

Business Case

Shirehall Redevelopment Library and Learning Centre Appendices



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Appendix 1



Hereford Library and Learning Centre & Shirehall Commercial considerations

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The Brief

Provided by Herefordshire Council

To work with Herefordshire Council to review the commercial opportunities for the new Library and Learning Centre, and potential ancillary offers, in Shirehall and identify any resultant overheads and operational implications to inform a full business case to Cabinet in October 2023.

The works include:

- Review of the commercial opportunities and potential income rates related to the Library and Learning Centre design and operation:
 - Small retail offer in the Library
 - Paid for events and programming in the Library
 - Corporate hire in the Library
 - Adult Classroom hire in the Learning Centre
 - Makerspace rental in the Learning Centre
- Review of commercial opportunities and potential income rates related to the wider Shirehall building:
 - Café (community operation, in-house operation, street food model)
 - Meeting room hire
 - Film and TV hire in historic courtroom
 - Weddings (courtroom/ Chairman's office)
 - Historic guided tour
- Review of practical implications of different commercial options: infrastructure/ management/ base rental
- Preparation of information to inform financial projections (income/expenditure) for the Shirehall.

Executive Summary

The Shirehall presents a range of opportunities to raise income from hire of space, special rental e.g. Wedding, Makerspace, Sensory Room, Filming etc and events and programming. It will have an intimate space within the Library for evening events and much-needed social space that can be used without charge e.g. hanging out in the Library or attending a free event and a place that enables access to equipment, intelligence and information to facilitate the advancement of skills and contribute to health and wellbeing.

This report outlines the possible income streams and compares the experience of similar facilities elsewhere in the UK. There are costs associated with many of these options which need to be taken into consideration, alongside other desired priority outcomes, in making choices about which options to progress and to what degree.

Some considerations such as the need for marketing and additional skills have also been outlined.

Introduction

The commercial potential of the building requires the whole offer to be assessed. The building, its presentation and fit out, the types of organisations and individuals using the building and the communications and marketing messages around the change of use and future plans.¹

The Shirehall building is located close to the main circulation in the city, a stone's throw from the Black and White House Museum. It has good parking facilities at the rear and is on the city bus route and close to the bus station.

The building has presence dating from 1817. Its exterior has a classical style and is well known to the public. When reopened the car parking to the front of the building will be removed giving a much more attractive and safe access for pedestrians and has the potential to be used as an alternative civic space for community and charity events, and collaborations with city celebrations. The building will continue to host the Coroner's Court and the former Assembly Hall will be converted into the city library. The Learning Centre will be formed from the Undercroft, the rooms beneath the Assembly Hall, and be accessible through the south side of the building as well as the main entrance. The attractive Doric columns and pediment and statue of the former Chancellor of the Exchequer may feel rather forbidding to some or have the look and feel of a place that is not *'their place'*. The

¹ There are a number of phases of development of the building over the next 5yrs.

communications and marketing and the décor of the foyer will have an important role in welcoming everyone to the building and reflecting openness, opportunity and energy.

It will be important that the communications messages around participation and welcome to all and specifically those with less confidence, requiring the social and skills services. The communications messages will need to be planned and repeated in order to create and embed the change of use and new future for the targeted audiences.

Library and Learning Centre

At the heart of every library service is the access to up to date and relevant reading materials for everyone which means access in a range of formats, a digital service and home delivery in rural areas. The service has become much more proactive given the importance of literacy in people's life chances, with specific reading activities being provided from pre-toddler to adult. And in addition libraries purpose has broadened as research has shown how they contribute positively to Health and Wellbeing, Culture, social circumstances. employment opportunities and information services. Libraries are accessible, safe and welcoming spaces in the heart of communities and the best have become places to not only read, learn and study, but also places to grow personally, gain confidence, to socialise and share experiences, to access equipment and machines that grow skill, develop skills that make life easier for those on limited incomes and partake in a range of cultural and creative activities.

Rethinking the Library gives great potential to organise activities and events to both raise income, to reduce loneliness and isolation and at the very basic level to be a warm place with free WIFI and access to public PCs.

Library purpose and the facilities include:

- The Library (405.36m²)
- Local Studies Room (30.6m²)
- Digital Skills Lounge – Computer space (23.7m²)
- Sensory Room (17.9m²) (6 people max)
- Welcome Area (53.6m²)
- Makerspace (18.9m²)
- Adult training Room (28.2m²) (Up to 15 people)

Target Audience

The Library's already diverse audience will be broadened further by the facilities planned for the Learning Centre. Giving the operation a very wide target audience which spans all ages, abilities and socio-economic levels.

Library

CIPFA provide an annual report on comparative statistics, it is recommended that the Library request a copy of the 2021-22 report which was published in February 2023. The most recent report² available for this study was from 2018-19, pre-pandemic. Since then there have been a number of changes not least the necessary removal of the Library to temporary premises and the decrease in visitors during the pandemic closures³ although library statistics provided for 2022-23 indicate that the Library has started to recover in terms of new members increasing. However the number of active borrowers had fallen very significantly in 2022-23. Table 1 shows some comparisons which suggest that the most active borrowers have returned.

The CIPFA² report demonstrates that in 2018-19 Hereford Library was under the median in terms of number of active borrowers per 1000 population, which appears to be an error as the figures provided for Hereford Library indicate that this statistic would have been above the median⁴ at the time. Hereford Library attracts 123 per 1000 population⁵.

Year	Visits	Active Borrowers ⁶	Issues	New Members	Public computer sessions
2022-23	84,510	6,295	119,058	2,572	15,597
2021-22	65,390	10,226	100,819	1,898	3,146
2019-20	144,410		142,138	2,570	13,590
2018-19		16,556			
2017-19		14,037			

Table 1: Comparison of Library visits⁷

Although Adult Fiction was well above the median in terms of stock turn, Children's fiction was well below the median as was Children's non-fiction and talking book issues. There is an opportunity to improve this if it has not already been addressed, given the importance and potential in the new building to attract young readers. Although budgets have been cut there could be greater balance between adult and children book acquisitions (this is true in 2018-19).

Graph 2 shows that there has been a significant increase in the percentage of pre-school age borrowers in 2021 and 2022 and decreases in the 19-39yrs and 50-59 and 70s age groups.

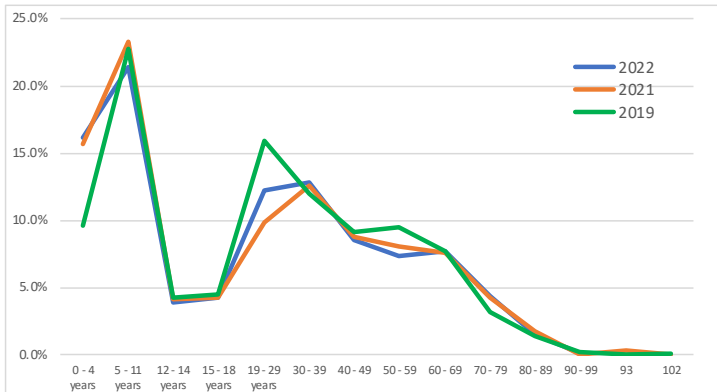
² CIPFA Library Statistics comparison report 2018-19

⁴ The median at the time was c. 115 per 1000 population for the UK

⁵ Hereford only library

⁶ Active borrowers are measured over 2 years

⁷ Figures provided for the Maylord feasibility in Spring 2022



Graph 2: comparison on new borrowers by year

The opening of a new library with a more modern look and feel gives the opportunity to publicise the changes and benefits, the environmental benefits of libraries and push for increased membership enabling the Library to regain and surpass the pre-2020 figures. Looking at the median CIPFA figures per 1000 population across the UK in 2018-19, Hereford Library could aim to attract in excess of 17,000 active borrowers.

Children and young readers are an extremely important audience for the UK, to increase literacy and develop lifelong reading habits. However the Library can also be a vital connector for many older people, researchers and students and those who are seeking a welcoming, warm and comfortable free civic space.

Room/Facility Hire

Sensory Room

From the research⁸ undertaken looking at sensory rooms across the UK it is clear that sensory rooms are not a commercial activity in that they do not cover the cost of running through fees. However they are fundable as they are providing support for a wide range of people living in nursing homes, supported living, with medical needs such as autism, dementia, SEN etc. and there are a wider range of trusts and foundations that support this work (For example, Worcester Snoezelen charges for entry but raises all the rest of its income from funding bodies e.g. Children in Need).

The recent closure of the Hereford sensory room (located in Rotherwas) after 8 months could be due to quality in part but mainly the high pricing; £15 / hr. (significantly higher than prices charged across the UK).

The room in the Learning Centre will be fitted with equipment of a high standard and designed by a company who has fitted out a number of other sensory rooms across the UK. It will target early years to around 12 years with special educational needs (SEN). The secondary target will be teenagers and adults with learning disabilities. It is anticipated that the room will also be used by community and member groups whose members have additional needs and can suffer sensory overload.

⁸ See pp23-24 of this report

Good sensory rooms appear to have no difficulties in attracting customers and many have built relationships with schools including SEN but not exclusively, care homes and other member and charity organisations. It is estimated that with some groundwork to build relationships the centre will be sold out 80% of the time. There is also the potential to raise additional funding from Trusts and Foundations although there may be some barriers due to the legal structure.

Makerspace

There has been a proliferation of makerspaces over the past 10 years across digital technologies, woodwork/general hand tools, computing, fabric work, display and metalworking. In the past many have had a membership business model, with variable or static fees. These have been useful in terms of hobbyists, learning and skill development, start-up and small business need as well as, socio-economic need. What came out strongly in research done by NESTA⁹, is that there is an interest among participants in working with their hands or active engagement with technology. Undoubtedly small and start-up businesses benefit by earning a living and makerspaces also create career pathways. But development is also at the heart of the 'makerspace' often providing an alternative to school education, addressing unemployment and reducing household costs and developing rural economies.

However money is frequently an issue. Income from membership and other services isn't always guaranteed to cover costs. As such, many makerspaces are often reliant on external support, such as grant funding or university subsidies.

There are decisions to be made about the Learning Centre makerspace in terms of who it is for and what it is. For example is it digital or materials based; for business, learning or tinkering/hobbies and how it will embed itself in Hereford without being exclusive to one 'group of users'. These are important decisions in terms of the maintenance of the space, how the space fits with other activities and importantly the pricing.

Discussions are being held with NMITE on a possible partnership, whereby Herefordshire Council would maintain and operate the facility and NMITE support with management and expertise. The Makerspace at Hereford Library and Learning Centre could complement the larger Stronger Towns-funded Skills Hub on NMITE's campus, acting as an outpost to target entry level upskillers; those who are developing skills, looking for alternative career paths, upskilling and hobbyists.

Operating options

1. NMITE operate and manage the centre

If this option is chosen NMITE operate the centre, be responsible for the induction sessions and for overseeing use and day to day management and booking overview. They would be responsible for marketing the Makerspace and ensuring that it reached the target audience and reporting outcomes to Herefordshire Council. Decisions on liability for the maintenance, repair and renewal of the equipment would be needed as well as considering running costs in the building, and how the centre is used as a public space in conjunction with the other spaces in the Learning Centre. NMITE would retain the earned income to offset their costs of running the centre.

2. Council run and collaboration with NMITE

This is a hybrid arrangement where NMITE operate as above and are paid a fee. Herefordshire Council manage the booking system and collect the fees and pay NMITE a fee

⁹ https://media.nesta.org.uk/documents/open_dataset_of_uk_makerspaces_users_guide.pdf

to operate the centre. Liability would still need to be considered as Herefordshire Council own the equipment.

Printing costs would be extra in both option 1 and 2

3. Council run membership model

The membership model can work for both options 1 and 2. The advantage of the membership model over an open booking system is that all members go through an induction and it allows the system to be balanced across users: unwaged, students and business use (both self-employed and SMEs). It also creates more ownership across the users and care for the equipment and gives Herefordshire Council traceability and data about usage. Provision could be made in the pricing for use of simpler machines so that it is not prohibitive for those it is aimed to support e.g. sewing machines, if they are included. For example membership could be lower to use simple machines or longer processes. For example, making a garment could take 2-7 days which would mean sewing machine rental needs to be per day or half day to be economically viable for those who need it.

In most maker facilities with a membership scheme the fees are graded to the user (see the example on p.25-26).

4. Non-membership model

For this option participants could book spaces without becoming a member. There could still be times assigned for particular groups for example businesses during weekday mornings, general public at weekends. Or quotas could be set for types of users to maintain balance across participants.

The financial projections have assumed that there is a membership model with an upcharge for use of the machinery. Rates for half day rental of the machines is assumed and membership is graded according to the participants' ability to pay.

Other considerations

Noise is a consideration given that the room will be in the same area as the Sensory Room and the Digital Skills Lounge. Herefordshire Council assume there will be no noise bleed from the doors into the corridors around the Makerspace and the equipment may not create a level of noise that will create issues.

As well as having a facility for people to use machines and equipment on site, Herefordshire Library and Learning Centre could also operate a loan system for smaller equipment. The Library of Things network <https://www.libraryofthings.co.uk/catalogue/browse> offers cleaning, DIY, gardening, basic sound, camping and household equipment on loan at affordable prices. This service could be offered across the Herefordshire Library network. This would involve some initial financial outlay and would need to be tested.

Adult Training Room

The training room will be available for use across Herefordshire Council departments as well as the public. It is expected that it will operate Monday – Sunday. The room will be more akin to a classroom than some of the other spaces in the Shirehall, and it will accommodate up to c. 15 people (without desks) although it lends itself to smaller groupings (8 people in class set-up with desks) and 1:1s.

It could be used for job skills training, interview preparation, business and other skills training, parenting support, social care and 1:1 consultation. In addition public courses and classes can be run

from the room on a hire basis and it could be used in conjunction with the Digital Skills Lounge, makerspace or the sensory room to teach the skills required to use the equipment e.g. sewing and crafting or programming and 3D printing classes.

