of the project's stages, up to this point, and outlines the benefits that the redesign would deliver. This includes improvements to accessibility, expanding our Hubs and Self-Service and Libraries, Arts and Heritage offer, and unlocking efficiencies in how customer-facing services operate.

### 2.0 Recommendation(s)

- 2.1 Cabinet is asked to approve the plans to redesign customer spaces in Brent Civic Centre.
- 2.2 Approve a budget of £1.96m for the redesign work and inclusion within the Capital Programme.
- 2.3 Support the Libraries, Arts and Heritage Service to submit a National Lottery Heritage Fund bid and delegate authority to the Corporate Director of Resident Services to make decisions regarding this funding bid on the Council's behalf.

### **3.0 Introduction**

- 3.1 The redesign project seeks to improve the public spaces in the Civic Centre, with a focus on the Hub, Library, Mezzanine floor and Customer Service Centre (CSC). The redesign will support an expanded offer from the Hub, Libraries, Arts and Heritage Service, Children and Young People Service, digital self-service and Brent Hubs. It will help to overcome current problems to ensure that all customer spaces in the Civic Centre are fully utilised, safe and, most importantly, accessible for all residents.
- 3.2 In 2021, the Council launched the Customer Access project to help improve the way that customers and residents access services in the Civic Centre. This followed shifts in customer behaviour following the Covid pandemic, which has seen more customers accessing services online and a change in the profile of customers visiting the CSC. In particular, there has been an increase in the number of customers presenting with complex needs. This pressure has only increased with the opening of the Community Hub at the Civic Centre. In line with the new Brent Customer Promise, the goal of the redesign is to ensure that all residents and customers find services accessible and easy to use. We want to ensure that all customers feel listened to and understood, with their enquiry resolved quickly and ideally at the first point of contact. The redesign will support these ambitions, allowing customer-facing staff to operate in a holistic and integrated way to better support our residents.
- 3.3 From the outset, the project's objectives have been shaped by feedback from residents, as well as frontline staff working across Council Directorates. We have gathered insights through surveys, in-depth resident and staff focus groups and large-scale staff workshops, as well as piloting and prototyping new ways of working in the Civic Centre. This process has ensured that the improvement plans respond to the needs and wants of our residents.
- 3.4 The insight and pilot activities have already helped to formulate a new joined up approach to delivering face-to-face services in the Civic Centre, as part of our new way of working. This includes a mobile 'meet and greet' team that welcomes customers entering the building and guides them to the service they need. This provides customers with a friendly welcome to the building and helps to resolve simple enquiries quickly, avoiding a situation where customers are referred between multiple services. Crucially, this new joined up approach is prioritising support for residents with the most complex needs. It also avoids unnecessary duplication of services across the Library, CSC and Hub. With the

new integrated service in place, we now desperately require layout changes to optimise service delivery and unlock further efficiencies.

- 3.5 In March 2022, the Council Management Team (CMT) agreed to commission an architect to carry out a feasibility design study of the Civic Centre's public-facing spaces. Willmott Dixon Interiors (WDI) were commissioned to complete this work. WDI have considered how the space can better accommodate the new face-to-face offer of the Community Hub and revised Customer Service triage system, with a particular focus on improving accessibility and the offer for residents with complex needs. WDI has developed a design that meets all of our current objectives, whilst ensuring flexibility for future use of the space.
- 3.6 On Tuesday 20 December 2022, the Council's Capital Programme Board endorsed capital spending of £1.96m to enable the redesign of the Civic Centre's face-to-face public spaces. This is based on designs developed by WDI. The investment will be funded through borrowing, which will be reduced following a successful Heritage bid for funding. This borrowing will cost a maximum of £242k per annum over a 10-year period but will reduce based on the amount of grant funding achieved. The repayment will be funded through savings to be identified across the Customer Access budget, primarily in Customer Services, Libraries, Arts and Heritage, and Revenue and Debt.
- 3.7 As part of this project, the Libraries, Arts and Heritage Service intend to expand their Arts and Heritage offer at the Civic Centre. The Service wants to seek external funding for these elements by making a funding bid to the National Lottery Heritage Fund. Proposals to create an exhibition space in Wembley Library will be included in this bid. It is intended that this will form part of a wider project that the service is planning for 2023-2026. Additional funding for these elements may also be available through the third round of Arts Council England's 'Libraries Improvement Fund', which is expected to open in Spring 2023. This funding is available to support libraries to become more sustainable and to reach new communities in order to increase library usage and improve digital access.
- 3.8 The proposed redesign of the customer-facing areas will see changes to Wembley Library and the CSC on the ground and mezzanine floors. It is intended that the building improvements will be carried out by an external contractor and completed by December 2023. The layout changes will support the new way that customer-facing services in the Civic Centre operate. The redesign will deliver a space that is welcoming, comfortable and accessible for residents who are seeking support. The space will also have improved lighting, acoustics and temperature regulation. Without the layout changes, the customer experience will continue to be compromised and efficiencies cannot be released.
- 3.9 Key layout changes include:
  - Changing the main entrance to the Civic Centre for customers/residents.
  - Expanding the Libraries, Arts and Heritage offer.
  - Improved Children's library able to accommodate larger groups.
  - Safer, larger study areas.

