

Name or Brief

Brief Service

Profile

(including

number of

Equality and Safety Impact Assessment

The **public sector Equality Duty** (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people's needs. The Council's Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with section 17 of the Crime and Disorder Act and will enable the council to better understand the potential impact of the budget proposals and consider mitigating action.

Library Transformation Project : Option D 6 libraries on current

Description of		<u>hours</u>	
	Proposal	The aim of the Library Transformation project is to transform Southampton's Library Service into a comprehensive, improved and sustainable service which meets the changing needs of the Southampton Community.	
		The proposal for consultation is for the City Council to continue to manage 6 libraries, - Central, Shirley, Woolston, Lordshill and Portswood – the proposal has been determined by a needs assessment using both local demographic data and library user information and linked to the overall needs assessment (refer to Needs Assessment 2014 Appendix 2)	
		The Council is also seeking to explore management of libraries by community groups. Remaining libraries to be available for community lead initiatives or for disposal	
		This process may take a considerable period of time and a major consultation is to be undertaken on these proposals so at this stage the EIA is a live document focussing on the proposed changes and any outcomes from consultation will be highlighted in this assessment and any subsequent Cabinet Report. All individual libraries not proposed to be managed by the City Council have individual Equality Impact Assessments	

Libraries represent a core part of Southampton's information, skills and learning offer. They provide free and universal access to books,

information, the Internet and informal learning. They provide support

for families and individuals through reading and training programmes and by promoting life skills, readiness for economic activity, digital

Southampton Library Service

customers)

literacy and well being.

Southampton Library Service provides a public library service currently delivered via: 11 branch libraries,1 Mobile Library, a Housebound Service to individual homes for people unable to visit a library. The service also deposits collections via a Homes Service to sheltered accommodation. Services to customers include:

- Books, CDs and DVDS for loan in a range of formats and languages including the latest best sellers. (Southampton libraries provide 500,000 books from basic leisure and hobby books to Postgraduate texts catering for all formal and informal learning).
- Over 2700 e books and magazines and over 1400 e audio books. 2 online music services with over 20,000 music tracks to listen to or download - from classical to pop. A free newpaper service with hundreds of daily newspapers to read online. Last year these were used over 19,000 times.
- 12 major online databases which cover everything from family history resources to business set ups, to passing your driving test as well as major encyclopaedias and dictionaries and a free language learning course with over 60 languages. Last year these were used over 16,000 times.
- In all we had 324,000 visits to our website last year for information, library catalogue and electronic resources
- Information services The largest comprehensive information provider in the City. Skilled library staff answered 200,000 queries on diverse information issues in the last year. And it is a trusted resource - research in 2013, funded by the Arts Council, found that library staff are the most trusted source of information after doctors.
- Partner organisations offer specialist business and health information and advice CAB, MacMillan, Small Business.
 One of 15 projects for a national health information flagship in partnership between the NHS and Tinder Foundation
- **24 hour online access** to library catalogue, account management and information sources.
- Free public internet, Wi-Fi and email access in every library.
 The library service is the largest and arguably busiest provider of free public computer access in the City.
- Free public internet, Wi-Fi and email access in every library from 150 computers. The library service is the largest and arguably busiest provider of free public computer access in the City.
- A Learning Centre offering a full range of online courses, guidance and tutor support

- Year round programme of events and activities, including reading promotions, author visits, Summer Reading Challenge, craft and reading activities, library clubs; and opportunities for those who want to learn with their children, including rhyme times, family reading groups, baby signing, Southampton Favourite Book to Share Award
- Books, support, and spaces for reading groups across the City including children, young people, visually impaired
- Innovative ways of reaching parents and children via work with the Sure Start projects
- Study space
- A local Studies library and staff helping people discover their local and family history
- · Volunteering and work experience programmes
- Meetings rooms and library spaces for hire

