

Equality Impact Assessment (EqIA)

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Inspiring Libraries Strategy: Next Phase 2018-21	Head of Service or Business Manager	Andrew Bignell
Names of those involved in completing the EqIA:	Andrew Bignell Russel Barrow Rachel Bilton	Lead officer contact details:	Rachel Bilton
Date completed:	18/10/17	Review date:	Minimum of a year, earlier if required

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

<p>Proposal objectives: –what you want to achieve –intended outcomes –purpose and need</p>	<p>The ‘Inspiring Libraries’ Strategy was adopted in July 2014 to provide a vision and direction for the library service over the next ten years. Specific proposals were agreed for the implementation of the strategy in its first three years.</p> <p>The Council now needs to set out priorities for the next phase of the Strategy to ensure that the service can meet new savings targets and remain relevant and sustainable over the next three years from 2018 to 2021.</p> <ul style="list-style-type: none"> • It is proposed that the Library Service should continue its programme of improving library buildings to ensure that they are bright, attractive, welcoming, flexible, tech-enabled spaces in convenient locations. • It is proposed that the Library Service should seek opportunities to extend self-service access to libraries by rolling out swipe-card access and supported self-service initiatives. • It is proposed that the Library Service should continue to invest in the development of technology to improve service delivery, to support digital inclusion, and to empower citizens. • It is proposed that the Library Service should continue to deliver high quality services to contribute to the seven key outcomes identified in the national ‘Libraries Deliver’ document. This will be achieved through a workforce of skilled and trained library staff, supported, where appropriate, by volunteers from the local community. • It is proposed that the transition of Tier 3 Libraries into volunteer-partnered Community Libraries should be reviewed in March 2018 with a view to completing the roll-out in 2018/19. • It is proposed that in order to achieve an additional £500,000 revenue savings, a new model for service delivery should be explored.
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	<p>This EqIA accompanies the Paper <i>'Inspiring Libraries' – The Next Phase</i>, the purpose of which is to provide a framework for the development of the Library Service over the next three years. Further detailed EqIAs will be produced for each specific change proposal as it arises.</p>
<p>Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc</p>	<p><u>Internal:</u> Staff and volunteers in Libraries and Heritage Services County Councillors</p> <p><u>External:</u> Library customers and potential customers, including people from hard to reach groups and people who commonly experience barriers to participation (e.g. some people with protected characteristics)</p> <p><u>External Organisations:</u> HCC departments and other partners. (e.g. Schools, Children's Centres, local colleges, Citizen Advice, local groups who use library facilities such as reading groups, local history societies etc). Community Library Steering Groups</p>

STEP 3: Available data and monitoring information

Relevant equality information For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqIAs, complaints, audits or inspections, local knowledge and consultations.	What the data tell us about equalities
HCC Community Profile data	<ul style="list-style-type: none"> • Hertfordshire's population will become larger and more diverse over the next decade. This growth is not evenly distributed across the age range. By 2021 42.6 % of the population will either be under 20 or over 65. • The number of young people is forecast to increase, with 0-19s up by 11.3% and 0-5s up by 11.7%. • The older population will increase significantly during the lifetime of the library strategy. Currently one out of every five households in Hertfordshire contains only residents that are aged 65+. 59% of these households contain one person living alone. The Office of National Statistics projects that by 2021 the number of over 65s will have increased by 22.4% and the number of

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over 80s will have increased by 28.2%.