- Dedicated CYP high-risk contact family spaces.
- Replacing the spiral staircase in the current CSC with a standard staircase for ease of access.
- Addressing acoustic and lighting issues.

3.10 The building redesign will deliver the following key improvements:

3.11 **Expanded offer:** The redesign will ensure that all customer-facing spaces are fully utilised, which includes making use of the mezzanine floor space that is currently wasted. Optimising usage of the space will support an expanded Library and Hubs offer. In addition, the new layout will provide a CYP Family Room for high-risk contact visits, an enclosed Children's Library space, and study spaces on the mezzanine floor. The new spaces will be flexible and multi-use, meaning that the functions of these spaces can shift in accordance with the needs of future customers.

3.12 **Integrated services:** All Customer Services and Hub staff in the Civic Centre have operated in a more joined-up way for over a year now. As part of this, customers with complex needs are now triaged quickly by a Customer Service Officer and directed to a Hub Advisor. This new multi-service approach is helping to prevent teams working in silos, and avoiding the duplication of services. Ultimately, this will help to unlock savings and efficiencies, as staff will no longer run the same service in multiple locations within the Civic Centre. The new layout will support this integrated approach to supporting residents.

3.13 **New entrance:** With the improved layout, residents will enter the building through a new main entrance on Exhibition Way by Sainsbury's. This follows feedback from residents that the current entrance is overwhelming, unwelcoming, intimidating and very cold in the winter months. Instead, residents will now enter into a dedicated space where they can immediately be triaged and directed to the service that they need. Customers will now have a clear journey through the building.

3.14 **Temperature:** The new layout will resolve current issues with the temperature of the atrium. The atrium's temperature is similar to outside which means that, during the winter, conditions are extremely uncomfortable for customers and staff. A Health and Safety concern has been raised for staff who spend hours meeting customers in this space. It also creates an unwelcoming and hostile environment for residents visiting the building. The improved layout will see residents enter through a new ground floor entrance, into a vestibule, that will help to maintain heat in the building. This layout will help to ensure that the Civic Centre provides a warm space for residents, which is increasingly critical given the current economic and energy crisis.

3.15 **Welcome Desk:** Currently, residents seeking support and business visitors to the Civic Centre queue together at the Welcome Desk. This contributes to delays and confusion for both customers and visitors. Potential businesses looking to hire floors in the Civic Centre have expressed concerns about the current setup as visitors, including those arriving for interviews, meetings and conferences, are often delayed at the Welcome Desk. The new layout will mean

that the smaller Welcome Desk is dedicated to business visitors. This will ensure that the Civic Centre represents a more appealing location for businesses and/or organisations wanting to rent office space. This pressure on the Welcome Desk to triage visitors will only increase with the restacking of the building. Without these changes, there is a risk that the forecasted additional income of almost £750,000 per annum, generated by renting out further floors, could be jeopardised.