It is suggested that a day rental is £120 and half day or evening £60 which aligns with the market in Hereford (Table 3 on p12). The room will form part of a suite of meeting rooms available at Shirehall and will be managed and operated via a central booking system by Property Services.

Programming and Events

The new library is not intended to be a quiet space all the time, so events can take place in the Library at scheduled times. It has the benefit of a ramped fixed seating stage area which could accommodate a range of activities as well as being a seating space for families, readers and students at different times of day. It can also be programmed with classes, evening events and meet ups. The Local Studies Room provides a quiet space for research and study and there is plenty of seating across the main library floor to browse, study, read or hang out.

The Assembly Hall was a space for performance prior to the decision to move the Library into the hall. It would be impossible to operate a library and a concert hall from the same hall due to the very different requirements, particularly for music and to do so would mean that both would not deliver for the public, producing a compromised offer and significant staff issues. However events with audiences up to 65 people could be organised in the stage area e.g. author events, debates, poetry and interviews. This arrangement would not impact on the design of the Library and not require significant work to configure the space for evening events. Such events would be charged at the market rate with concessions for those on limited income. It is anticipated that most adult events for the general public will take place outside library operating hours e.g. poetry readings, debates, author readings/interviews, adult book clubs etc. Some children's events could also be for profit events e.g. Puppet Shows, small performance and theatre etc.

The Library currently organises events for a range of users, some of which are outlined below. Part of the programme of events will need to be free or affordable due to the nature of the target audience and part of the programme and in the past funding has been sought and can be sought to enable these events e.g. ACE, Social prescribing and charity funding.

There are a number of national bodies producing events that are shared by libraries across the country e.g. The Reading Agency's *Ready Steady Read*, British Library initiatives.

Daytime Events (sorted by age of participant)

Adults:

Job skills (other Council department)

IT skills (other Council department)

Craft/Sewing/Knitting meet ups

Adults with learning disabilities

Dementia Groups

Death clubs/cafes

Business development/Entrepreneur clubs/classes/networking (other Council department)

Children groups

Autism activities

Pre-school

Explorer events (singing and sharing stories) [on the stage]

Primary School age

Storytelling [on the stage]

Reading for pleasure [on the stage]

Book related game events [on the stage]

Holiday challenges

Lego Clubs [on the stage]

Secondary School age

School membership borrowing schemes e.g. 30 title for 6 weeks

Retail Offer

Retail depends on a supply of interested customers who either have a need satisfied by the retail offer or who can be enticed to desire what is on offer. Offers attached to visitor attractions by and large are informed by the subject matter of the attraction and benefit from visitors that are predominantly not repeat visitors and see the retail offer as part of the visit. Libraries are quite different in that most of their footfall is generated by repeat visitors. Shopping is also not seen as part of a library visit and so visitors are not in a 'shopping' frame of mind. In addition to this, research shows that free to entry places have much lower spend in their shops. The conversion rate¹⁰ is likely to be very low for these reasons.

In order to operate a small retail offer a range of stock needs to be purchased and stored and needs a space to be sold from so it is likely that that would be the reception area of the Library for ease of management and to reduce shrinkage. It is likely therefore that there would be a discrete and rational range aligned to library activity, reading, learning etc and highlighting specifics of the building etc e.g. bookmarks, magnifiers, book lights, the kind of pick-up items found at bookshop tills. The price point would therefore be relatively low.

These conditions are not conducive to creating a retail offer and do not warrant the work involved in maintaining and managing it. This is probably why very few have retail offers.

The current libraries have sold books in the past, total sales in the most recent year being £1,400¹¹ for all Herefordshire libraries. The libraries could continue to have book sales as needed, without maintaining a retail offer.

It is recommended that staff time would be better occupied (in terms of creating income streams) in managing the other facilities, creating an events and activities programme and raising funds for these from grant making bodies.

¹⁰ Percentage of visitors who make a purchase

¹¹ This figure is apportioned between Herefordshire libraries

Funding

The Arts Council of England provides funding to a number of library services through its National Portfolio scheme, which added a further 10 library services to its list in 2022 bringing the total to 16 libraries. This could be an aspiration in the future as NPO status gives core funding for 4 years. Hereford Library has availed of ACE funding in the past for children's and summer activities, it is recommended that when the business plan for the libraries is completed that at the very least annual ACE project funding is sought. ACE also fund national projects such as *Ask A Book* or *World of Stories*¹² and programmes to stimulate reading for pleasure e.g. *Reading Sparks* run by the Reading Agency (a partnership between libraries and the British Science Assoc. ¹³ The latter costs £500p.a.

Support Networks and other opportunities

The British Library has a network of business support hubs across the country most recently opening in Southampton and Carlisle. Working in partnership with local libraries, these **BIPC** (Business and IP Network) **locals** offer a range of support and information for entrepreneurs and small business founders across the country.

If Hereford Library wished to apply for this and was successful it could be run from the Learning Centre where there is access to computers and events could be run on the Library Stage.

The **Living Knowledge Network** is a UK-wide partnership of national and public libraries. Together they share ideas and spark connections between libraries, their collections and their people. Created by the British Library to explore new ways for libraries across the country to work as one, the [network](#) currently includes over 30 public libraries, including the nationals. Partners are added at a maximum of 3 per year and it is linked to applications for BIPCs. Applications usually close in July.

¹² <https://literacytrust.org.uk/programmes/love-our-libraries/world-of-stories/?saved#cookies-form>

¹³ <https://readingagency.org.uk/resources/5646/>

Shirehall Building

The Shirehall can continue to operate as a Coroner's Court in Court Room 1. The historic interior of Court Room 1 will be refurbished in the first phase of development. An interpretation/exhibition space to the left of the main entrance and some of the very large-scale portrait paintings in the circulation space may be cleaned and conserved; all of which are of figures who held important positions in the past and reflect the style and feel of that bygone time.

The facilities include:

Ceremony Room (59.7m ²)	(adjacent) Events Room (RO.18) (57m ²)
Court room 2 (30.6m ²)	Witness Room (RO.19) (45.6m ²)
Judge Room for Court Room 2 (13.8m ²) with private toilet	Committee Room (RO.22) (76.6m ²)
Registrar's Room (11.3m ²)	Family Room (RO.03) (22.9m ²) with adjacent toilet
Jury Room (18.3m ²) with private toilet	Court Room 1 lobby (28.1m ²) with toilet
Court Room 1 (59.6m ²)	Main Entrance
Judge Room for Court Room 1 (13.9m ²)	Tarmacked exterior space to the front of the building
Jury Room for Court Room 1 (RO.17) (18.3m ²)	

The building has a good range of rooms in terms of size, presenting many options to meet the needs of potential hirers, from small intimate consultation spaces to large rooms accommodating up to 135 people. The room stock lends itself to corporate away days and small conferences as there are a number of rooms that could be used for small breakouts.

Rental – rooms

Hereford has a number of rooms for rent, a sample of the rates are given in Table 3. The Shirehall will not want to undercut commercial businesses in the city but also take into consideration the added value of the facilities it is creating when rented together e.g. working with the Library's Digital Skills Lounge and makerspace to hire as a package or the ability to offer after-conference receptions in the Library or at the entrance. This would need to be market tested to see if there was an appetite/need; it would be additional to what is presented in the forecast.

Location	Area (m2)	Seating arrangement			Price		
		Board	Cabaret	Theatre	1h	Half Day	Full Day
Kindle Centre	122			120	£31		£233
	45			30	£25		£190
	38.4	18		25	£20		£145
	22.7	12			£17		£120
	10.7			4-6	£12		£90
Courtyard Theatre	28	16		30	£44	£118	£236
	100			80	£88	£236	£472
Shell Store				25			£160
				100			£275

Table 3: Room rental comparisons in Hereford

Weddings

There are many beautiful wedding venues in Herefordshire from attractive restored barns to grand hotels. The Shirehall could target mid to lower scale weddings that want a sense of occasion on a tighter budget. The Ceremony Room (RO.14) is the best option for weddings although RO.18 or RO.19 could be used. It would be advisable to have 80-100 'event' chairs for this purpose and it is thought that some of the chair stock is of an appropriate quality for this purpose. Wedding bookings are great opportunities to upsell a larger package e.g. a champagne reception, the wedding breakfast/meal, bar service and extending to the evening party, all of which can be accommodated in the Shirehall. Exclusive hire i.e. no other bookings in the Shirehall during, could also be considered on a Sunday depending on Library opening hours. It would be difficult to offer this on other days due to Library opening and other civic and community uses.

The smaller rooms could be offered for the Bride/Groom/Bridal party particularly when the whole package is booked. A reception could be held in any of the other rooms or at the front of the building. The wedding breakfast could be catered in RO.22. RO. 22 has a parquet floor which makes it suitable as a dancing space for the full wedding package. Herefordshire Council would need to have a select list of caterers and be able to offer a bar service and sound system. A percentage of the food and beverage costs is usual for events and would be an additional income stream from each booking.

Court Room 1 - Filming

Court Room 1 is the original court and will be brought back to its original condition during the refurbishment. Although it will be used for coroner court proceedings, it is unlikely that this will be more than about 30% of the use.

At other times the court room could be rented as a film location. An online search¹⁴ demonstrates that there a small number of court rooms available and all of those found were much more modern than Court Room 1 e.g. Southport's Court Room for Hire¹⁵. There are also a number of working courts available for hire on the government website but they are all more contemporary in design.

¹⁴ Looking at location finders Headbox, Locations Direct, Film Hub

¹⁵ <https://www.courtforhire.co.uk/>

Location may be a barrier; however Hereford is close to Cardiff and Birmingham.

Y Gaer has an historic old court room in Brecknock, which they are not able to rent as an event space due to the acoustics (sound design was re-engineered out during cost cuts in their refurbishment project). Acoustics would need to be checked for Shirehall.

Court Room 2

Court room 2 will not be used as a court when the building is reopened. It will be made safe (e.g. roof repaired) and developed in a later phase of the project. As a court room it has a more contemporary design and therefore has more competition in terms of film location potential. It is a large space that could accommodate c. 200 in a court room set up. Being located close to the main Shirehall entrance, high ceiling and natural light it could be an interesting option for weddings after future phases of development and some reconfiguration, bearing in mind the tiered floor. In future more may be done to convert for a performance space if the capacity was needed and the acoustics were workable.

As it stands it could be a quirky venue for events if more capacity was required than could be accommodated elsewhere; a small number of bookings have been included in the forecast.

Events and programming

Rental - events

Paranormal events are popular in prisons and court houses, particularly given that in Hereford some of the condemned were buried at the back of the Shirehall. There are a number of companies who pay to hire the premises and sell to their interested communities. They are well organised and are light touch in terms of internal management and are repeat customers. Events take place outside office hours so they do not impinge on any daily activities or events. Rentals are £400 -£500 per booking. A sample of companies who organise these events are given below

<https://www.simplyghostnights.co.uk/>

<https://www.hauntedhappenings.co.uk/>

<https://www.mosthauntedexperience.com/events>

Cooking classes

The kitchen could be hired to a community organisation¹⁶ to deliver cookery training or healthy eating and meal preparation classes for young people and people on lower incomes. The kitchen is not large enough to accommodate more than a small group of c. 4-6 people but these classes could be repeated every fortnight. The young carers facility adjacent to the Shirehall is conveniently located to make it easy for young carers to attend these classes. It is presumed that the Shirehall would rent the kitchen to a charity to provide this service. A fee for kitchen hire is included in the financial projections. Timings would need to work with the café provision e.g. in the afternoon to avoid all the morning preparations and lunch time.

¹⁶ [Book a Class | Made In Hackney](#)

Tour and Exhibition

The Shirehall holds a number of stories around the cases that have been tried in the Court Room as well as tales of the individuals involved and potentially bringing in some of the history of Herefordshire not told elsewhere in the city. This could be of interest to locals and tourists alike and part of the tourist path from the Black and White House Museum, close by.

The plan is to introduce these stories in the interpretation/exhibition space to be located to the right of the main entrance and to be free to enter. In addition there will be a tour to take visitors into the cells and lead them up into the original Court Room, treading the path of previous convicts and tell more of the stories of the building and related history.

The main hall (Library) could be included in the tour if records of the concerts and famous bands, orchestras and virtuosi that have performed there could be researched and included in the stories. This would also give more value to the visitors.

Many architecturally interesting Town Halls (the closest civic building equivalent) with court rooms and cells, beautiful interiors and exhibitions operate tours for the public. These are almost always free to the public. Some are available on specific dates only (once per month) and some are bookable in advance particularly those in smaller towns/cities. The interior design features of the Shirehall are more modest than some of these very grand buildings, so the stories will be vitally important.

In order to work as a commercial proposition, the interpretation/exhibition area would need to strongly entice the visitors to pay to take the tour and the tour will need to feel worth the fee when they have already had an experience for free. If charged, Court Room 1 would also need to be only accessible through the tour as it would be a key feature. If income is the main motivation, it may be better to charge a small fee for the whole experience or pose an obligatory donation on the tour i.e. proactively collect donations at the end of the tour and publish discrete dates for the tours so that they are manageable for the staff/volunteer guides.

The key to success in this endeavour will be the stories and how they are told, so the appointment of the guides will be important.

Café

Location

The Shirehall has a well-equipped kitchen and pantry space which could be used by occasional caterers for events and weddings and to service a café. RO.22 is a large space adjacent to the kitchen and has been considered as a potential location for a café (c.100 capacity). However the location is distant from the main public circulation area and route to the Library in terms of users of the building and for the general public it would not be obvious from the outside of the building to attract passing trade.

It would be relatively easy to service an outdoor café to the front of the building, in fair weather. This would require attractive outdoor furniture and temporary signage ideally. The best location for

an indoor café would be in the foyer using areas to the left and right for seating. This is quite a distance from the kitchen but could be managed from a servery (where the current right hand side reception desk¹⁷ is located), with preparation in the main kitchen.