In the last year 2013-14

- There were **43,381** active users of the libraries (active library user is a person who has borrowed an item, or used the People's network (PN) at least once in the 2013/14 year
- In total there were 1,247,003 items borrowed in the year 13/14.
- There were also a total of 223,384 PN sessions.
- 19,000 people used public access computers for almost 170,000 hours for leisure, learning, council services and job hunting.
- 200 job seekers are being trained in basic IT skills and work searching skills with 50 people gaining further training (DWP funded) 200 Online Basics and 150 Online Plus courses for first time users of computers (UKonline funded)
- A total visitor count of **1.2 million** In the last year
- 14.9% of the Southampton population are active users
- 12.5% of adult Southampton population are active users
- 17.5% of the under 18 Southampton population are active users
- 57% of active users are Female. 43% Male
- 24% of respondents from the 2012 Library satisfaction survey (PLUS) described themselves as having a disability
- **16%** of customers are from BME communities (2012

	Library satisfaction survey)			
	74.6% of active library users use one library			
	 From the 2012 Library satisfaction survey overall across Southampton 48% of people travel by foot to the library 			
	Top quartile Unitary Authorities for loans of books per 1000 population			
Summary of	A reduced coverage of the SCC managed service physically			
Impact and	 in areas including those of deprivation across the city Some reduced capacity within the SCC managed service to 			
Issues	be able to play a role in supporting those with a literacy or digital literacy need			
	Potentially reduced number of peoples network points if the			
	 number of libraries reduce Increased travel time and cost to reach a library from some 			
	parts of the city – for those who usually used the libraries not			
	 listed in this option if the number of libraries reduce Potentially less use by some young people and hence a 			
	potential to have an impact on performance if the number of			
	libraries reduceLess space to promote events and activities in libraries if the			
	number of libraries reduce			
	 Some impact on those who are dependent on libraries i.e. City Limits, Quitters, job applicants, nursery and schools if 			
	the number of libraries reduce			
	Fewer venues means less places where people can get information if the number of libraries reduce			
	Bitterne and Central libraries are less well located to Shirley			
	in terms of being in the middle of a shopping area in terms of passing visitors – these would be better located in the heart			
	of the shopping areas			
	The exclusion of the Mobile library from this option loses the role it might play to mitigate the impact of any closures or			
	changes to services resulting from community management.			
	 Significant adverse community reaction anticipated Significant adverse staff reaction anticipated 			
	The library service would not perform well potentially in the			
	CIPFA performance tables if there was a reduction in opening hours and the number of libraries			
	opening nours and the number of libraries			
Potential	The most effective libraries are retained by SCC This position will provide a good goographical according to SCC.			
Positive Impacts	 This option will provide a good geographical cover by SCC managed libraries across the city 			
	All libraries either in or close to district centres			
	 No district centres without a SCC managed library Shirley, Lordshill and Portswood are well place in a district 			
	centre where people go for shopping			
	All libraries have good public transport links Chiday Lead bill Bitterne and Weekstern are all place to			
	 Shirley, Lordshill, Bitterne and Woolston are all close to large free car parks 			
	Shirley is a new library and flexible in design to be used for			
	other activitiesWoolston will be a new library and flexible in design to allow			
	use for other activities			
	Limited impact on those who are dependent on libraries i.e.			

	 City Limits, Quitters, job applicants, nursery and schools as most used district libraries Good access routes by road and bus from those who live in the Burgess Road catchment and Cobbett Road catchments Moving towards community partnership offers an opportunity to maintain the service for the whole community and encourages local involvement and engagement. It offers further volunteering opportunities. The opportunity for investment in IT stock and IT if budgets are retained to invest in the remainder of service. Capital receipts from the sale of buildings if retained could be invested into the remainder of the service.
Responsible	
Service Manager	
Date	

Approved by	
Senior Manager	
Signature	
Date	

Potential Impact

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
Age	The age profile of active library users Percentage of Southampton population that are active users by age 17.1 16.4 13.7 13.1 11.0 14.6 11.1 11.0 11.	Development of the Housebound Service to deliver materials to the least mobile older people staffed by volunteers. There is existing capacity and the potential to recruit further volunteers to serve more readers. Explore increasing the service to sheltered homes. The amount of materials and number establishments served could be increased.
	are active users. 17.5% of the under 18 Southampton population are active users 12.3% of the 60+ Southampton population are active users Southampton libraries reach more of	Explore increasing the number of book deposits at community venues across the City including nurseries, community centres, playgroups etc to mitigate the impact a potential reduction in libraries would have on these identified groups. There are implications

the youngest people in the City as a group. Over 17% of 0-9 year olds in the City have borrowed something from a library or used a computer in a library in the year 13/14. 14.6% of 10-19 year olds have used a library in the year 13/14

A reduction in libraries will reduce availability for all users but may have a disproportionate impact on the following identified groups.