- The growing older population may require changes to the way in which the Council's information services are provided to older people, people with disabilities and carers in order to ensure that they are not disadvantaged by the "digital by default" agenda. The 2011 census found that 8.1% of Hertfordshire residents have never used the internet. In the 2013 public consultation, "The Future of Hertfordshire Libraries" 18% of library users responding to the questionnaire said that they did not have a home computer with internet access.
- The 2011 census shows that the Hertfordshire population has become increasingly ethnically diverse over the last ten years and this trend is likely to continue. 19.2% of Hertfordshire residents identified themselves in the 2011 census in ethnic groups other than White British, compared to 11.23% in 2001. Over a quarter of school aged children in Hertfordshire, 26%, are from BME backgrounds. Across all ten districts in Hertfordshire, the largest non-UK national population is Polish. During 2012-14 the top three most requested languages for interpreting and translating by the Council's interpreting and translation service, INTRAN, were Urdu; Polish and British Sign Language. This data shows the importance of interpreting services in communicating the library strategy to diverse communities.
- The Council's community profile data shows that 69,000 people in Hertfordshire have a disability. This includes 23,000 people with a severe physical disability. Around 26,000 people have a learning disability.

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Service user data

- Library membership statistics, including new borrowers and active borrowers
- Borrower categories & ethnicity statistics

- Customer Feedback

- PLUS (Public Library User Survey)

- Library membership statistics - equality monitoring data is recorded at the time of joining the library and this is recorded on the customer membership file. Data includes ethnicity; people under 16; people over 65; people on low incomes who receive benefits; people with disabilities; carers; people with dyslexia, basic skills needs, or who need help to read English.
- Feedback from customers including complaints and compliments are recorded on the Hertfordshire Libraries Customer Feedback Form (2017). Complaints that refer to an equalities issue are also recorded as part of this process. The feedback received is used to inform and shape the development of library services.
- PLUS is a CIPFA bench-marching survey for participating library authorities. In Hertfordshire the survey is completed over a three year cycle, with 15/16 libraries participating each year. The feedback from customers about their local library, including any feedback on equalities issues, is valuable and is also used to inform the development of library services both locally and countywide.

Local knowledge consultations/engagement

- “The Future of Hertfordshire Libraries” – public consultation held October – December 2014
http://www.hertsdirect.org/your-council/civic_calendar/custserperfandli/bcp/17990306/

- The results of “The Future of Hertfordshire Libraries” public consultation informed the development of the new library strategy, “Inspiring Libraries: a new strategy for Hertfordshire Library Service 2014-24.
- Following an equality impact assessment actions were taken as part of the consultation planning process to enable people with protected characteristics to contribute to the

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**Joint strategic need assessments:
“Children’s Life Chances” JSNA
2016**

“Ageing Well” JSNA 2014

Equality and Diversity” JSNA 2015

consultation. People with protected characteristics have therefore helped to inform the development of the strategy.

- 20% of children in Hertfordshire live in single parent households. Single parent households are statistically more likely to experience poverty than households with two adults.
- Although many Hertfordshire statistics relating to children’s life chances are improving over time (particularly for child poverty and educational attainment), family homelessness and hospital admissions among young people for both substance misuse and self-harm show worsening trends.
- “Children’s Life Chances” JSNA recommends that the Council should improve linkages between services and strategies in order to address life chances issues.
- Social isolation amongst older people can lead to depression and ill-health. Volunteering opportunities for older people improves health and wellbeing and diverts people away from health and social care services and towards community-based services and self-sufficiency. The provision of advice and information can support older people in relation to falls prevention, dementia, warmth and mental wellbeing
- In Hertfordshire, there is a growing BME community with 20% of the population having defined themselves as being from a non-white British background in the 2011 Census. Watford, Welwyn, Hatfield

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and Hertsmere have some of the highest proportions of people from other ethnic groups, while Three Rivers, Stevenage and Broxbourne have relatively high proportions of 'White Other' (i.e. non UK European Union). St. Albans district has the highest proportion of Bangladeshi people in Hertfordshire (1.9%), but in terms of numbers, Watford has the highest number of Pakistani & Bangladeshi people with over 6,000 people. People from BME communities are likely to experience inequalities in terms of health, including mental health, cancer, heart disease, HIV, TB and diabetes.