Offer

Hereford is very well served for coffee shops so offering something distinctive is vital. The Shirehall foyer has light, high ceilings and a sense of space which set it apart. The fit out will need careful consideration to create the desired and distinct feel of the café. It will be important to build a reputation to attract repeat business and referrals. A good children's offer will be important to convert library visitors who will walk through the café on every visit and it is possible to have small mobile book displays so that parents could read to children in the café or children could read.

To be economically viable the café requires footfall and a USP that sets it apart from the many coffee places in Hereford. Footfall will be generated by the c.17,000¹⁸ active borrowers, hirers of the spaces, tourists/visitors, participants in classes, Learning Centre users. Group hires that span across lunch are a good target if the café offer is good and attractive. In addition an attractive café, with good food, a great atmosphere and outdoor space can be a draw in itself, attracting city workers, shoppers and visitors. Evening events also offer an additional opportunity depending on the footfall in the evenings.

Model

Herefordshire Council has experience of operating a community café with great success at Plough Lane. This business model could also be used for the Shirehall.¹⁹ Alternatively the café could be run as a commercial enterprise, either by an external operator or by Herefordshire Council. It is presumed that Herefordshire Council do not have experience of commercial cafes and therefore it would be beneficial to have a contracted operator. The forecast outlines what turnover could be possible which could be used to negotiate with an operator. If the offer is deemed worth the investment the operator may contribute to the servery installation also.

¹⁷ The right-hand reception desk will be removed in this phase of the development

¹⁸ This is a target and it is recognised that it will take time to get back to those figures

¹⁹ No operational and performance information was available within the window of this report

Building and other implications

In order to be as successful as possible as a library and as a civic building it is important to decide how the offer will be presented and make sense to the public so that the target audiences are attracted to use the Library, Shirehall and the Learning Centre.

Marketing

All the facilities will need to be marketed to the target audiences. It is recommended that there is a website where enquiries can be made and pricing and facilities can be easily accessed and ideally booked. Well-presented and clear information on the website can help reduce enquiries about bookings. Although bookings, particularly corporate and wedding booking will require staff time.

In terms of filming Herefordshire Council would need to register with the appropriate location filming companies in order to raise awareness of the facility, a good example of this is Southport's facility (<https://www.courtforhire.co.uk/>). As with all opportunities building a relationship with the main location companies will be an advantage and ensuring they have a good experience when using the location is vital for repeat business.

A new profit run café would need to become a destination in its own right to make the most of the commercial opportunity. As the Shirehall will be a completely new proposition for the city it will need active marketing to draw attention to the new offer. Shirehall and Library and Learning Centre promotion and introductions as well as the teams need to promote use of the café e.g. catering for hirers in particular, away days and maker space/computer room users. Having a catering contract will place the onus on the catering company which will need to be monitored.

The programme of events, activities and classes as well as the specific facilities will also need to be marketed so that awareness is raised about the new facilities and what they offer for the target audiences.

Staffing considerations

The current library staff provide a good service supplying 72% of the book requests within 7 days which in 2018-19 was amongst the top service levels in libraries.

There are a number of new services being created which will require some extra staff capacity prior to opening to build awareness in the market for those services. This will involve extending and, in some cases, building new relationships with, in the case of the Sensory Room, schools including SEN but not exclusively, care homes and other member and charity organisations. Similarly, with the makerspace it would be useful to build relationships with clubs, business networks, job clubs, colleges etc to raise awareness and use of the space.

The makerspace and the sensory room users will need to be introduced to the room and the facility and use of machines in the former.

Although a conservative estimate of usage has been projected for the Shirehall there are quite a few rooms to be set up for multiple use so there will need to be someone responsible for set up, checking facilities, arranging chairs and equipment (projectors, computer equipment etc). The co-

ordination of the booking will need oversight and there will need to be a information point for those arriving.

Weddings will need to be sold proactively and provision made for show rounds and upselling of the offer. It would make sense for this to be a sales-oriented role which takes responsibility for filming, tours, events and sleepovers all of which will need to be proactively sold. This role would also be responsible for the relationship with the company selling paranormal events and oversight of rental in general.

Guides will be needed for the tour and their skill in creating an ambience, interest and inspiration will be important to the success of the tours and their reputation.

Cleaning, maintenance and security are assumed.

The Library and Learning Centre and Shirehall operations will have cross over points so it will be important to have good liaison between the teams and to seek out areas for collaboration e.g. Sleepovers, cross promotion of the café facility etc

Those relationships will need to be maintained and usage monitored to assess who the 'customers' are so that use is maximised and adapted as intelligence is gleaned from operation

Volunteers

The CIPFA report suggested that there was an opportunity to make further use of volunteers to deliver the service (Herefordshire volunteering accounted for 5.2% of worked hours compared to an average of 7.2%).

Volunteers could be used to help deliver the Sensory Room service, Makerspace, Local Studies Room, Digital Skills Lounge, Tours and Front of House/Welcome/ Wayfinding at the entrance, each requiring a slightly different skill set. Volunteering can also be part of the Library's aim to reduce loneliness, upskill and provide social benefits for those involved.

Financial Projections and assumptions

To build a forecast some assumptions have been made and are listed below. These can be used to monitor performance and adapted as operation gives concrete intelligence about usage.

Assumptions

Library and Learning Centre

Makerspace - 6 days 10am-8pm

It is assumed that the Makerspace will have a membership model. The rates are given below:

Individual	£60
Student	£45
Start up /1-2 person company	£150
Profit business	£250
Low income rental	£20

Table 4: membership rates

The start-up membership is assumed to be 110 members, distributed at the following ratio.

Individual - 3; Low income - 3; Student - 2; Start-up /very small businesses - 2; for-profit business - 1.

In addition machines (3 machines) would be charged out at £15/2h session except Sewing Machines (2 machines) which would be £5/day. (Monday – Saturday, 50 weeks per year)

Sensory Room

Open 50 weeks per year, 50 sessions per week over 7 days (10am- 5pm), 45 mins sessions

Fees: Children or Child group £5/session

Adult or Adult with carer, Adult groups £6.50/session

Usage: Per week number of sessions: assumed slightly more children sessions and a ratio of 1:5 in terms of group to individual children and for adults 2:5:3 single adults: adults with carer: small group adults (3). Maximum use using these assumptions is indicated in Table 5

	Price	No of attendees	No. of Bookings per week	No. of weeks
child	£5	1	4	50
group	£5	3	20	50
adult	£6.50	1	5	50
adult with	£6.50	2	12	50
group	£6.50	3	8	50

Table 5 maximum use using assumptions

Training Room Full Day £120 – Half Day/Evening £60

Monday – Friday operation (44 weeks) and 3 evenings (30wks p.a.)

Forecast assumes 60% use

Events 3 low-cost day time events/week for c.12 people @£3 over an average of 45 weeks²⁰

30 evening events with a maximum audience of 65. Assumes 18 events @£15 and 12 @£10. Figures assume a 65% average audience take up.

Retail figures assume all libraries continue to have occasional book sales.

Shirehall

Room Hire assumptions

The following rates and usage have been used to ascertain the maximum capacity for rental of Shirehall space. A percentage has then been applied. Note that the Ceremony Room and RO. 22 are available for fewer weeks due to use for weddings. Usage for the Coroner’s Court has been considered as well as summer break and Christmas holidays.

The Exterior space could be of use for markets (food, Christmas etc), city events or charity events. A small use for Court Room 2 has been added as the market for this unusual room is not known at this time. It may be that a wedding could be accommodated here but this needs to be tested.

Room	Av. Capacity	Full day rate	No. of days	No. of wks
Ceremony Room	60	£200	5	25
Judge Room for Court Room 1	4	£60	5	28
Judge Room for Court Room 2	4	£60	5	41
Registrar's room	2	£60	5	41
Jury Room RO.17	10	£85	5	28
Family Room RO.03	12	£85	5	41
RO.18	50	£200	5	41
RO.19	40	£170	5	41
RO. 22(Community Café)	70	£230	5	20
Court room 2		£400	5	
Exterior space		£500	24	

Table 6: Rates and Rental -Shirehall

²⁰ To accommodate holidays

Weddings 35 weddings p.a. of which 20 are hire of Ceremony Room, 20 include hire of a hall for a meal, dancing and bar and 5 of those are private hire of the building (Sunday).

Ceremony Room £500

Hire of Ceremony Hall, Community café and ante rooms £1200

Private Hire £2500 (plus commission on drinks and meal)

100 guests; £40 per head per meal; £15 spend per head on bar; 5% commissions on bar and meal.

Café

The assumptions for the café operation are given in Table 4

	Destination	Library	Events /Hirers	LLC	Evening
Footfall (daily)		3000	402	50	
Conversion		1%	30%	7%	30%
Daily customers	100	30	121	3.5	1950
SPH	£9.00	£5.00	£7.00	£3.00	£5.00
Conversion					
Annual revenue	£40,875	£7,500	£42,219	£525	£2,925
Turnover	£94,044				

Table 7: Café operation assumptions

Kitchen Hire Once per fortnight; £220 includes all fuel

Paranormal 4 per year @ £450 hire charge

Sleepovers 4 p.a. for 40 people paying £75 / person. Assumes sold out every time.

Filming 7 days @ £1000/day

Tour Once per fortnight; average 10 people; average donation £5

Financial Projections

Based on these assumptions the financial projections are given below. These have been calculated to be achievable with room for additional growth as the organisation learns more about the market and becomes proficient at operating the services and the public 's awareness is raised about the new facilities.

<u>Library and Learning Centre</u>		
Sensory Room		£26,580
Maker Space		£26,500
Training Room rental		£34,920
Events Daytime		£4,860
Events (evening)		£16,478
Retail		£1,400
Printing income		TBA
INCOME ONLY		<u>£110,738</u>

Table 8: Library and Learning Centre projections

N.B. Makerspace users will be required to cover the cost of printing materials

Shirehall

All rooms (hire)	£120,105
Weddings	£46,000
Paranormal	£1,800
Tours	£1,200
Kitchen rental	£5,280
Filming	£7,000
Café	£6,583
Sleepovers	£12,000

Table 9: Shirehall financial projections

The café income is based on a concession fee of 7% from a contracted catering company generating a turnover of £94,044.

Research

Court Rooms for Hire

Southport <https://www.courtforhire.co.uk/>

Southport Magistrates Court Room is a wood panelled room dating from the 1930s and is now closed. Filming is charged at £1200+VAT per 12h day, although it notes that charges are negotiable depending on the event. <https://www.gov.uk/guidance/hire-a-court-venue>

Portsmouth University has a replica Crown Court room one of the few in the UK <https://www.port.ac.uk/about-us/our-facilities/teaching-and-learning-spaces/replica-courtroom> where students can practice their skills, mock trials are held as well as mooted competitions. External organisations regularly hire the courtroom facilities for staff training in advocacy and expert testimony. Their replica Crown Court includes:

- 4 ceiling mounted cameras
- A projector
- Video linked interview rooms
- 2 TV screens
- Witness stand
- Space for jurors
- A dock for defendants
- Jury retiring room
- IT support technician and administrative support

Sensory Rooms for Hire

Sensory Rooms at 12 Ravenscourt, Rotherwas Industrial Estate, Hereford - This facility is for sale and appears to be closed. It seems to have been a commercial venture that opened in December 2022 and was renting the room by the hour for £15/hr.

Worcester Snoezelen www.worcestersnoezelen.org.uk

They have three rooms, all with water beds and they have hydro pools, each room has a slightly different feel due to the lighting and equipment. They are open Monday – Saturday for private hire and Tuesday am for <5yrs and Sunday for under 18s. They are mostly fully booked (9.30am-5pm) but emphasized that the income from fees does not cover costs. Grants are raised to cover all costs. They welcome all ages including pre-school to independent visitors in their 80s and 90s. They have a number of regular bookers and are used by SEN schools and other schools who bring children before school and at lunchtimes. Some places are paid for from care services (Council), although this has diminished in recent years.

Play groups and kids £5 per 45 mins

Adults £6.50 per person including a fee for one carer (even if there is more than 1 carer)

Worcester Snoezelen offered information on companies who offer good quality service e.g. TFH who do soft play and fibre optics; Sensory Direct and Romper who do the smaller scale toys etc. They emphasized that cheaper equipment does not last and cannot withstand the rough and tumble of running these kinds of facilities (e.g. quality of motors etc) and over their 30 years have learned that paying less is a false economy. OMMI are the best projectors.

<https://www.warrington.gov.uk/memberships> Warrington has a purpose-built Sensory Room and it's the ideal place to meet a few friends to relax and enjoy your young children together. Babies, toddlers and parents enjoy the calming atmosphere and room can be booked free of charge for up to an hour.

<https://www.thewingatecentre.co.uk/> Wrenbury Hall Drive, Wrenbury, Nantwich, Cheshire, CW5 8ES

£20/h (max of 6)

[Warrington Play and Sensory Centre](#) – Hall Rd, Woolston, Warrington WA1 4PB

Warrington space is charged. They run a membership scheme

<https://www.warrington.gov.uk/memberships> which costs £5 per child and an entry fee on top with low rates for pre-toddlers and prices from £4 to £6 depending on age of the child. Non-members can also book a space at £5 per child a certain sessions. Sessions are targeted at different age groups and needs. This is a large sensory space where they can run movie nights too.

[The Sensory Spot CIC](#) – Unit 4 Bovis House, 7-9 Victoria Road, Hartlepool, Cleveland TS24 7SE

Sessions cost £3. Very little detail on their website

[Bendrigg Trust](#) – Old Hutton, Kendal, Cumbria, LA8 0NR –no longer available

[Beeford Children's Centre](#) – Beeford CE VC Primary School, Main Street, Beeford, YO25 8AY
Available FOC

[Beverley Children's Centre](#) – Coltman Avenue, Beverley HU17 9LP Available FOC

[Hornsea Children's Centre](#) – Broadway, Hornsea HU18 1PZ - Sensory equipment in a play room

[Withernsea Children's Centre](#) – Withernsea High School, Hull Road, Withernsea, HU19 2EQ
Available FOC

Oldham Library and Learning Centre -

https://www.oldham.gov.uk/info/200280/libraries/2064/sensory_room

The Sensory Room is open for bookings on weekdays from 10am–4pm, Wednesday afternoon, Thursday morning. Charge £3 for 30mins for up to 6 people including carers and non-participants. Consecutive sessions can be booked if more time is desired.