60+

This may have a greater impact on older users 60+ (16% of active library users), who may not be as mobile, tie their visits to shopping in particular locations or may not wish to visit after dark

Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone) A reliance on local libraries as a source of social contact to relieve isolation is observed amongst older people

Low income is an issue for many pensioners cost of travelling and carrying books greater distances may be an issue

Bitterne, Lordshill, Portswood, and Woolston all have the greatest number, proportionally, of **over 60s** as users.

Under 19s / 0-9

The percentage of 0-11 years old in the catchment has been included as a demographic indicator in determining needs/priorities for libraries which will continue to be managed by Southampton City Council

The percentage of school pupils up to KS2 deemed low performers has been included as a demographic indicator in determining needs/priorities for libraries which will continue to be managed by Southampton City Council

A reduction in libraries may also have a greater impact on children (17.5% active library users) whose ability to

of increased costs for materials and staff time associated with this

Concessionary bus passes are available for all individuals over pensionable age which may mitigate the cost of additional travel costs to access libraries.

Library Opening hours consideration should be given to ensuring that opening hours of the libraries which will continue to be managed by SCC facilitate greater use by children and young people outside of school and college

SCC would seek to explore continuing running activities in SCC managed Libraries and to develop service level agreements in community run libraries around the delivery of activities such as rhyme and storytime, children's materials and library spaces, homework clubs, family learning and other educational reader development initiatives

School Library Service is a traded service which schools choose to buy into current buy in of schools in Southampton is 85.7%. The service would continue to be provided to subscribing schools and is t is an element of the overall provision for school children which may provide some mitigation if libraries have to close, albeit term time only and only for children attending schools in the area which subscribe to this service. This service would have an important role in helping roll out the Universal Library membership of all Year R-KS3 City wide.

Investment in IT utilising retained library IT budget would have the potential to provide better access to Library online services which would include; 24 hour online

access libraries is limited by attendance at school and college to after school/ weekends in term time Those whose local library would not will continue to be managed by Southampton City Council would have greater distance to travel and the cost and safety implications of travelling on their own may impact on their use of libraries.

Activities for pre-school children in the form of storytimes and rhymetimes will reduce as the number of libraries which would continue to be managed by Southampton City Council reduces. Activities for older children in the form of School Holiday Activities, Reading Groups, author talks will reduce as the number of libraries which would continue to be managed by Southampton City Council reduces. This will reduce the number of free sessions available across the City where children and their carers can meet socially, engage with books and engage in activities which support their leaning and development

The Mobile Library currently serves 40 nurseries and 20 sheltered homes. The proposal that the Mobile Library would no longer be managed by SCC would have an impact on the range of activities and visits to venues for preschool children which will reduce the library service's contribution to early years work, literacy and school attainment across the City. It will also impact on the elderly who may not be able to travel a distance to use the service

Millbrook, Thornhill and Weston proportionately reach the most **under 19s**.

A reduction in libraries may also have a disproportionate impact on people of working age whose ability to access libraries is limited by their working day. Those whose local library would not will continue to be managed by Southampton City Council may have to travel greater distance to access libraries which may further impact the on the time available to use libraries.

access to library catalogue, account management and information sources.

The mitigation offered by better access to online services may be reduced amongst some age groups –digital literacy training needs and access to computers may be an issue for some older people and the very young.

Disability

A reduction in libraries will reduce availability for all users but may have a disproportionate impact on library users who have who have or have acquired a range of disabilities

Libraries reach higher than average levels of people with a disability in Southampton

The proposal that the Mobile Library would no longer be managed by SCC will reduce the availability for users to an accessible library service. The vehicle has a lift enabling disabled people to access the service.

24% of respondents from the 2012 Library satisfaction survey described themselves as having a disability.

High numbers of people who identify themselves as having mental health issues use libraries.