- 3.16 **Accessibility:** The new layout will support an expanded Brent Hubs offer and provide expanded facilities for triaging customers. This will ensure that residents with the most complex needs, including those with special educational needs and disabilities (SEND) and/or mental health challenges, receive the dedicated support they need. The redesign is also an opportunity to ensure that the customer space is physically accessible, including for those with wheelchairs and pushchairs. This will allow the Council to meet its obligations as committed to under the British Sign Language (BSL) Charter and the new Brent Customer Promise.
- 3.17 **Digital access:** The new layout will provide a dedicated digital area to support residents. This is in contrast to the current setup in which there are multiple digital areas provided by the Library and CSC. This digital support area will be located close to where the Hubs and CSC operate, so that staff can provide digital support whilst managing staffing levels effectively.
- 3.18 It should be noted that the new integrated way of working, and the redesign plans, have stemmed from comprehensive research and engagement with residents and staff. Feedback from residents and customers during the pilot and prototype phases of the project demonstrate that they support these changes. The redesign will allow services to operate in a more integrated and holistic way and ensure that the space is better utilised to the benefit of our residents.

## 4.0 Detail

### Background

- 4.1 The Covid pandemic fundamentally changed the way in which our residents and customers access Council services. A higher proportion of customers are accessing our services online, rather than wanting a face-to-face service. This shift was most notable during the lockdown periods, however the trend has continued since the reopening of customer-facing services in July 2021. In recognition of this trend, it was agreed in 2021 to permanently reduce the CSC opening times to four hours a day. We have witnessed a reduction of simple, transactional visits to the Civic Centre (such as handing in documents) but an increase in visits by those residents with more complex needs. Reduced footfall to the Civic Centre now means that certain spaces in the building, such as the CSC space on the mezzanine floor, are severely under-utilised.
- 4.2 Alongside reduced footfall, we have witnessed that those seeking a face-to-face service are more likely to have complex needs. In early 2021, the decision

was made to have a Hub within the Civic Centre. We were conscious that the integration of a Hub in the building required careful planning. A key reason for the initial development of the Hub model in Brent was because some cohorts of residents found the Civic Centre intimidating, and the Council needed to develop a more informal, community-based face-to-face offer. Although the Hub offer can best meet the need of residents with complex needs, the current Civic Centre design and layout does not support this. The space is not tailored to the needs of our Hub clients. This is a growing problem since the cost of living crisis has only increased the demand for Hub services.

- 4.3 The overall purpose of this Customer Access project was to improve our residents' experiences of visiting the Civic Centre. There were also areas of inefficiency and duplicated services, for example digital support offered by both the CSC and the Library. This was contributing to confusion for customers, and delays in service delivery.
- 4.4 The shift in customer behaviour, hastened by the Covid pandemic, has provided an opportunity to drastically improve the way that we deliver face-to-face services at the Civic Centre. This project is the first time that customer-facing services, and the layout, have been reviewed since the Civic Centre first opened in 2013. The ultimate aim is to provide a better experience for residents, and ensure that all of our residents find it easy to get the support they need.

### **Visioning Workshop**

- 4.5 One of the first exploratory activities that we undertook, to investigate the current effectiveness of customer-facing services, was a visioning workshop. This took place on 5 July 2021 and brought together colleagues with front-facing roles across nine different service areas. The objective of the workshop was to understand current challenges and generate ideas for how services could improve their offer to residents. Colleagues were encouraged to put the needs and requirements of our residents at the forefront of this process.
- 4.6 Prior to the workshop, we gathered preliminary feedback from customers on their experience of the Civic Centre. These were shared with colleagues at the workshop. In response to these insights, staff members participated in a number of activities to understand the customer journey, from start to finish. This involved working together to identify the key challenges facing customers and staff when accessing and delivering face-to-face services. Colleagues also generated new ideas on how services could work together differently to deliver an improved customer experience.
- 4.7 Feedback from staff during the visioning workshop, and from customers/residents and stakeholders prior to the workshop, identified the following:
  - The Civic Centre building is intimidating for first-time visitors, particularly due to the lack of signage in the space.
  - The CSC is hidden and the customer journey through the building is unclear.
  - The CSC mezzanine floor is severely underutilised and currently represents wasted space.