Schools and groups can book at a cost of £10 per hour. There is a special annual subscription price of £200 which allows you to book two Sensory Room sessions per month, two of which can incorporate a free [Bag books](#) multi-sensory story time, delivered by trained storytellers. Bag Books multi-sensory story times are available to book upon request charged at £30 per session.

A 15-minute introduction to the facility is given at the first visit, after which bookers have full access for the duration of the Sensory Room experience. Library staff are available to assist with additional queries or requirements.

Maker Spaces for Hire

<https://www.hertfordshire.gov.uk/services/libraries-and-archives/other-library-services/creatorspace/creatorspace.aspx>

Taster sessions of 90 mins are available on the 3D printer, iMacs, digital cutter, sewing machine and embroidery machine. A taster session is an informal one-to-one. You get an introduction on how to use the piece of equipment and a free course booklet to help you practise. £10 per session.

The sewing machine & embroidery machine sessions cost £15. Craft groups for adults e.g. Knit and Natter, Sewing or Craft: £2.50 per session.

Equipment available includes:

- iMacs, PCs, Chromebooks and tablets
- 3D printer and rendering software
- digital cutter for your craft projects
- digital sewing and embroidery machines
- Adobe Creative Cloud suite, Final Cut Pro and Logic Pro
- colour printer, photocopier, laminator and digital screen.
- Virtual Reality (Oculus Rift)
- Green Screen.

<https://www.ashfield.gov.uk/your-council/news/have-your-say-on-the-maker-space/>

<https://www.culturepk.org.uk/creative-communities/maker-space/>

Space includes the following equipment:

PCs and Macs with the following software:

- Adobe Creative Cloud (Photoshop, Illustrator, Lightroom, InDesign, PremierePro)
- Cura (for use with the 3D printers)
- TinkerCAD
- Meshmixer
- Unity
- Scratch
- Code Academy

You will also find:

- An Ultimaker3 3D printer – there is a small charge for print materials.
- iPad based 3D scanning equipment.
- robotics and coding equipment.

The A3 large format scanner is available at any location upon request (1wk advanced notice required).

Additional equipment available at AK Bell Library, Perth Maker_Space

- HP Sprout – has the ability to scan in high-resolution 2D and 3D objects

- Wide-format plotter/printer – glossy and plain paper can be provided at cost or provide your own alternative media. A fee is charged to cover materials.
- Photography and animation studio – including coloured screens, lighting, photography equipment and a Zoob construction kit
- Podcast studio

3D printing £2/hr

Larger printing excludes paper costs POA £1.10 A4; £2.20 A3; £4.40 A2; £8.80 A1;
£17.60 A0

Commercial/partnership use £16.50 / hr; Half day £50; Full day £90

Fab Lab Devon, Exeter Library <http://fablabdevon.org/membership-2/>

A small-scale workshop offering digital fabrication. It includes an array of flexible computer controlled [machines](#). Activities include printing t-shirts, designing & producing 3D prints, embroidered designs, laser cut dreamcatchers from wood / Perspex. There is also a CNC machine an electric guitar.

The facilities are often used by makers, designers, local businesses, inventors, artists and entrepreneurs. They welcome school and group visits and offer a workshop programme throughout the year for both children and adults. Annual membership rates are:

- Individuals 12mth membership – £72
- Student Membership (25% off) £54
- Business non-profit – £100 for two people (£50 per additional person)
- Business profit making – £150 for two people (£50 per additional person)
- Low-income Membership £20 for one person

Membership includes:

- FabLab Induction and orientation
- Training on all equipment
- Use of the machines independently
- Digital Making Tutor and Volunteers on hand to support and share knowledge
- Membership is paid upfront and includes separate inductions on the machines and subsequent supervised sessions to enable members to become independent and competent.
- After inductions have been completed, machines are booked by the hour e.g. laser cutter is £10/hr

Opening Hours

Alternate Mondays 1000-1300.

Every Tuesday, Wednesday and Friday 1000-1300 & 1400-1700.

Alternate Saturdays 1000-1300 and 1400-1700.

Alternate Sundays 1200-1445.

Town Hall tours

<https://www.lovehackney.uk/hackney-town-hall-public-tours> FOC

<https://www.visitrochdale.com/things-to-do/rochdale-town-hall-tours-p12831> FOC

<https://museumofoxford.org/event/inside-oxford-town-hall> Includes the Court Room £5 (a one off tour and operated by the Museum of Oxford for summer tourists).

<https://shop.stalbansmuseums.org.uk/products/town-hall-tours> FOC

<https://teesvalley-ca.gov.uk/visit/whats-on/events/middlesbrough-town-hall-tours/> Court rooms, prison cells FOC

Council run Cooking

[Book a Class | Made In Hackney](#) Range of free and paid for cookery classes including Vegan, Diabetes, Bread making, Foraging, Growing herbs and salad, Cooking on a budget

Sources & Bibliography

The Living Knowledge Network is a partnership between public and national libraries in the UK, created by the British Library. Together we celebrate libraries and create memorable experiences. On this website you can watch our specially-curated live events, so you can get a front-row seat for free no matter where you live. You can also explore content created by Living Knowledge Network libraries.

<https://staff.living-knowledge-network.co.uk/webinars>

Performance compared 21/22 to 20/21

<https://www.librariesconnected.org.uk/>

<https://www.publiclibrariesnews.com/>

<https://www.librariesunlimited.org.uk/>

<https://www.thebookseller.com/search?q=libraries>

<https://readingagency.org.uk/resources/>

Performance compared 21/22 to 20/21

<https://www.cipfa.org/about-cipfa/press-office/latest-press-releases/press-release-library-expenditure-in-great-britain-falls-17-percent>

CIPFA comparison report 2018-19

Social impact potential of libraries

<https://www.suffolklibraries.co.uk/assets/pdf/impact/moore-kingston-smith-impact-report-jan-23.pdf>

Measuring social value in Suffolk libraries

<https://www.suffolklibraries.co.uk/assets/pdf/impact/moore-kingston-smith-impact-report-jan-23.pdf>

Sensory Rooms

Herefordshire Council Sensory Room Proposal; Experia 2023

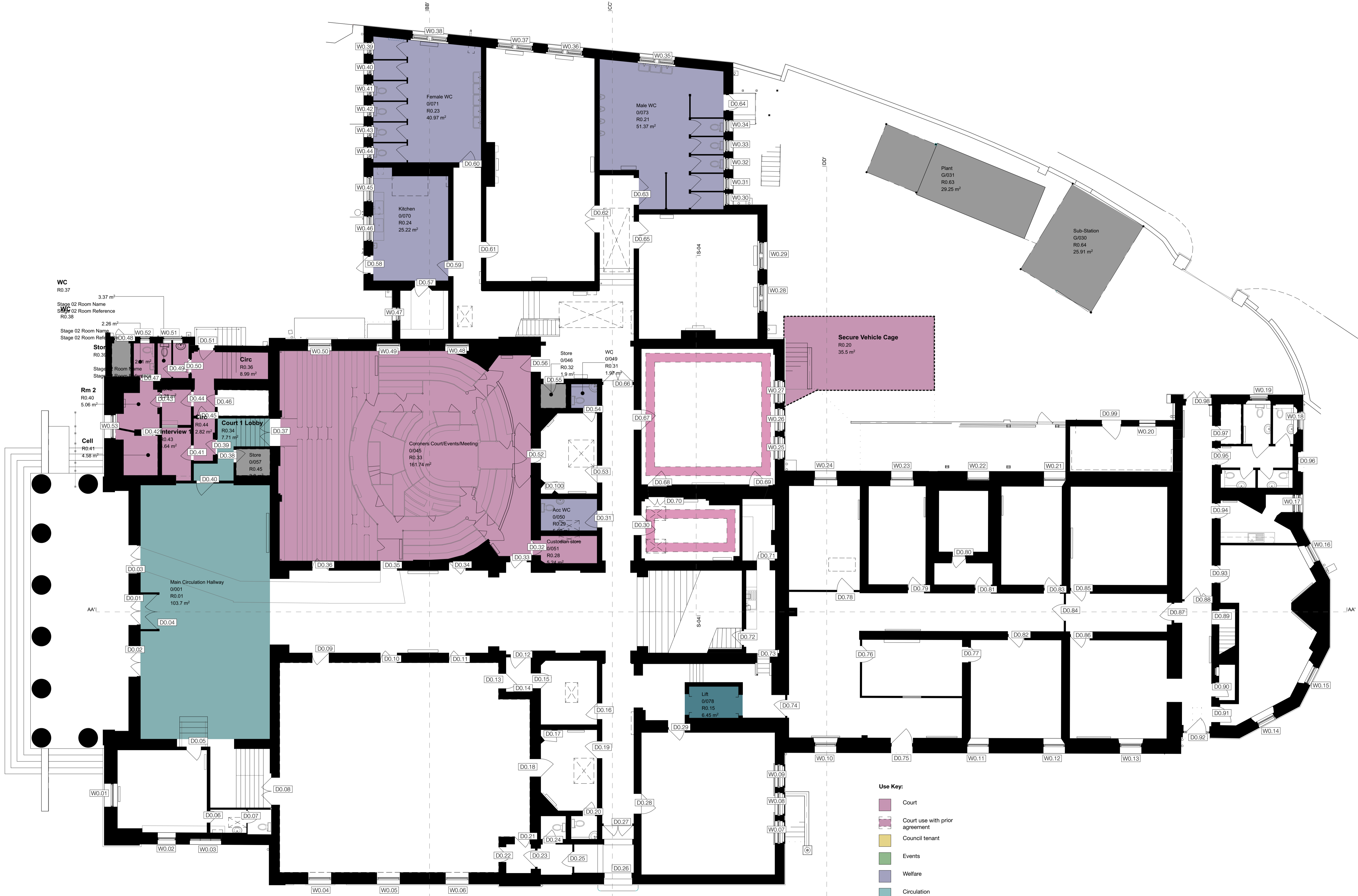
<https://www.craftscouncil.org.uk/learning/participation/what-we-learned-from-co-creating-in-makerspaces>

<https://www.craftscouncil.org.uk/learning/participation/what-we-learned-from-co-creating-in-makerspaces/setting-up-a-makerspace>