High numbers who specified multiple disabilities also use libraries

The needs of disabled people were taken into account in the priority tool as the location of library services may be more acute for some members of this group of people, who may be less able to travel to other libraries

The percentage of adults receiving adult social care in the catchment has been included as a demographic indicator in determining needs/priorities for libraries which will continue to be managed by Southampton City Council

There are potential a number of areas where the proposal may have a disproportionate impact on library users who have who have or have acquired a disability:

Access – this would include physical access and ability to travel to library buildings and access within the buildings themselves. In terms of mobility related disabilities, those whose local library would not continue to be managed by Southampton City Council would have greater distance to travel and the cost of travelling may

Development of the Housebound Service to deliver materials to least mobile older people staffed by volunteers. There is existing capacity and the potential to recruit further volunteers to serve more readers.

Investment in IT utilising retained library IT budget would have the potential to provide better access to Library online services which would include; 24 hour online access to library catalogue, account management and information sources. Library users with sensory impairments may be more likely to utilise digital access to the Library Service. This will also include: audio and e audio materials, access and support in applying for services and benefits online in libraries e.g. Universal Credit

SCC would seek to develop investments in technologies which could include facilities to develop Video/teleconference, online reading groups which may provide alternative ways of accessing and participating in reading and social communities for a range of people across the City.

Install new Hearing Loops in all Libraries remaining in City Council control.

SCC would seek to develop service level agreements in community run libraries to ensure equality of access to library service this will be a requirement of the agreement with the council. Inclusion training and the provision of resources and technologies for supporting disabled people's specific needs would need to be considered in any service level agreements with SCC

impact on their use of libraries. This may be an impact for people with or who acquire an age related disability, for other physical disabilities and learning disabilities. There may also be impacts for those who are blind or have visual impairment or mental health disabilities.

Familiarity - with locations and staff are important factors for a number of groups of people with disabilities who rely staff for additional support. For those whose local library would not continue to be managed by Southampton City Council library there may be an impact which may affect their use of libraries. This may be an impact for people with or who acquire an age related disability, for other physical disabilities and learning disabilities. There may also be impacts for those who are blind or have visual impairment or mental health disabilities.

People who are blind or have visual impairment, which can often be onset in older age, may be able to travel independently to a library and access the library on a known and practiced route both eternally and internally as they are familiar with the library layout but they may be adversely affected if they needed to switch their library use to a different library.

Mental health disability: Some people with mental health disabilities may experience more isolation if they have to travel further to a library service and it requires visiting a new place which could increase anxiety and impact their use of libraries

Children with disabilities: Some disabled children and their families may find that if they can no longer visit the library they are used to using and there are a reduced number of libraries across the City this may aggravate the barriers that already exist for them to access library services

Libraries are registered and identified as Safe Places as part of a City wide scheme where businesses and services identify themselves as Safe Places and staff will offer additional support to vulnerable people who require assistance. A reduction in the number of libraries managed by the City Council may reduce the availability

and community run libraries.

Concessionary bus passes are available for eligible disabled residents under pensionable age and passes are available for eligible carers who may need to accompany an individual, which may mitigate the cost of additional travel costs to access libraries

	of Cofe Places in enseific areas	
	of Safe Places in specific areas	
Gender Reassignment	There are no specific impacts anticipated for this category and there is no monitoring of diversity of registered library users in this area of diversity	
Marriage and Civil Partnership	There are no specific impacts anticipated for this category and there is no monitoring of diversity of registered library users in this area of diversity	
Pregnancy and Maternity	Although there is no monitoring of diversity of registered library users in this area of diversity it is recognised that pregnant women may find access to libraries more difficult in later stages of pregnancy and mothers are often responsible for looking after babies and young children and this could make access more difficult especially if mothers are single parents and experience economic or social deprivation Activities for pre-school children in the form of storytimes and rhymetimes will reduce as the number of libraries which would continue to be managed by Southampton City Council reduces. This will reduce the number of free sessions available across the City where children and their carers can meet with other children and adults engage with books and in activities which support their leaning and development.	Investment in IT utilising retained library IT budget would have the potential to provide better access to Library online services which would include; 24 hour online access to library catalogue, account management and information sources. SCC would seek to develop investments in technologies which could include facilities to develop Video/teleconference, online reading groups which may provide alternative ways of accessing and participating in reading and social communities for a range of people across the City. SCC would seek to explore continuing running activities in SCC managed Libraries and to develop service level agreements in community run libraries around the delivery of activities such as rhyme and storytime, children's materials and library spaces, homework clubs, family learning and other educational reader development initiatives
Race	The percentage of BME residents in catchment has been included as a	SCC would seek to develop service level agreements in
	demographic indicator in determining	community run libraries to