- There is an issue with noise traveling between floors, particularly between the Library and mezzanine floor, which is distracting for users. This is particularly an issue during 'rhyme time' activities when children are visiting the library.
- There is a lack of private or appropriate meeting spaces. In addition:
  - CYP does not have an appropriate family-friendly room for supervised high-risk contact visits and not enough meeting rooms to see clients face-to-face.
  - Our Housing Needs customers, who are often homeless, sit in the Civic Centre reception. They are denied privacy and dignity.
- The current spaces lack flexibility. For example, when the CSC closes for the day, the space cannot be utilised by other services due to the technology and equipment in the space.
- Teams currently work in silos, which can lead to an inefficient and inconsistent service for customers and residents. For example:
  - Customer Services, the Libraries and Hubs all work independently with overlapping partner organisations.
  - Each area offers some level of digital support and assistance to customers.
  - Colleagues felt that we did not need three areas in the same building independently offering the same or similar service. It would be more efficient, and better for customers, for services to have a collaborative approach.

## **Prototype**

- 4.8 Following the visioning workshop in July 2021, we conducted a Civic Centre user survey from 23 August to 30 September 2021. The survey found that 24% of all visits related to handing in supporting documents. It also revealed that 59% of visitors had no access to the internet. Of these people, 13% said they had poor computer literacy and 11% described themselves as experiencing a language barrier.
- 4.9 Using the insights from the visioning workshop and user survey, we developed a prototype for how customer-facing services could operate differently in the Civic Centre. The prototype explored having an integrated and dedicated digital support and customer area, with a mobile triage service. The mobile service meant that, as opposed to having customers wait at the Welcome Desk, customer-facing staff would meet customers on arrival and assist them with navigation of the building. We decided that frontline staff would lead the process of developing and testing the prototype.
- 4.10 In October 2021, a staff-led project team consisting of staff from the CSC, Libraries and Hubs came together to design and develop the prototype. The team tested the 'Civic Centre Face-to-Face Offer Redesign Prototype' from 4 October to 19 November 2021. The testing and development process involved staff from the CSC, Libraries, Hubs, Community Wellbeing, Facilities Management (FM) and external partners. During this time, the team developed and tested the new setup, and engaged with over 500 customers/residents. The results from the prototype were promising. Customers reported receiving an

improved service and attributed this to increased collaboration between services.

## **Pilot**

- 4.11 In November 2021, CMT agreed for the prototype to be developed into a pilot. The 'Redesign of Face-to-Face Services Pilot' ran from 1 December 2021 to 28 February 2022. Over this period, staff greeted more than 2,600 residents visiting the building. The pilot took forward ideas developed during the prototype phase of the project and evaluated them on a larger scale. The pilot tested having a mobile meet and greet service, an assisted self-service area, and a multi-service offer from the Hubs and CSC.
- 4.12 The pilot found that the revised arrangements gave customers an improved experience. As such, in March 2022, CMT approved the roll out this new model of delivering face-to-face services within the Civic Centre. The structures within Customer Access and the Hubs were reviewed to support this new model and increase the capacity of the Hubs team. However, as explored below, the pilot also demonstrated that the current layout is a challenge for effective and efficient service delivery.

### Mobile Meet and Greet:

- 4.13 The pilot tested there being a mobile meet and greet team in the Civic Centre, which welcomed customers into the building and escorted them to the relevant service. We found that this new service helped to reduce confusion for customers entering the atrium and helped to ensure that enquiries were resolved quickly.
- 4.14 Although the new service has been positively received by customers, there are challenges with delivering this service in the current space. There is no designated space in the atrium for staff to help customers resolve quick enquiries, and the Wi-Fi connection is unreliable. In addition, the temperatures have been uncomfortably low in the atrium for residents and colleagues. The atrium is unheated meaning that, during the winter, the temperature has fallen below ten degrees. These are unsuitable conditions for staff to work in, and for residents to be supported in. It is particularly inappropriate given that a growing number of residents are seeking a warm space in the context of the cost of living crisis.

### Library Study Space on the Mezzanine Floor:

- 4.15 As part of the pilot, we tested using the mezzanine floor as additional library and study space for students. The space is now better utilised and is no longer empty. The overall feedback has been positive with the majority of users preferring the new study spaces. This additional study space has proven valuable, particularly during exam periods.
- 4.16 However, safeguarding concerns have been used raised with regard to young people using the upstairs study space. This problem can only be resolved by



redesigning the space with the safety of young people as a specific consideration.