<https://www.bl.uk/business-and-ip-centre>

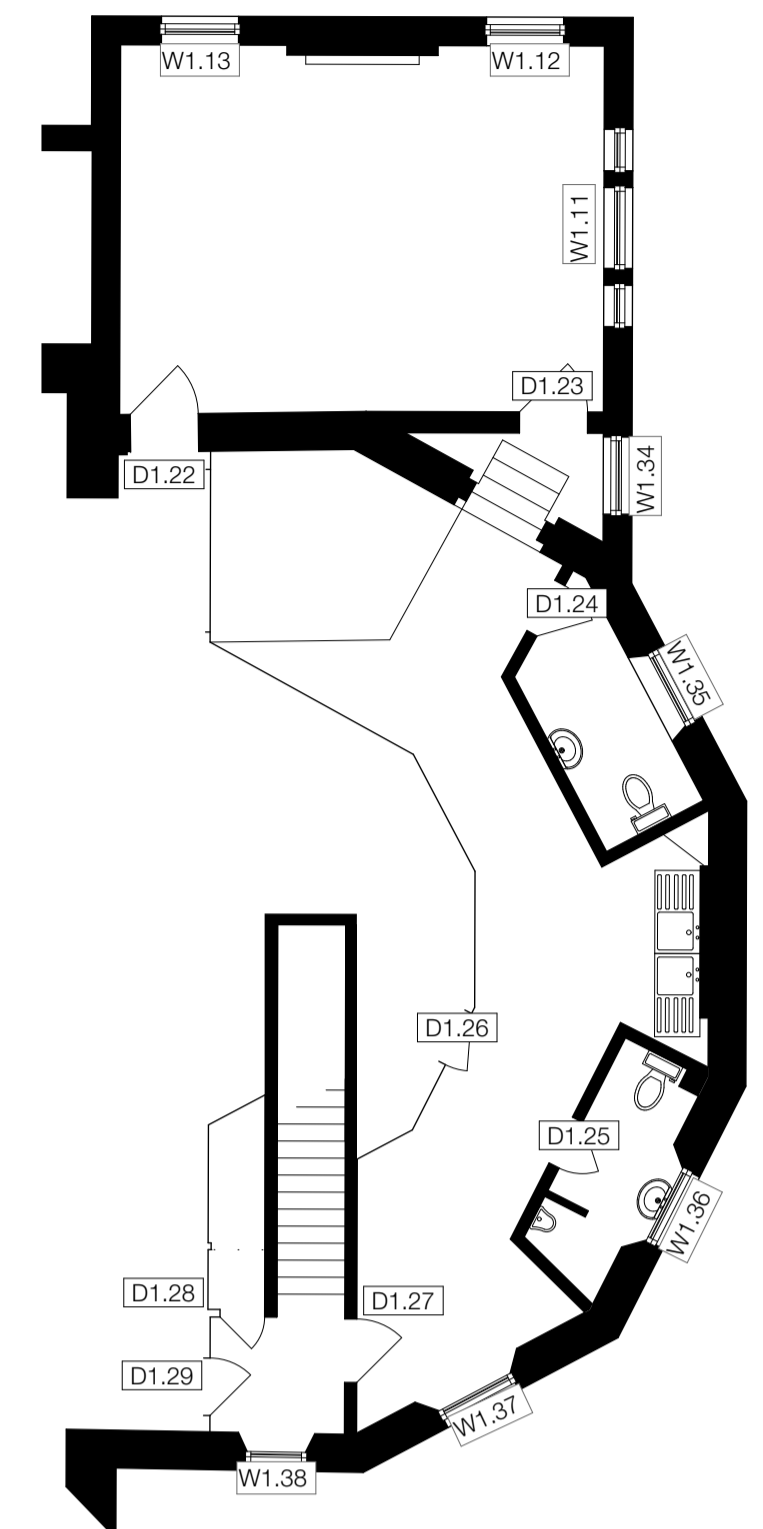
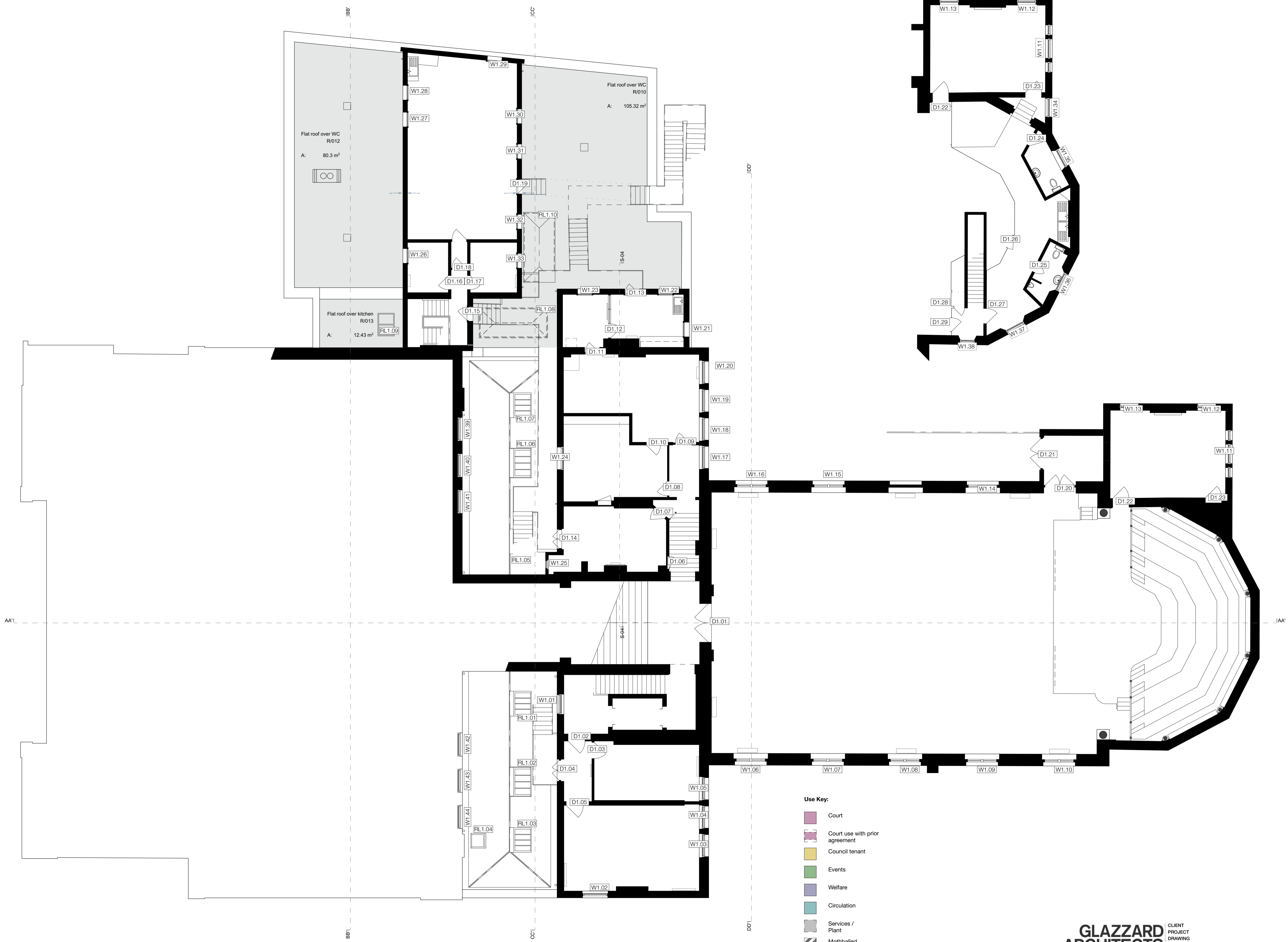
<https://dcmslibraries.blog.gov.uk/category/library-news/>

Appendix 2



- Use Key:**
- Court
 - Court use with prior agreement
 - Council tenant
 - Events
 - Welfare
 - Circulation
 - Services / Plant
 - Mothballed

Revision	Date	Description
A	02/02/2022	Drawing rev to A1
B	27/04/2022	RIBA Stage 3 Issue
C	30/06/2022	Window Refs W1.39-W1.44 added; retained basement escape route roof re-finished
D	18/08/2023	Drawing issued for Stage 02 Costing

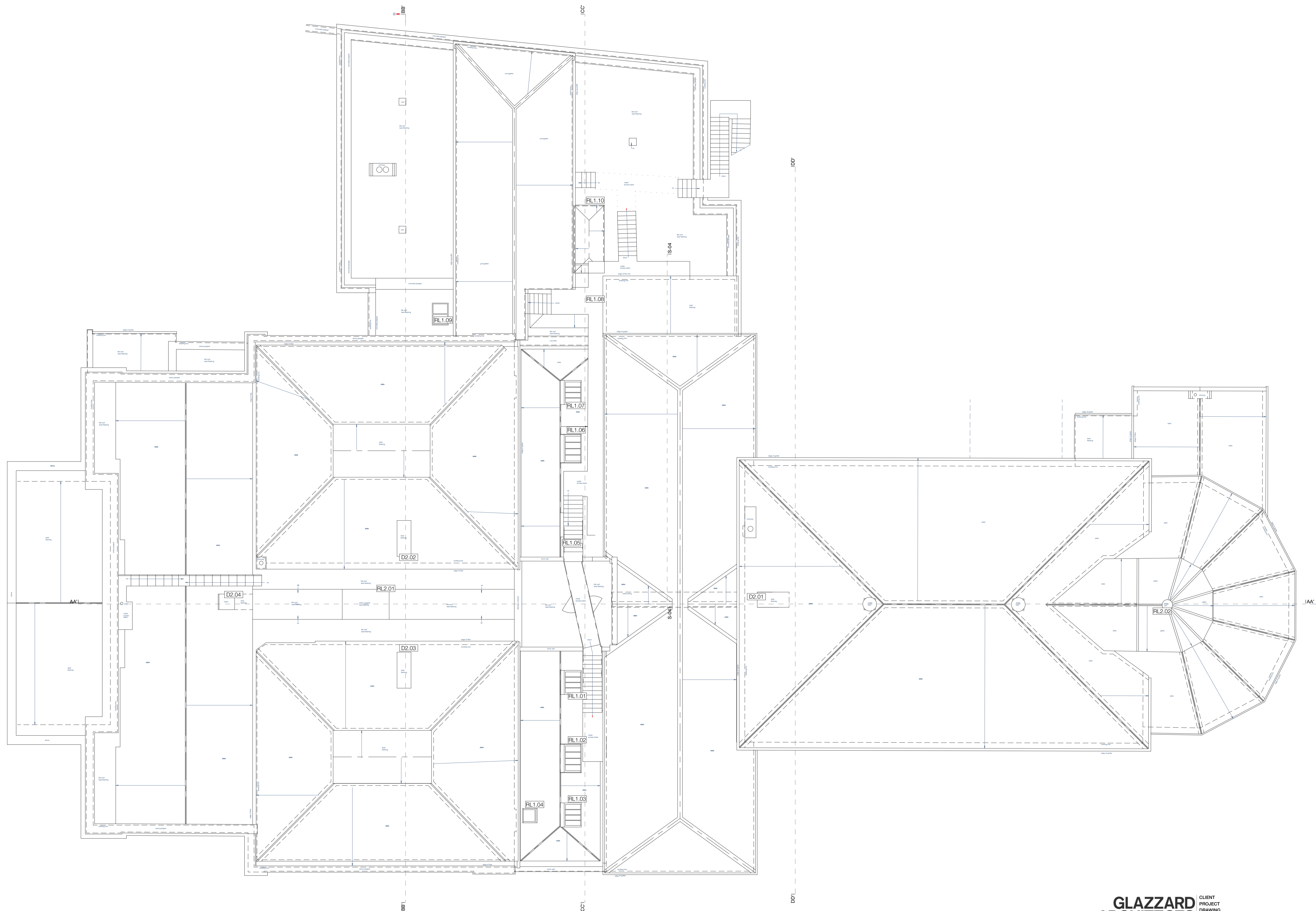


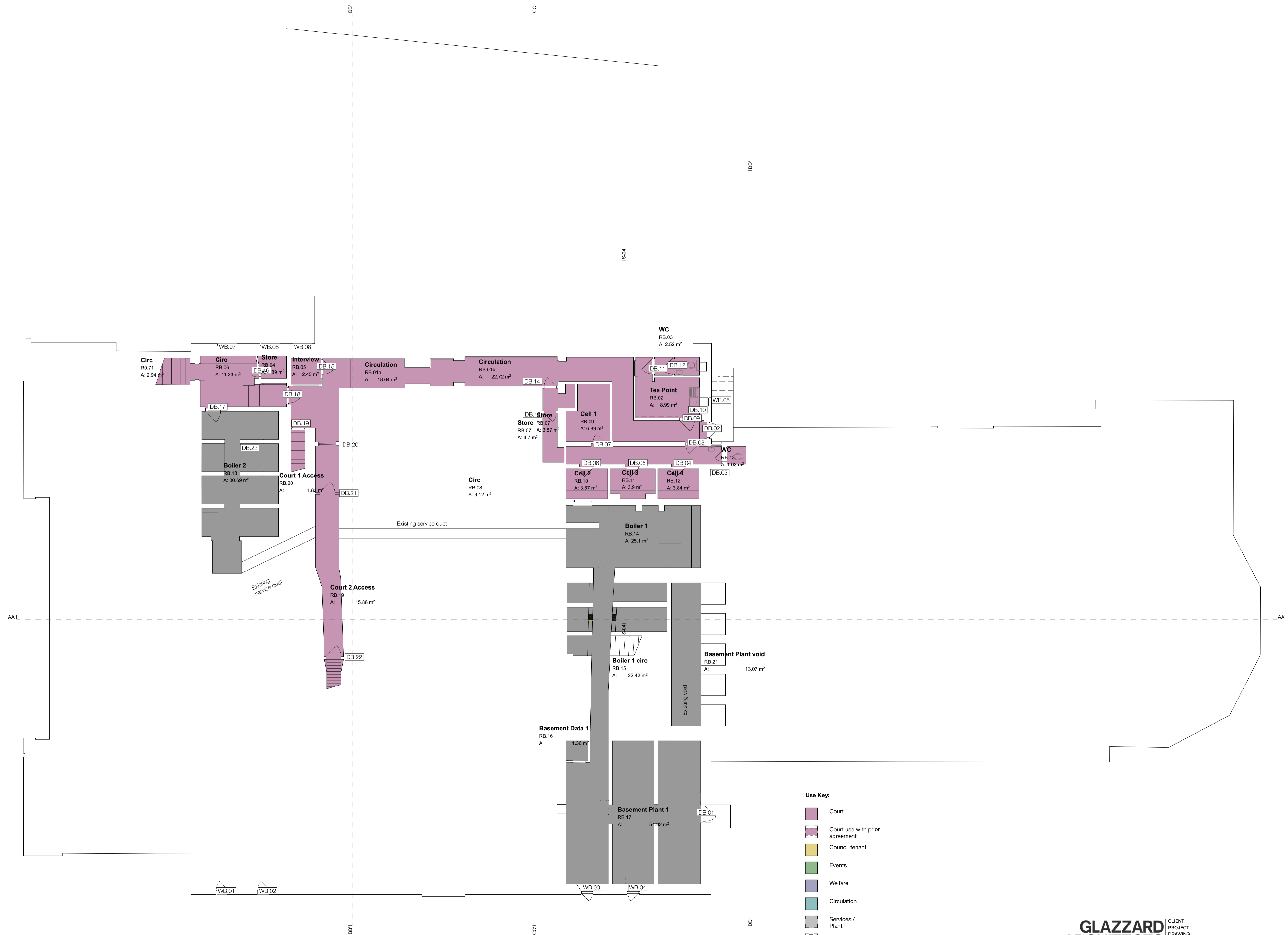
- Use Key:**
- Court
 - Court use with prior agreement
 - Council tenant
 - Events
 - Welfare
 - Circulation
 - Services / Plant
 - Mothballed

GLAZZARD ARCHITECTS
 Graingers Porcelain Works
 Unit 9, St. Martin's Quarter
 Silver Street, Worcester, WR1 2DA
 01905 757511 glazzards.com

CLIENT
 PROJECT
 DRAWING
 SCALE
 DATE
 FILE
 REVISION

Mace
 Shine Hall, Hereford
 Existing First Floor Plan
 1:100 at A1
 2142-Feasibility-Stage02a.pln
 2142 2001
 D





- Use Key:**
- Court
 - Court use with prior agreement
 - Council tenant
 - Events
 - Welfare
 - Circulation
 - Services / Plant
 - Mothballed