- "Equality and Diversity" JSNA says that service providers need to be aware of the prominent health inequalities experienced by Hertfordshire's diverse communities, and consider their impact when planning, commissioning and delivering services. This should involve considering new ways to engage with these communities; to understand their needs and to identify and eliminate the barriers they face to accessing services.

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STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

4.1 Improving Library Buildings

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
<p>All protected characteristics</p>	<p>There is potential for a negative impact on people with protected characteristics when local libraries are re-provided or relocated if account is not taken of the particular needs relating to those characteristics.</p>	<ul style="list-style-type: none"> • Whenever proposals are agreed for the re-provision or relocation of any library, a public engagement exercise will be undertaken to ensure that plans for the new library are shaped by the views of the local community. • Individual Equality Impact Assessments will be carried out whenever a library is re-provided or relocated. These will include individual Equality Impact Assessments for the re-provision of Stevenage Central Library, Knebworth, Cheshunt, Potters Bar, North Watford and Ware. • Individual Equality Impact Assessments will also be carried out for libraries undergoing major refurbishment. These will include individual assessments for St. Albans and Hitchin both of which will undergo major refurbishment work during 2017/18. • Individual Equality Impact Assessments will be carried out as part of work to re-provide Redbourn, Sawbridgeworth and Wheathampstead libraries on fire station sites.

4.2 Extending Access

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
All protected characteristics	<p>Where there is a greater emphasis on self-service, there is potential for a negative impact on people with protected characteristics who may need more support to use the resources in the library. There is potential for differential impact where trained library staff are not in the library to provide that support during Open+ hours.</p> <p>There is potential for a negative impact on people with protected characteristics who require access to the full range of library services that are not available during the hours of Supported Self Service or Library Express.</p>	<p>Library staff will still be available during core library opening hours. Extending library opening hours via Open+, Supported Self Service and Library Express increases access to the library which for some people may be more convenient and suited to their lifestyle.</p>
	<p>Volunteers delivering or supporting Supported Self Service or Library Express may not be aware of the equality duty leading to situations where some library users may be discriminated against or treated unfairly.</p>	<p>Induction training is given to all volunteers including policies and procedures relating to equalities and the equality duty.</p>
Age	<p>There is potential for negative differential impact on older people arising from the introduction of swipe card access to library buildings. Some older people may have disabilities that could make it harder for them to use this service.</p> <p>Some older people may lack confidence in using technology or self-service facilities.</p>	<p>Accessibility standards will be taken into account when developing new technology solutions, including swipe card access to library buildings.</p>

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
	<p>There could be a potential negative impact on some children and young people if age-restrictions are introduced as part of the management of the Open+ service. Some young people who would like to use the service may not be able to without being accompanied by a responsible adult and they may see this as a negative impact.</p>	<p>There won't be any library staff present during extended Open+ hours, so age-restrictions for unaccompanied children will be applied for safeguarding reasons. Young people will still be able to access the full service during normal library opening hours.</p>
<p>Disability Including Learning Disability</p>	<p>Some people with disabilities, including people with learning disabilities, may need more assistance to successfully access the library using swipe-card access or may need more assistance to use the self-service facilities in the library during the extended Open+ hours.</p> <p>Some people with disabilities may be differentially negatively impacted during extended Open+ hours because access to toilet facilities won't be available – e.g. people with Crohn's Disease. These people may be unable to use the service as a result of this restriction.</p>	<p>During extended Open+ hours a LibraryLink will be available via a video link to enable customers to talk to a member of library staff in order to get assistance.</p> <p>LibraryLink will be available during core library network business hours.</p> <p>Library staff will still be available to assist customers in person during core opening hours for the designated Open+ library.</p> <p>Toilet facilities will still be available during normal core staffed opening hours.</p>