#### Self-Service and Assisted Self-Service:

- 4.17 The pilot tested a new offer of self-service and assisted self-service. This provided a space that was open to residents all day. In addition, assisted self-service was open during Customer Service operating hours whilst a member a staff was on duty.
- 4.18 We found that there were challenges with the current configuration of digital self-service. The computers were in a separate area to where our customers with more complex needs were being supported. We have concluded that having both of these functions in the same space will provide an improved service and be more efficient for customers and staff.

#### Multi-service Hubs/CSC Offer:

- 4.19 The pilot was a valuable opportunity for staff from the libraries to work together to develop and learn new skills. In particular, library staff built their skills in assisting and supporting customers with digital needs. A review is now underway to build on this collaborative approach and improve the service that the library delivers.
- 4.20 The pilot demonstrated that having one dedicated digital area to support residents, rather than multiple areas provided by the Hubs, libraries and CSC, is better for residents. However, the pilot also highlighted the need to have some separation between customers using computers for different purposes. This includes those who may be coming to use a computer for work purposes and those needing digital support. We found that efficiency could be improved if the assisted support area was located nearer to where the Hubs and CSC operate. This would help ensure that customers receive the support they need, whilst allowing staff to better manage resources.

#### Additional findings:

- 4.21 Since the Council moved into the Civic Centre in 2013, there has been a problem with noise travelling between the ground and mezzanine floors. The pilot only highlighted these issues further. On the ground floor, the combination of concrete, tiles and glass means that sound carries easily. This is particularly an issue with sound from the Children's Library, as the current space is not enclosed.
- 4.22 The pilot also highlighted general accessibility issues with the library. These issues are negatively affecting wheelchair users, those with pushchairs and those with SEND and/or mental health challenges.
- 4.23 Overall, the pilot was a success and identified how services could operate in a new way to improve the customer experience. The new arrangements required

structural changes to a number of face-to-face roles. These took place in October 2022 to support the new offer.

- 4.24 Despite the successes, the pilot demonstrated that the current Civic Centre layout does not support the way in which our services operate. Instead, the building's layout is compromising the experience of our residents. A redesign of the space will therefore allow us to improve the efficiency of our services and better meet the needs of residents.

### **Redesign Objectives**

- 4.25 In March 2022, CMT agreed for an architect to be commissioned to develop plans for redesigning the face-to-face spaces within the Civic Centre.
- 4.26 The objectives of this were to design a solution which: addressed the current challenges with the space, expanded the library and Hub offer, and maximised the utilisation of the space. In particular, the architects were tasked with looking at the space on the mezzanine floor which has seen a reduction in footfall. The architects were also asked to expand the CYP offer by identifying how the space could support contact meetings with children and young people.
- 4.27 Willmott Dixon Interiors (WDI) were procured under a framework to commission this work. They were tasked with designing more flexible, multi-use spaces to allow better overall utilisation of the space, and with creating additional private meeting spaces to address a lack of suitable private meeting spaces for specific client groups. There was a requirement to make the spaces accessible and safe for all users including staff, stakeholders and residents.
- 4.28 WDI were also tasked with developing a space on the first floor of the Civic Centre, where the former Melting Pot is located, that could be used by CYP. The intention was that this would enhance the offer that CYP currently provide by creating a suitable space for family contact meetings and visits.
- 4.29 Currently, high-risk contact sessions in CYP are managed in the first-floor family room. This space is not fit for purpose. Family contact visits are important sessions for parents and children who have been separated. The purpose of these sessions is, primarily, for children to spend time with their parent(s) when they have been placed in care. Secondly, these sessions are supervised for the purpose of assessment, as generally the local authority have instigated care proceedings in respect of the children. In these cases, parents are assessed in relation to their ability to parent safely and consistently. Therefore, CYP need a space that is comfortable, child-friendly, has facilities for baby-changing and food preparation, and has appropriate storage for toys.
- 4.30 WDI have worked with stakeholders from across the Council, engaged with multiple accessibility user groups and drawn on feedback from residents to develop a design and feasibility report.