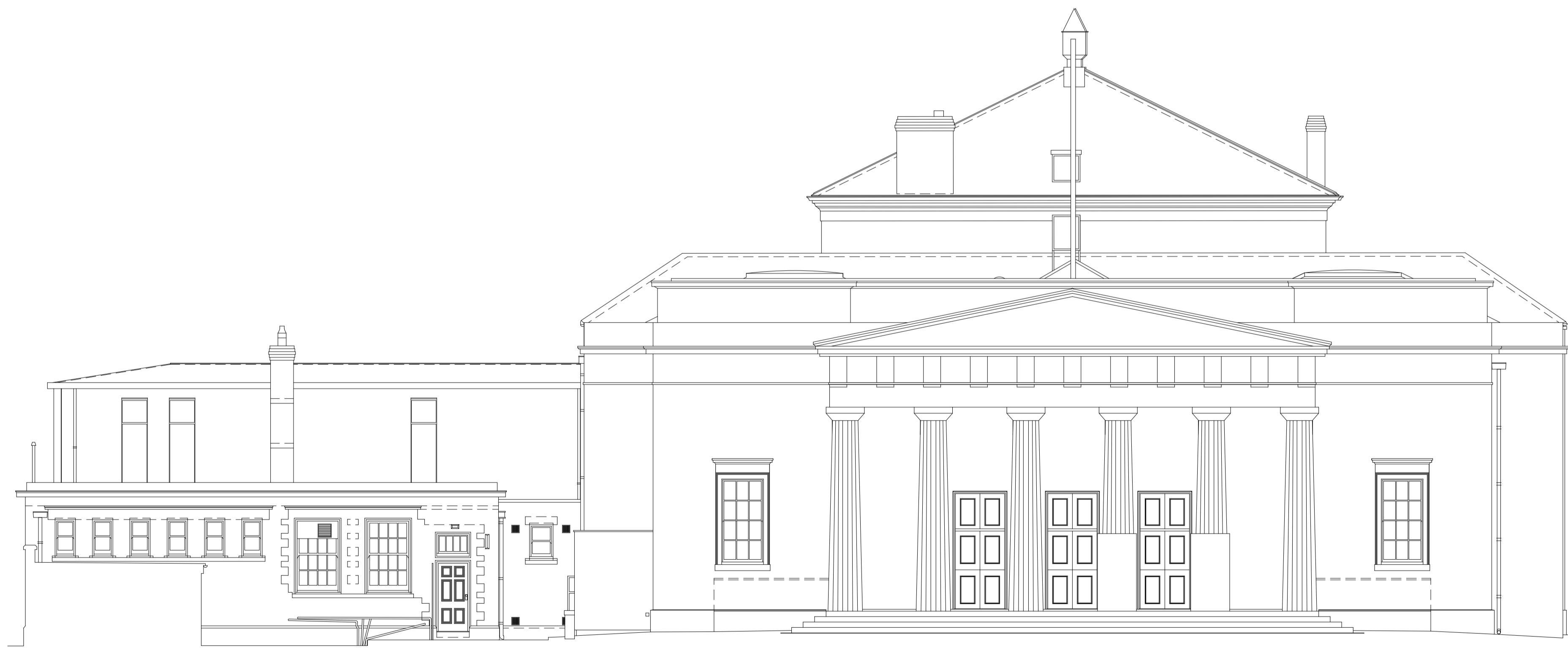
1:100 Existing North Elevation



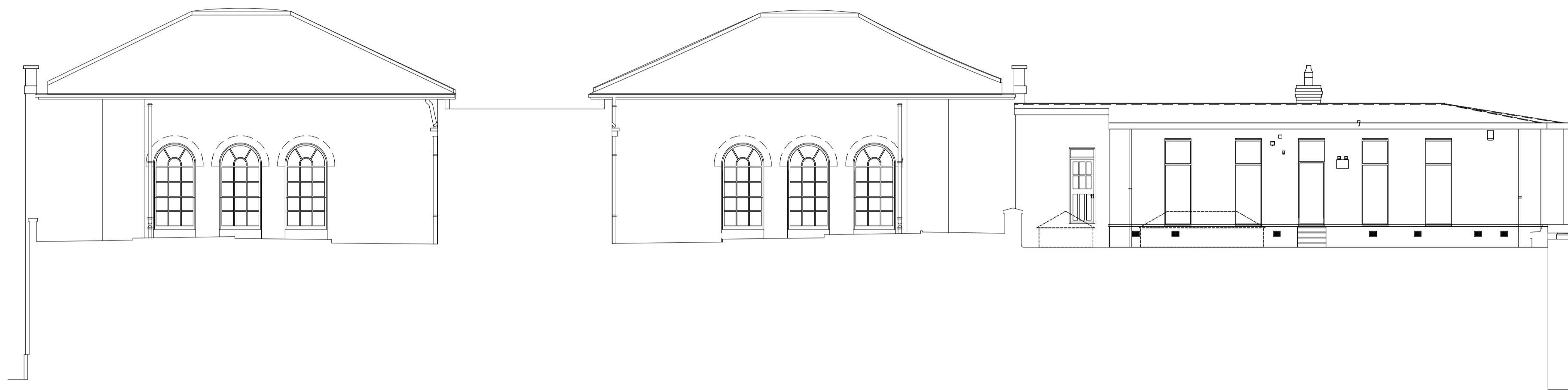
1:100 Existing East Elevation



1:100 Existing South Elevation



1:100 Existing West Elevation



1:100 Existing Section Elevation

6000 North Elevation E-01

Revision	Date	Description
A	09/05/2022	Stair enclosure size rev to MAE comment, partition added to undercroft, Family room rev to Conservation Officer comments
B	30/06/2022	RBA Stage 3 Issue
C	01/09/2023	Stage 2 revised drawing
D	01/09/2023	Drawing issued for Stage 02 Costing, demo of walls to form alcove
E	06/09/2023	G0021 roof ref.duplication rev.

- Y0.01 Existing entrance door refurbished and converted to DDA compliant automatic/assisted doors
- Y0.02 New accessible WC
- Y0.03 New sanitaryware
- Y0.04 remove carpet and restore existing parquet floor
- Y0.05 New accessible WC
- Y0.06 New extension to house escape stair, platform lift and plant
- Y0.07 Low wall removed and steps made good
- Y0.08 New step / platform lift. Finish to match steps as tile over stair / lift mechanism, eg Platform lift co / stepless suitable for external use.
- Y0.09 Ceiling over new room / partitions to align with arch spring point

6001 West Elevation E-04

East Elevation E-02 6000

South Elevation E-03 6001

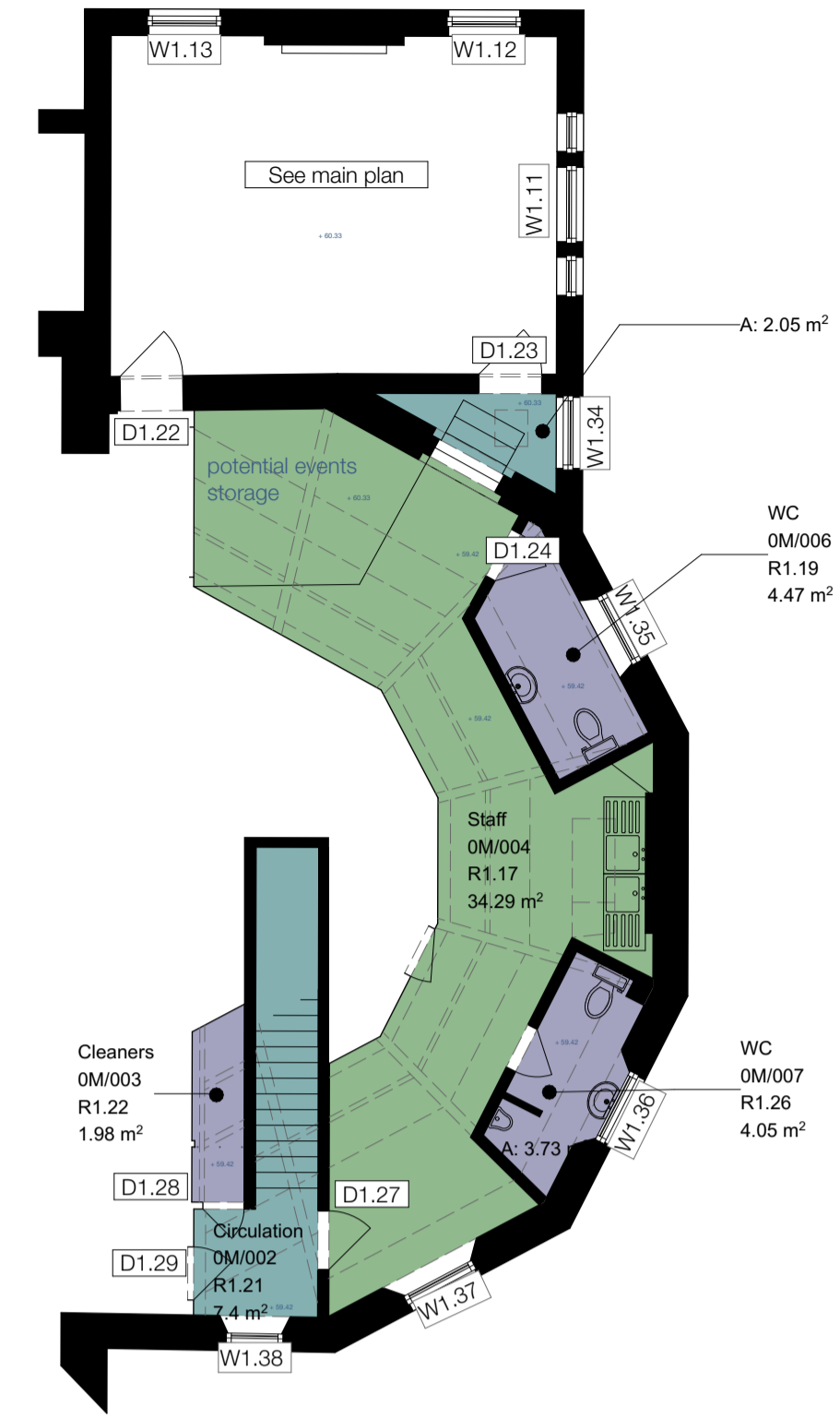
- Use Key:**
- Court
 - Council tenant
 - Library
 - Welfare
 - Circulation
 - Services / Plant
 - Mothballed



6000 North Elevation E-01

Revision	Date	Description
A	26/05/2022	extent of roof membrane renewal shown, PV areas indicated, committee room perspective shown
B	14/06/2022	Stair enclosure size rev to M&E comment
C	30/06/2022	RBA Stage 3 Issue
D	01/09/2023	Window Refs W1.30-W1.44 added, Stage 2 revised drawing
E	01/09/2023	Drawing Issued for Stage 02 Costing

- Y1.01 New stud wall partitions to form new rooms and circulation space
- Y1.02 Acoustic part height glazed lobby with soffit.
- Y1.03 New curved stage extension - to match existing in material/finish
- Y1.04 Flex step convertible DDA platform lift to stage
- Y1.05 New roof waterproof membrane; liquid applied system, cold applied, PMMA or similar. Preparation to manufacturer recommendations to suit existing substrate. 150mm upstands to perimeter; parapets and penetrations. All to manufacturer recommendations.
- Y1.06 new laminated double glazed units installed and flashings made good / repaired. Localised extract outlet to rooms below set in insulated panel to existing rooflights
- Y1.07 New extension; single height plant room to end, 2 storey to main core. To form plant space for re-used plant to undercroft with staff stair / emergency escape stair and passenger / goods platform lift with 500kg load capacity.
- Y1.08 Windows and doors replaced
- Y1.09 Existing roof stripped, new insulation with single ply membrane, plasterboard ceiling to inside face with skim and paint finish
- Y1.10 Roof lantern remake in durable timber, paint finish with new laminated double glazed units. Existing ironmongery to be re-used



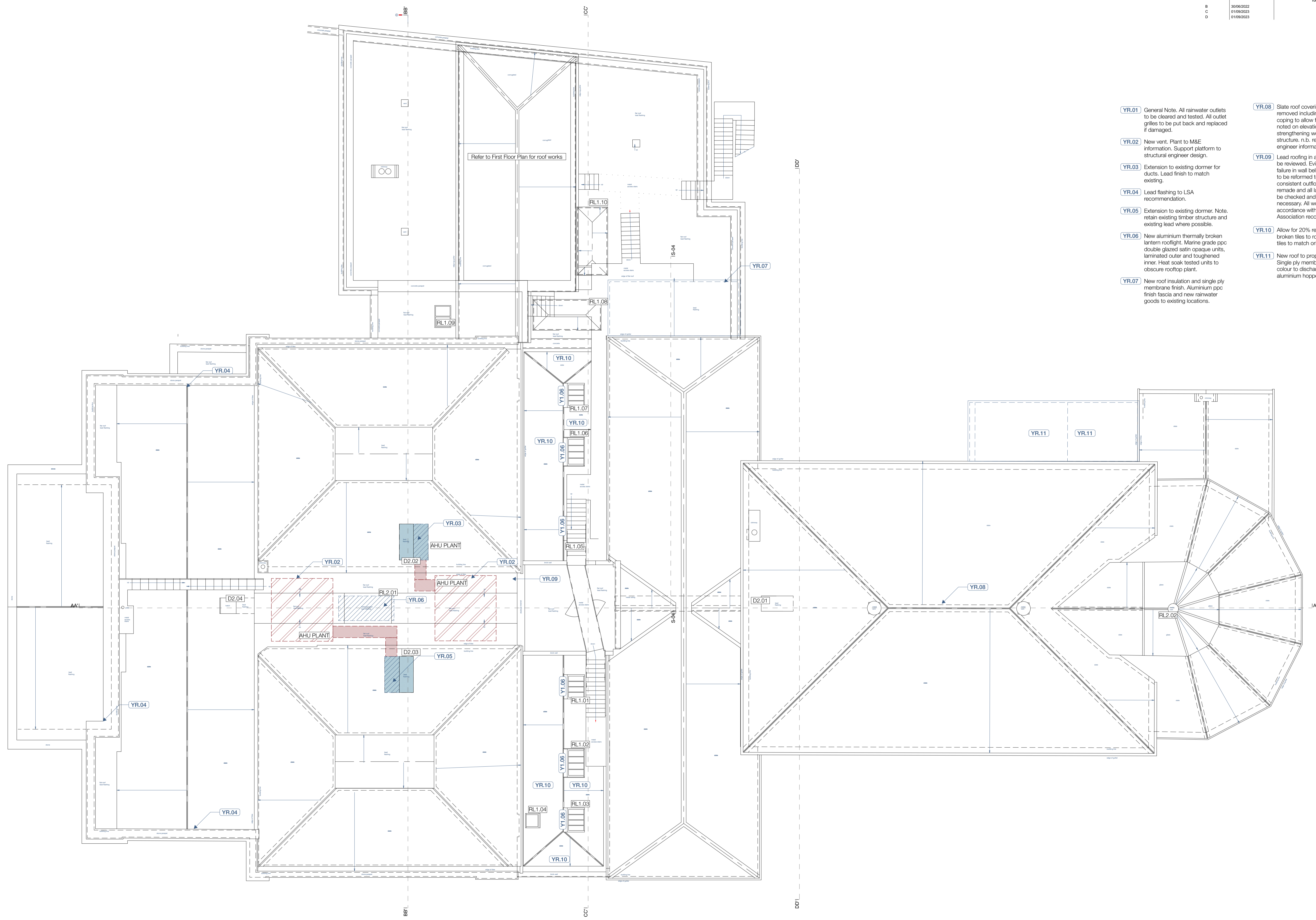
- Use Key:**
- Court
 - Council tenant
 - Library
 - Welfare
 - Circulation
 - Services / Plant
 - Mothballed