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Race	Some people whose first language isn't English may need more assistance to successfully access the library using swipe-card access or may need more assistance to use the self-service facilities in the library during the extended Open+ hours.	<p>During extended Open+ hours a LibraryLink will be available via a video link to enable customers to talk to a member of library staff in order to get assistance. The member of library staff providing the LibraryLink service will use Language Line if necessary in order to provide assistance for customers whose first language isn't English.</p> <p>LibraryLink will be available during core library network business hours.</p> <p>Library staff will still be available to assist customers in person during core opening hours for the designated Open+ library.</p>
Gender reassignment	There are no unique impacts identified for this characteristic	The position will continue to be monitored and action will be taken to address any identified issues.
Pregnancy and maternity	Women who are pregnant may be differentially negatively impacted during Open+ hours because access to toilet facilities won't be available. This could discourage pregnant women from using the service.	Toilet facilities will still be available during normal core staffed opening hours.
Religion or belief	Lack of toilet facilities during extended Open+ hours could potentially cause difficulty for some people who are unable to use a community toilet for e.g. in a public house because of religious or cultural reasons.	Toilet facilities will still be available during normal core staffed library opening hours

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Sex	Women who are pregnant may be differentially negatively impacted during Open+ hours because access to toilet facilities won't be available. This could discourage pregnant women from using the service.	Toilet facilities will still be available during normal core staffed opening hours.
Sexual orientation	There are no unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Marriage & civil partnership	There are no unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues
Carers (by association with any of the above)	Some carers of people with disabilities or illnesses may be differentially negatively impacted during extended Open+ hours because access to toilet facilities won't be available.	Toilet facilities will still be available during normal core staffed opening hours.
Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Carers and CARE ACT 2014	From April 2015, carers will be entitled to an assessment of their own needs in the same way as those they care for. If the focus of your EqIA relates to care and support, consider carers' new rights and see the Care Act pages on Compass for more guidance	
Opportunity to advance equality of opportunity and/or foster good relations		
Extended self-service access to libraries will make them available for a wider spread of hours during the week, which will make them more accessible to the whole community, including people with protected characteristics (e.g. people with disabilities who may rely		

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4.3 Developing technology

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Age	<p>Some older people find it difficult to use new technology and could find it harder to use technology offers, such as CreatorSpace, self-service or wi-fi printing or the LibraryLink service to get staff assistance in the community partnered libraries.</p> <p>Reducing the number of desktop PCs in favour of Wi-Fi enabled study spaces to meet an increasing number of library users who bring their own laptops, tablets and smartphones into the library could disadvantage older people and those economically worse off.</p>	<p>Provision of staff assistance in community partnered libraries will be via LibraryLink facility, which will be touch screen video link, enabling customers or volunteers to speak directly to a member of library staff based in the Enquiry Team in Welwyn Garden City Library, if they need help.</p> <p>The 7 largest community-partnered Libraries will continue to have an ongoing element of paid staff support so for around two thirds of the library opening hours, there will be a member of staff available to provide support in addition to LibraryLink.</p> <p>We will review our model for providing public access to ICT. The decision on the number of desktop P.C.'s that are maintained will be made library by library and based on the need of the local community. Some desktop PCs will be retained in all libraries.</p>

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Disability Including Learning Disability	<p>Some people may have physical or learning disabilities that could make it harder for them to use new technology offers such as CreatorSpace, self-service or wi-fi printing or the LibraryLink service to get staff assistance in the community partnered libraries.</p> <p>There is potential for negative differential impact on people with physical or learning disabilities arising from the development of swipe card access to library buildings. Some people may have disabilities that could make it harder for them to use this service.</p>	<p>Provision of staff assistance in community partnered libraries will be via LibraryLink facility, which will be touch screen video link, enabling customers or volunteers to speak directly to a member of library staff based in the Enquiry Team in Welwyn Garden City Library, if they need help.</p> <p>The 7 largest community-partnered Libraries will continue to have an ongoing element of paid staff support so for approximately two thirds of the library opening hours there will be a member of staff available to provide support in addition to LibraryLink.</p> <p>Access standards will be taken into account when developing new technology systems including swipe card access to library buildings. The Library Service will actively involve customers in testing and piloting of new technology systems.</p>
Race	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Gender reassignment	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Pregnancy and maternity	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.