needs/priorities for libraries which will ensure equality of access to continue to be managed by library service this will be a Southampton City Council requirement of the agreement with the council. Inclusion training and the provision of The needs assessment has taken into resources the specific needs of account people from minority ethnic race and language groups backgrounds. Many people from would need to be considered in minority ethnic backgrounds live in any service level agreements households concentrated in specific with SCC and community run areas of the city. This means the libraries location of a library service could have a greater impact on this group. Investment in IT utilising retained library IT budget 16% of users of customers who would have the potential to responded to the question about provide better access to ethnicity in 2012 Library Satisfaction Library online services which Survey (PLUS) identified themselves would include; 24 hour online as being from BME communities access to library catalogue, account management and Central Burgess Road and Portswood information sources have the highest number users of customers who responded to the question about ethnicity in 2012 Library SCC would seek to develop deposit collections of materials Satisfaction Survey (PLUS) identified themselves as being from BME at local community centres. communities 23% at Central and Previous experience suggests that these collections very Burgess Road and 18% at PWD quickly become obsolete. materials get lost and there is very low usage of the materials There are no specific impacts SCC would seek to develop Religion or anticipated for this category and there service level agreements in **Belief** is no monitoring of diversity of community run libraries to registered library users in this area of ensure equality of access to diversity library service this will be a requirement of the agreement with the council. Inclusion It is however recognised that for a training and the provision of number of faith groups and resources the specific needs of communities libraries are regarded as faith groups would need to be safe places for women and children. A considered in any service level reduction in the number of libraries of agreements with SCC and libraries which would continue to be community run libraries managed by Southampton City Council would reduce the availability of these safe venues across the city. SCC would seek to develop deposit collections of materials at local community faith centres. Previous experience suggests that these collections very quickly become obsolete, materials get lost and there is very low usage of the materials

Sex

A reduction in libraries will reduce availability for all users but may have a disproportionate impact females as Investment in IT utilising retained library IT budget would have the potential to

more females than males are active provide better access to users 57% Female 43% Male Library online services which would include; 24 hour online When other factors are also taken into access to library catalogue, account management and consideration such as caring responsibilities, dependent children, information sources. Although socio-economic disadvantage and the predominant activity of both ageing. This is believed to be an area genders is to borrow books, for consideration because: men are more likely than Women are more likely to be carers women to use the library solely either of children or of adults and to be for computer use so the responsible for accompanying children development of the virtual or the person they care for to the library services could have a library. If they need to transfer their positive effect for men and help library use to a different library to the to improve access to library one currently used this could present services and attracting some difficulties in terms of travel and access who do not and costs. Lone parents are more likely to be women and if they are experiencing socio- economic Concessionary bus passes are deprivation this could aggravate their available for eligible disabled ability to pay for public transport and residents under pensionable access library services. Libraries may age and passes are available be an important source of reading for for eligible carers who may children from poorer families. need to accompany an Older women represent a significant individual, which may mitigate proportion of older library users and the cost of additional travel there is some suggestion that costs to access libraries proportionally, as they age and become less independently mobile, that they may be more likely to be affected if they can no longer get to a library independently SCC would seek to explore Activities for pre-school children in the continuing running activities in form of storytimes and rhymetimes will SCC managed Libraries and to reduce as the number of libraries which develop service level would continue to be managed by agreements in community run Southampton City Council reduces. libraries around the delivery of This will reduce the number of free activities such as rhyme and sessions available across the City storytime, children's materials where children and their carers can and library spaces, homework meet with other children and adults clubs, family learning and other engage with books and in activities educational reader which support their leaning and development initiatives development. There are no specific impacts Sexual anticipated for this category and there Orientation is no monitoring of diversity of registered library users in this area of diversity Libraries offer a place where people Community who might otherwise fall into anti-social Safety

behaviour can use their time productively. A number of libraries are located in priority communities where levels of anti-social behaviour are high in places. The reduced availability will limit the ability of the service to act as a diversion in this way. A high proportion of the children who use Burgess Road Library in the evenings and Millbrook, Thornhill and Weston on Saturdays and after school are unaccompanied.