6001 West Elevation E-04

East Elevation E-02 6000

South Elevation E-03 6001

Revision	Date	Description
A	26/05/2022	PV areas indicated, Court dormer extended to provide duct route to court ceiling. Roof AHU indicated.
B	30/06/2022	RIBA Stage 3 Issue
C	01/09/2023	Stage 2 revised drawing
D	01/09/2023	Drawing issued for Stage 02 Costing

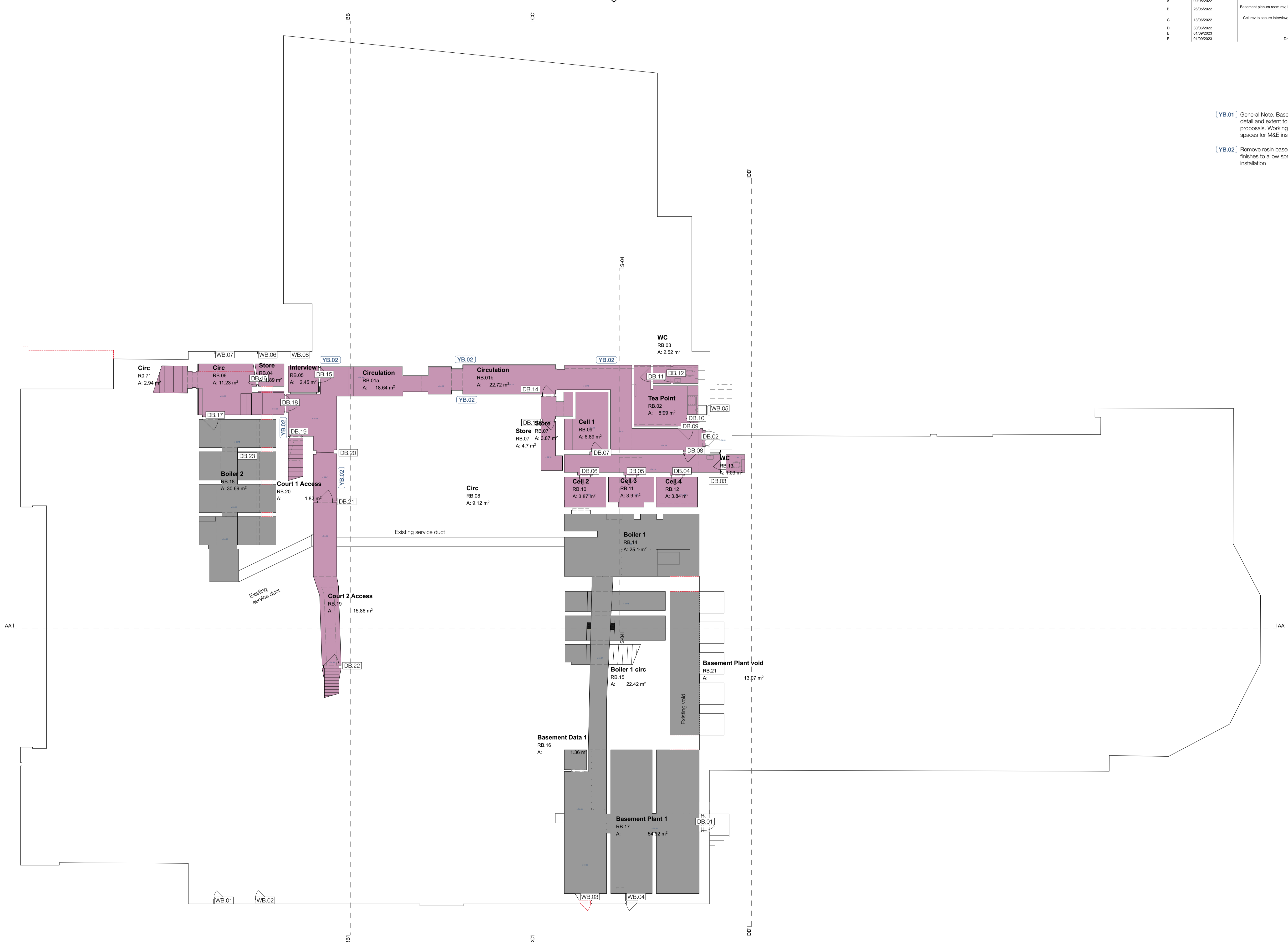


- YR.01** General Note. All rainwater outlets to be cleared and tested. All outlet grilles to be put back and replaced if damaged.
- YR.02** New vent. Plant to M&E information. Support platform to structural engineer design.
- YR.03** Extension to existing dormer for ducts. Lead finish to match existing.
- YR.04** Lead flashing to LSA recommendation.
- YR.05** Extension to existing dormer. Note. retain existing timber structure and existing lead where possible.
- YR.06** New aluminium thermally broken lantern rooflight. Marine grade ppc double glazed satin opaque units, laminated outer and toughened inner. Heat soak tested units to obscure rooftop plant.
- YR.07** New roof insulation and single ply membrane finish. Aluminium ppc finish fascia and new rainwater goods to existing locations.
- YR.08** Slate roof covering to be carefully removed including flashings and coping to allow for investigation as noted on elevation. Allow strengthening works to roof structure. n.b. refer to structural engineer information.
- YR.09** Lead roofing in area highlighted to be reviewed. Evidence of roof failure in wall below. Gutter outlets to be reformed to provide consistent outflow, upstands to be remade and all laps and seals to be checked and repaired where necessary. All work to be in accordance with Lead sheet Association recommendations.
- YR.10** Allow for 20% replace slipped or broken tiles to roof. Natural slate tiles to match original existing
- YR.11** New roof to proposed extension. Single ply membrane, dark grey colour to discharge to new PPC aluminium hopper and downpipe.

6000
North Elevation E-01

Revision	Date	Description
A	05/05/2022	Basement Room Rats expanded
B	26/05/2022	Basement plenum room rev, Interview room formed, duct space formed.
C	13/06/2022	Cell rev to secure interview, Interview 3 omitted, Secure lobby added
D	30/06/2022	RBA Stage 3 Issue
E	01/09/2023	Stage 2 revised drawing
F	01/09/2023	Drawing issued for Stage 02 Costing

- YB.01** General Note. Basement tanking detail and extent to specialist proposals. Working in confined spaces for M&E installations.
- YB.02** Remove resin based court paint finishes to allow specialist tanking installation



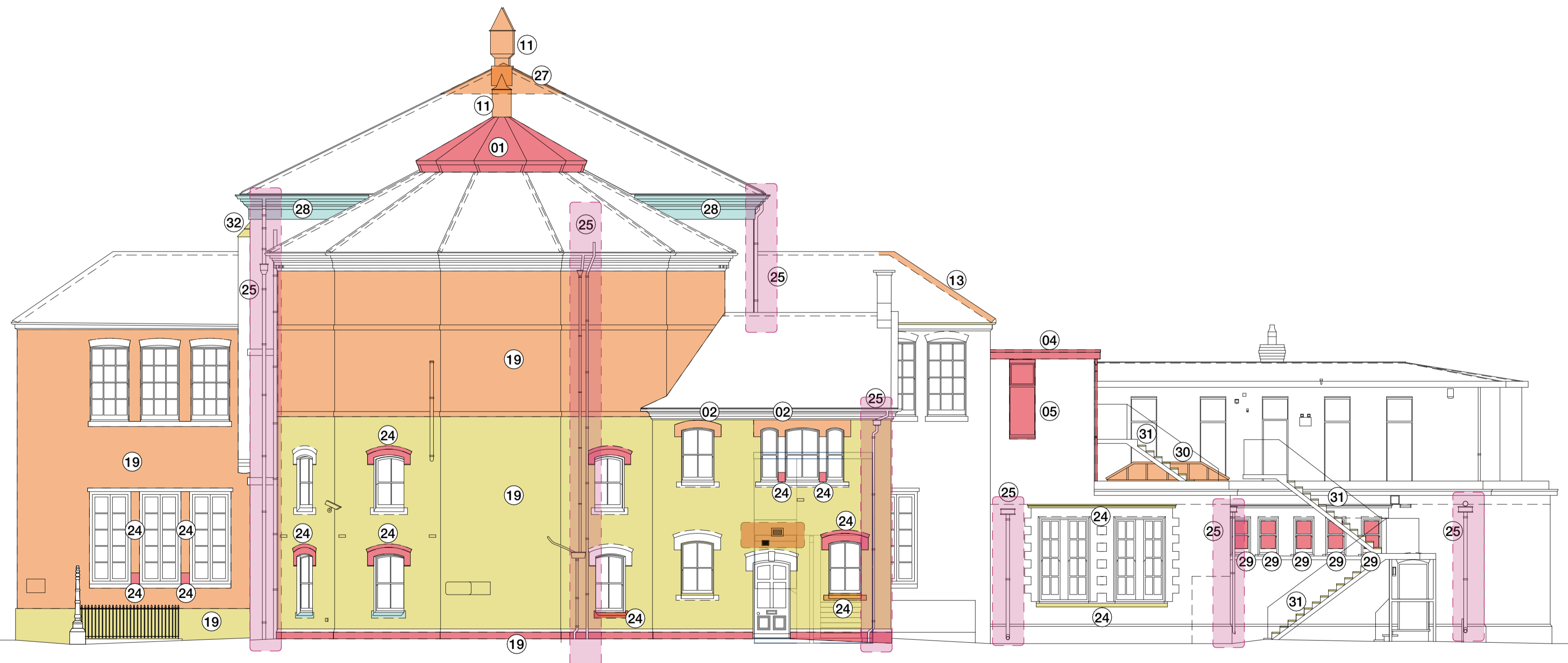
6001
West Elevation E-04

6000
East Elevation E-02

6001
South Elevation E-03



1:100 Proposed North Elevation



1:100 Proposed East Elevation

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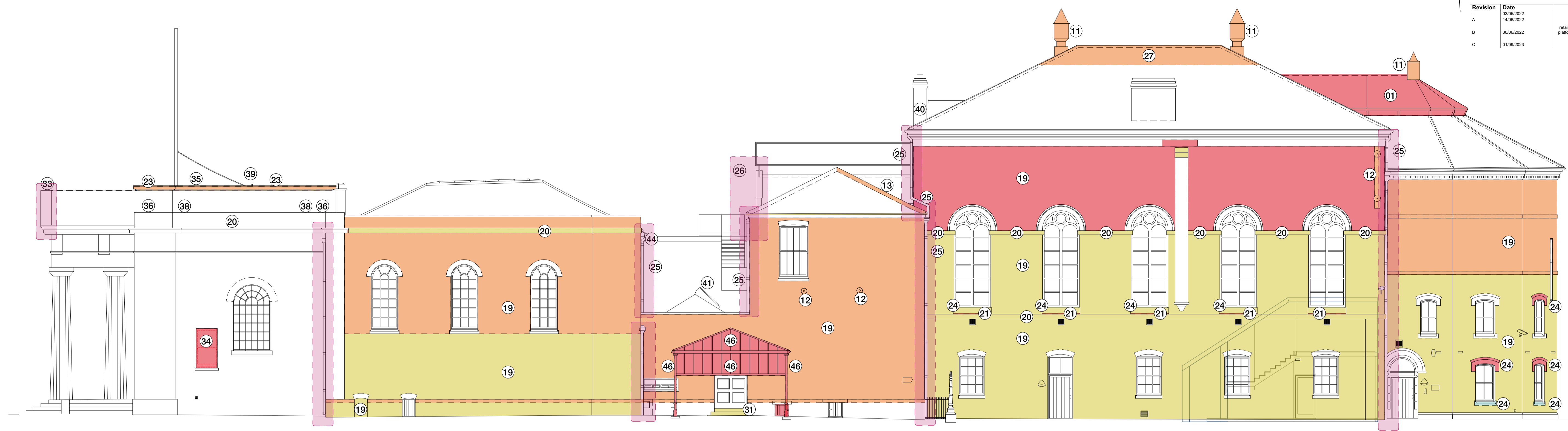
- Significant repair or replacement of elements required
- Significant repair required 20-80% approximately
- Repair to sections of element, 10-20% approximately.
- Element of works to be separately costed
- Repairs required; possible further works subject to detailed inspection
- Proposed Demolition