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Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
Religion or belief	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Sex	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Sexual orientation	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Marriage & civil partnership	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Carers (by association with any of the above)	No unique impacts identified for this characteristic.	The position will continue to be monitored and action will be taken to address any identified issues.
Carers and CARE ACT 2014	From April 2015, carers will be entitled to an assessment of their own needs in the same way as those they care for. If the focus of your EqIA relates to care and support, consider carers' new rights and see the Care Act pages on Compass for more guidance	
Opportunity to advance equality of opportunity and/or foster good relations		
The development of online services may make the library service more accessible for people with disabilities or mobility difficulties. Who find it difficult to visit the library in person.		

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4.4 Maintaining Service Delivery

Protected characteristic	Potential for differential impact (positive or negative)	What reasonable mitigations can you propose?
<p>All protected characteristics</p>	<p>The library service is committed to maintaining and developing services to support the ambitions of the Council's Corporate Plan 2017-2021, and the seven outcomes outlined in the national 'Libraries Deliver' document.</p> <ul style="list-style-type: none"> • Reading and literacy • Digital access and literacy • Learning • Health and wellbeing • Prosperity • Cultural and creative enrichment • Stronger, more resilient communities. <p>For any new initiative or service development, there is a potential for differential impact, depending on how it is delivered.</p> <p>People with protected characteristics could be disadvantaged if the methods used to promote new developments and initiatives in the Library Service are not inclusive in scope.</p>	<p>A separate specific EqIA will be undertaken for each new service change or initiative arising from the 'Inspiring Libraries' Strategy, taking into consideration the needs of people with a protected characteristic.</p> <p>A variety of channels will be used to promote the service in order to take account of people with protected characteristics. All promotional activities will use inclusive language and imagery and will be accessible.</p> <p>Equality Impact Assessments will be undertaken as appropriate when embarking on major library promotional campaigns in order to ensure inclusivity.</p> <p>Plans to improve the promotion of the library will bring the service to the attention of many people with protected characteristics who may benefit from public library services.</p>

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Opportunity to advance equality of opportunity and/or foster good relations

The commitment to maintaining and developing services also gives the library service the chance to respond to opportunities and needs from within the community enabling citizens of all ages to help themselves in order to prevent the need for expensive public sector interventions at a later date.

This will include the opportunity to pursue ideas and initiatives which provide opportunities to advance equality of opportunity. Recent examples include Books Beyond Words groups for people with learning difficulties, and the Autism Friendly Library training provided for library staff.

The increasing use of volunteers in the library service may provide volunteer opportunities for people with protected characteristics which will increase their involvement in the community. Some volunteering roles e.g. IT Champions may be able to provide additional support to people with protected characteristics.

STEP 5: Gaps identified

<p>Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?</p>	<p>We continue to monitor usage data, customer feedback and community profiles to keep intelligence data up to date.</p>
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STEP 6: Other impacts

Consider if your proposal has the potential (positive and negative) to impact on areas such as health and wellbeing, crime and disorder and community relations. There is more information in the guidance.

The Inspiring Libraries Strategy supports all four of the ambitions of Hertfordshire's Corporate Plan 2017-2021, offering residents opportunities to thrive, to prosper, to stay healthy and safe, and to participate in the life of their communities.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
<p><input type="checkbox"/> No equality impacts identified – No change required to proposal.</p>	
<p><input type="checkbox"/> Minimal equality impacts identified – Adverse impacts have been identified, but have been objectively justified (provided</p>	