Libraries are registered and identified as Safe Places as part of a City wide scheme where businesses and services identify themselves as Safe Places and staff will offer additional support to vulnerable people who require assistance. A reduction in the number of libraries managed by the City Council may reduce the availability of Safe Places in specific areas.

Unoccupied buildings will be a focus for anti social behaviour

Poverty

Southampton ranked 81st most deprived local authorities.

There are 9 Lower super output areas (LSOA) in Southampton which are in the 10% most deprived in country

The location of library services is acute for this group of people as the cost of travelling to another library could be a barrier to accessing the service. Libraries are mainly a free service and any reduction in their availability is likely to be more keenly felt by people on low income. In particular, libraries offer a place where children can spend their time at no cost to their parents. The loss of free internet access may disproportionately impact on people with ow incomes. The availability of free books and internet access is of greater importance when income levels are low. The proposed model of 3 core libraries and 3 district libraries would reduce the number of access points to books and free internet access in areas across the City including areas of deprivation. This will impact all library users but would have a disproportionate impact on people with low income and reduce access to learning, support, online access for job applications and other benefit applications.

Investment in IT utilising retained library IT budget would have the potential to provide better access to Library online services which would include; 24 hour online access to library catalogue, account management and information sources - The mitigation offered by better access to online services may be reduced for people on low income -digital literacy training needs and access to computers may be an issue for many people on low income and is reflected by the high use made of library public access computers and the demand for help and support from library staff to fill in on line applications.

The Index of Multiple of Multiple
Deprivation ((An Average overall score)
has been included as a demographic
indicator in determining needs/priorities
for determining needs/priorities for
libraries which will continue to be
managed by Southampton City Council

Other Significant Impacts

Educational Attainment

Schools and nurseries

In addition to the impact a reduction in the number of libraries managed by the City Council may have on individual children (17.5% active library users) whose ability to access libraries is limited by attendance at school and college to after school/ weekends in term time and who would have greater distance to travel and the cost and safety implications of travelling on their own may impact on their use of libraries. There would be a corresponding impact on schools and nurseries in areas where libraries would no longer be managed by SCC. This would relate to the local availability of materials and computers to support and supplement learning outside of school, school and nursery visits. library membership initiatives. Though many schools have school libraries these are often particularly in Primary schools small in size and all are only available during term times and school hours

Digital Access/Digital Inclusion.

While the internet has great potential to help tackle social exclusion those who could benefit the most from being online are currently among the least likely to be connected. A fifth of UK households do not have internet services. This rises to more than a third of households in the lowest socioeconomic groups and to nearly 70% of households with people aged over 75.

The shift to digital forms of interactionchannel shift or digital first- has presented particular challenges for people who are online. The library service is the largest and arguably The percentage of 0-11 years old in the catchment has been included as a demographic indicator in determining needs/priorities for libraries which will continue to be managed by Southampton City Council

The percentage of school pupils up to KS2 deemed low performers has been included as a demographic indicator in determining needs/priorities for libraries which will continue to be managed by Southampton City Council

busiest provider of free public computer access in the City. With free public internet, Wi-Fi and email access is available in every library from 150 computers. Last year 2013-14 there were a total of **223,384** public network sessions in libraries and 19,000 people used public access computers for almost 170,000 hours for leisure, learning, council services and job hunting. In a typical day library staff will be required to process Smart Cities queries, help with Citizenship applications, sign people onto Homebid, help people with Universal Job Match, work on CVs, book flights as well as help customers use the range of SCC. The proposed model of 3 core libraries and 3 district libraries would considerably reduce the number of access points to free internet access and advice and support from library staff across the City including areas of deprivation in the City. This will impact all library users but would have a disproportionate impact on people with low digital literacy skills, low income and reduce access to learning, support, online access for job applications and other benefit applications.

Voluntary Groups/ Community Groups- Community Library Model

Co- dependant groups/organisation (refer to list of Co-dependent organisations Appendix 8)

Staff Separate EIA required