### **Further benefits**

4.31 In addition to the benefits discussed in the introduction, the transformation of the Civic Centre's ground and mezzanine floors would achieve the following:

- Provide the opportunity to expand the Brent Hub offer for a growing population. This will help to ease pressure on the other Hubs in the borough.
- Make the Brent Hub within the Civic Centre more accessible.
- Create additional and expanded facilities, particularly to support residents with more complex enquires.
- Support the growing student and flexible worker population in Wembley Park through the provision of additional study and work spaces.
- Provide new classroom areas. These will support the extension of community key skills programmes including those delivered by Brent Start and other partners such as ESOL and core digital skills.
- Provide more space to meet and support young people with SEND. The creation of more flexible and multi-use spaces will provide an additional location for the SEND Post-16 information centre. In this space, there will be desks, IT equipment, pods and booths, as well as the potential to provide equipment demonstrations.
- Create an attractive gallery space, which will support more local creatives to exhibit their work.
- Provide integrated heritage display spaces at the Civic Centre. This will enable the delivery of heritage learning programmes for schools, which is currently only possible at Willesden Green and through loan boxes.
- Support community cohesion and connection, through the increase in heritage and gallery display space. This will support more positive interactions with the Council and develop the profile of the Civic Centre as a genuine cultural and community space.
- Provide a safe and inclusive environment for residents of all ages.

## **5.0 Financial Implications**

5.1 The estimated cost of the works for the building redesign is £1.96m which will be funded by borrowing. The annual revenue cost to undertake these works is up to £242k per annum for a 10-year period. This amount would reduce if additional funding can be obtained from the Arts Council.

5.2 The re-design and building improvements proposed will enable savings within the Customer Services, Libraries, Arts and Heritage, and Revenue and debt budgets. These will be utilised to fund the revenue cost of undertaking the investment.

## **6.0 Legal Implications**

6.1 As detailed at paragraph 3.6, the proposed project will be funded in part via borrowing. Under sections 1 of the Local Government Act 2003 the Council may borrow money for any purpose relevant to its functions or for the prudent management of its financial affairs. Such borrowing should be in accordance with the Prudential Code.

- 6.2 Officers are proposing to submit a bid to the National Lottery Heritage Fund to assist with funding the project as set out in paragraph 3.7. In accordance with paragraph 13 of Part 3 of the Constitution, the Leader has delegated various functions to Cabinet members to be exercised within their portfolio area and in consultation with the Leader. The functions include approval to the submission of bids for additional resources from government and other bodies in relation to their portfolio area, subject to financial regulations and any matching funding being identified at the time of bidding. Cabinet member approval is therefore required for a bid to the National Lottery Heritage Fund to be submitted.
- 6.3 The proposed project is likely to require the procurement of a range of consultancy and construction services. These are likely to be classed as Very Low Value Contracts, Low Value Contracts and Medium Value Contracts, under Brent's Standing Orders.
- 6.4 Under paragraph 9.5 and 9.7 of Part 3 of the Constitution, approval to procure and award Very Low Value Contracts, Low Value Contracts and Medium Value Contracts is delegated to the relevant Corporate/Operational Director.
- 6.5 The estimated value of the works contract is such that it is below the threshold for application of the Public Contracts Regulations 2015 (PCR 2015). However, any consultancy contracts that exceed the relevant PCR 2015 threshold will need to be procured in accordance with the PCR 2015.

## **7.0 Equality Implications**

- 7.1 The project outlined will have positive equality implications by helping to make the Civic Centre's public spaces accessible for a wider range of residents.
- 7.2 The project supports the enhancements of the library site and service, particularly by improving the offer for children, young people and students.
- 7.3 The project will support children, young people and families by creating an appropriate space for CYP contact visits and private meetings.

## **8.0 Consultation with Ward Members and Stakeholders**

- 8.1 The Cabinet Member for Jobs, Economy & Citizen Experience has been engaged throughout the project and is supportive.
- 8.2 In addition, the Cabinet Member for Community Engagement, Equalities & Culture (responsible for the Library, Arts and Heritage service) is supportive of the proposals to improve the Library user experience and enhance the Arts and Heritage display area.
- 8.3 Members will be kept informed of developments throughout the lifetime of the work via member briefings.

## **9.0 Human Resources/Property Implications (if appropriate)**

- 9.1 In terms of staffing, we intend that project management of the redesign will be delivered using existing staff in the Transformation and FM teams. External consultants and contractors will be used to deliver architectural and construction services
- 9.2 The work will take place in phases with specific areas closed off to the public. This will ensure that the works are carried out safely.

**Report sign off:**

**Peter Gadsdon**

Corporate Director of Resident Services