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Select one conclusion of your analysis	Give details
<p style="margin: 0;">you do not unlawfully discriminate).</p> <ul style="list-style-type: none"> – Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality. 	
<p><input checked="" type="checkbox"/> Potential equality impacts identified</p> <ul style="list-style-type: none"> – Take 'mitigating action' to remove barriers or better advance equality. – Complete the action plan in the next section. 	<ul style="list-style-type: none"> • Re-locating buildings could have differential impact if account is not taken of groups with particular needs. • Increasing self-service could have differential impact for older people or people with disabilities, who may require more staff assistance. It could also have a differential impact on children, who would not be able to access the library during self-service hours without the accompaniment of an adult. • Developing the technology offer in libraries could have a differential impact on people who lack skills and confidence in the use of IT, and may not own a computer at home.
<p><input type="checkbox"/> Major equality impacts identified</p> <ul style="list-style-type: none"> – Stop and remove the policy – The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. – Ensure decision makers understand the equality impact. 	

STEP 8: Action plan

Issue or opportunity identified relating to:	Action proposed	Officer Responsible and target date
<ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 		
<p>There is a potential for a negative impact on people with protected characteristics when local libraries are re-provided or relocated if the particular needs relating to those characteristics are not taken account of.</p>	<p>When proposals are agreed for the re-provision or relocation of any library, a public engagement exercise will be undertaken to ensure that plans for the new library are shaped by the views of the local community.</p> <p>Individual Equality Impact Assessments will be carried out whenever a library is re-provided or re-located including Stevenage Central Library, Knebworth, Cheshunt, Potters Bar, North Watford and Ware.</p>	<p>Relevant Principal Librarian: Operations</p> <p>Dates to be agreed as part of the implementation process</p>

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Issue or opportunity identified relating to:	Action proposed	Officer Responsible and target date
<ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 		
	<p>Individual Equality Impact Assessments will be carried out for libraries undergoing major refurbishment including Hitchin and St Albans.</p> <p>Access audits will be an integral part of the planning for re-provided and relocated libraries.</p>	
<p>Some older people and some people who have physical or learning disabilities may find it harder to use new self-service facilities, such as 'LibraryLink' service, self-service and Wi-Fi printing and Open+ swipe card service.</p> <p>Some people with protected characteristics may be differentially negatively impacted during extended Open+ hours because access to toilet facilities won't be available.</p>	<p>Library staff will be available to assist customers in person during core library opening hours for the designated Open+ library.</p> <p>LibraryLink service, self-service and Wi-Fi printing will be available during core library opening hours enabling library staff and volunteers to assist customers in using them.</p> <p>Volunteers will be trained to support customers in using IT and self-service facilities.</p> <p>Toilet facilities will still be available during normal core staffed library opening hours.</p>	<p>Claire Barraclough</p> <p>Dates to be agreed as part of the implementation process.</p>
<p>Some older people and some people who have a physical or learning disabilities may find it difficult to use new technology and could find it harder to use technology offers, such as CreatorSpace, self-service or wi-fi printing-or the LibraryLink service to get staff assistance in the community partnered libraries.</p>	<p>There will be the provision of staff assistance in community partnered libraries via LibraryLink facility, which will be touch screen video link, enabling customers or volunteers to speak directly to a member of library staff based in the Enquiry Team in Welwyn Garden City Library, if they need help.</p> <p>Access standards will be taken into account when developing new</p>	<p>Claire Barraclough</p> <p>Dates to be agreed as part of the implementation process</p>

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Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
	technology systems including swipe card access to library buildings. The Library Service will actively involve customers in testing and piloting of new technology systems.	
People with protected characteristics could be disadvantaged if the methods used to promote new developments and initiatives in the Library Service are not inclusive in scope	<p>A variety of channels will be used to promote the service in order to take account of people with protected characteristics. All promotional activities will use inclusive language and imagery and will be accessible.</p> <p>Equality Impact Assessments will be undertaken as appropriate when embarking on major library promotional campaigns in order to ensure inclusivity.</p>	Michele Murphy Dates to be agreed as part of the implementation process

This EqIA has been reviewed and signed off by:

Andrew Bignell
Head of Libraries and Heritage Services

Date: 20 October 2017