YELLOW/GREEN ELEMENTS TO BE CONSIDERED IN LATER PHASE

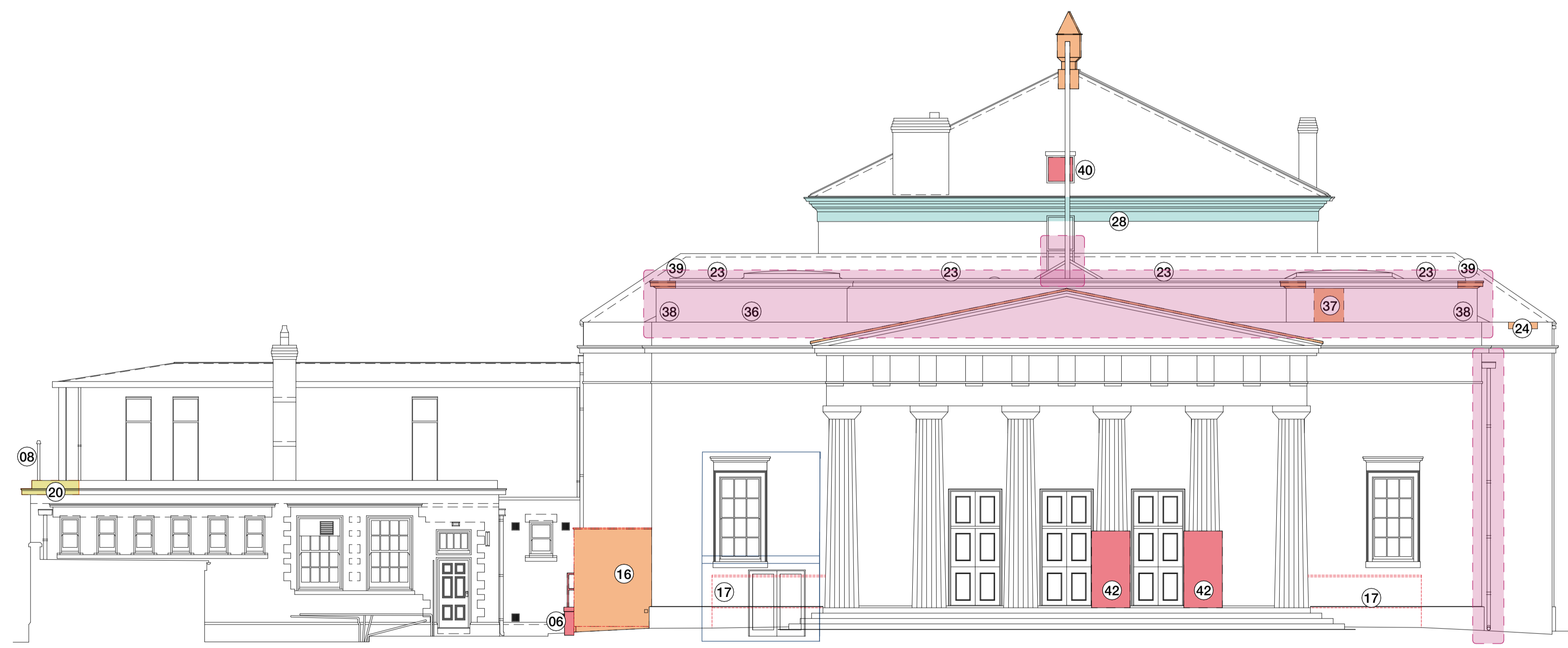
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- 01 Careful removal of glazing and frame, repair where possible or replacement to timber sub-frame once exposed. New glazing frame and toughened and laminated glazed panels flashed into adjacent heavy slate tiled roof.
- 02 Localised repair of stone moulding to match existing. Stone to match existing, all stone to be cleaned.
- 03 Removal of metal bracket and replacement of stone feature band stone to match existing profile
- 04 Removal of felt roof and substrate to roof joists. Replacement plywood deck, VCL and rigid insulation with single ply membrane over to improve thermal performance. New aluminium PPC flashing and fascia.
- 05 Existing windows removed. Replacement Aluminium PPC thermally broken windows with improved thermal performance
- 06 Existing brickwork cleaned and re-pointed. Any spalled / water damaged bricks to be replaced - notional allowance of 25%. Carefully remove existing handrail and allow for installation of new metal handrail and balustrade, powder coat finish. Steps to be inspected and any damaged nosings to be made good. Nosings to ensure suitable visible contrast
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- 08 Removal of vent if found to be redundant, tbc.
- 09 Demolition of Hall lobby; ground floor plant room and steel framed ramp. MAE equipment in plant room to be carefully removed and stored for re-installation in re-configured new plant space
- 10 Replacement of Ground level bricks to buttress to match existing. Existing adjacent re-pointed as necessary
- 11 Existing metal roof vent cowls to be carefully removed, cleaned, corrosion treatment applied if required and re-finished then re-fitted and weather. Restraint straps inspected for signs of damage or excessive wear and replaced if necessary.
- 12 Metal restraint channels and fixings to be wire brush down and existing coating removed to prepare for metal corrosion treatment and re-painted in situ with Micaeous Iron Oxide or similar.
- 13 Ridge capping tile to be repaired and ridge junction to be made good to provide properly weathered junction. Hipped ridge tiles reset and any damaged tiles replaced to match existing - nominally 20% allowance
- 14
- 15 Re-point brickwork and replace excessively damaged bricks. Ashlar detailed render to be made good, cleaned down and re-decorated.
- 16 Existing WC extension removed and stripped back to original external wall. Provision infill to match adjacent finishes
- 17 Existing disabled access removed. Glazed guarding removed. Step finishes made good. 1no. New platform steplift with top finish in stone to match adjacent steps to left hand side only - to replace existing accessible entrance route
- 18 PVC rainwater goods removed and replaced with Cast iron to match existing.
- 19 Brickwork re-pointed with traditional lime mortar / putty. Replacement brick to match existing to failed bricks or open cavity due to previous removal of fixtures / fitting.
- 20 Clean and re-point existing feature stone.
- 21 Clean stonework, mortar repointing between stone sill and feature stone band to fill cavity.
- 22 Fully remove remains of previously removed wall fittings. Make good brickwork and report.
- 23 Review Existing Coping stones and metal straps. Allow for 25% metal strap restraints to be fitted where missing. Stone to be reviewed and any excessively laminated stone to be replaced.
- 24 Allow for cutting out of excessively worn areas of all stonework and replace with matching to suit. Where wear is excessive and extensive, allow for replacement of stone feature.
- 25 Allow for removal of rainwater goods, strip failing paintwork and corrosion treat cast iron. Replace sections if necessary due to excessive corrosion. Re-paint metalwork to be consistent colour all round.
- 26 Allow for fitting of safety ladder for maintenance access between existing platforms. Fall restraint cage where required - if height above platform is 2m or greater.
- 27 Allow for careful removal of existing tiles that currently do not sit flat; review of battens / support. Replace any failed battens etc. and re-lay tiles.
- 28 Separate allowance for replacement of excessively work stone. Profile to match existing.
- 29 Existing windows refurbished and glazing replaced with 30min EI glass units for integrity and insulation. Windows to be non opening.
- 30 Existing Lantern rooflight to be replaced or repaired and re-decorated to enable double glazed toughened and heat soak tested glazing
- 31 Contrasting nosings to be applied to existing steps
- 32 Lead flashing to top of stone capping of projecting brick feature
- 33 Detailed inspection of copper roof to coping stone junction; allow 25% repair of length - mortar repointing or flexible inserts to junction
- 34 Remove existing timber window and replace with block inner lead and plaster to match adjacent finishes, dressed stone to match existing to outer face. Recessed circa 20mm from outer face
- 35 Renew handrails with galvanized handrail to existing stepped access to flagpole
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- 47 Existing rooflight lantern assessed for timber condition. Make allowance for timber replacement lantern upstands with new double glazed laminated glass opening lights. Carefully remove and re-use internal screw opening mechanism on new opening lights. New thermally broken aluminium hipped roof over, powder coated - colour tbc. with new double glazed units.
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FOR DISCUSSION PRIOR TO REVIEW WITH CONSERVATION OFFICER



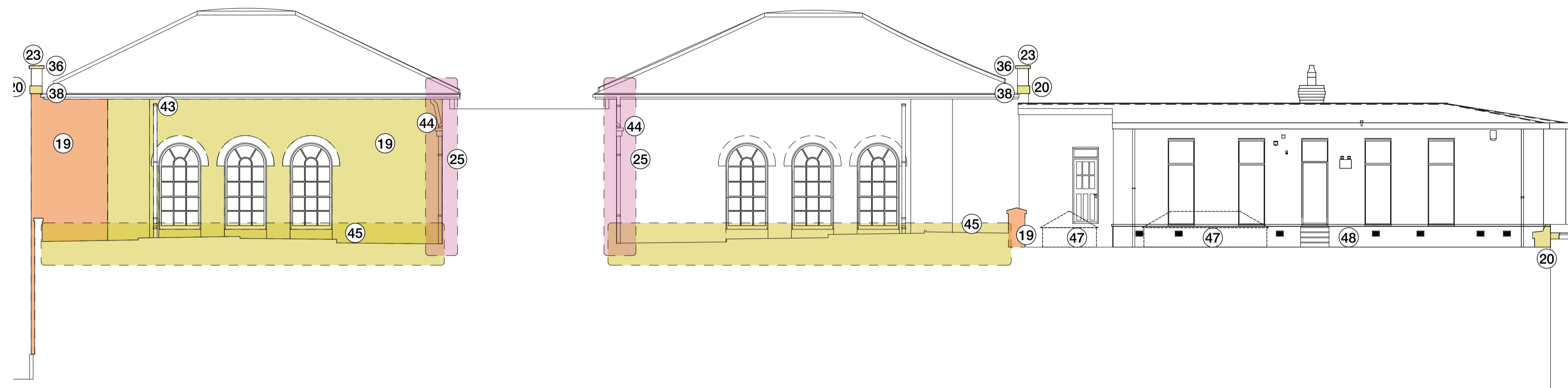
1:100 Proposed South Elevation



1:100 Proposed West Elevation

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Repairs required; possible further works subject to detailed inspection

Significant repair required 20-80% approximately

Proposed Demolition

YELLOW/GREEN ELEMENTS TO BE CONSIDERED IN LATER PHASE

Repair to sections of element, 10-20% approximately.

Element of works to be separately costed

FOR DISCUSSION PRIOR TO REVIEW WITH CONSERVATION OFFICER

Appendix 3

Library and Learning Centre -23-0912 Risk Register Full Business Case

Risk Number	Risk Description	Status	Risk Score	Consequence	Mitigation
Library Specific Risk					
1	Reputational/Financial - Project fails to secure listed building consent	Open	6	If consent is not obtained the project will face delays to delivery and cost implications	The Conservation Officer is part of the project team and has input/ is fully informed of all designs. Pre-application advice had been requested from Historic England.
2	Reputational - The Library and Learning Centre is not used by local residents, business, partners, etc.	Open	6	If the LLC doesn't generate the required income to cover the service charges this would create a cost pressure on the service.	The Project team have identified existing council services who will utilise some of the bookable spaces daily once available. In addition the rentable spaces are being designed to remain flexible to maximise their use. The project team has also procured expert consultants Take The Current who has produced a revenue report to strengthen the need for commercial opportunities.
3	Financial - Project runs over budget due to incorrect assumptions at feasibility	Open	8	The project would face value engineering to bring the cost within in budget and some objectives may not be delivered. This could also delay the project.	The project team will continue to work with the design team/ consultants to ensure the various elements come within the budget envelope through monthly project boards, weekly DTMs and ad hoc cost plan meetings.
4	Financial - Rise in inflation may result in an increase in costs	Open	4	Unstable markets may increase inflation across the life of the project above expected levels. This could have consequences on the delivery of work packages and require value engineering to reduce the costs to within budget.	Value Engineering required. Scope may need to be reduced. Additional funding may be required.
5	Reputational - The library doesn't meet statutory requirements	Open	3	Reputational damage, cost pressures on the service	The design team will continue to work closely with the Library services to ensure the new design provides the spaces and area required to fulfil its statutory obligations.
6	Financial - Unforeseen works found during fit-out	Open	4	Shire hall is a Grade II* listed building and there is a high possibility that during the construction phase we will discover issues which could possibly push back programme and add cost.	There is a generous contingency for this project within the budget. Extensive surveys and site investigations have been carried out to understand the building and its requirements.
7	Resources - Unable to recruit suitable experienced Library staff	Open	4	Delivery of the service would suffer reputation damage	The project team is working closely with the project Service Lead and the current service to assess the needs required to run the new services (LLC). Negotiations for management partnerships have been initiated with NMITE.

8	Political - Change in political priorities	Open	6	Loss of political support, leading to loss of resources.	We will consult with, brief and provide up-to-date information to all Council members.
9	Specialist contractor requirement/ volatile construction market	Open	9	Delays to project timetable and additional costs	Contractors capable of working on a historic building like the Shire hall are a specialist resource, which reduces the procurement field of suitable suppliers. The construction market is running at high capacity while material supplies continue to be difficult. Risk of delay in securing a timely start date with suitable contractors, and subsequent delay during construction from materials shortages. Also increases in cost due to the supply and demand effect of both contractors and materials.
10	Procurement timeframes are longer than expected	Open	8	Delays to project delivery and additional cost	The project team is working closely with Herefordshire Council procurement team as is Mace Ltd procurement team, who understand the current market to mitigate this risk.
11	Department of Levelling Up Housing Communities (DLUHC) and Stronger Towns do not support Shire hall project	Open	8	The projects will not move forward if we do not receive positive feedback from the Stronger Towns Board and Central Government once the FBC has been submitted within the timeframes that match the project programme.	We are working closely with both parties involved to ensure they are updated throughout the Cabinet decision process. Fully inform both parties of the benefits of the chosen location.
12	Accessibility within the building	Open	4	Despite best efforts, the building is deemed not adequately accessible for the purposes of a Library and Learning Centre	The design team are ensuring that all public areas of the building are fully accessible. During RIBA Stage 3, there will be a full accessibility audit to ensure there are no gaps. Stakeholder consultation will include a wide spectrum of user groups.
13	Department for Digital, Culture, Media & Sport doesn't support the library and learning centre moving into Shire Hall	Open	6	Herefordshire Council has statutory obligations to provide a library provision and if DCMS do not support this project moving forward the current temporary provision would need to be re-evaluated causing delays and disruption to the service	The project team and the Library Services will continue to engage with DSMS on the library's location and the wider project. The Design team will continue to work closely with the Library services to ensure the new design provides the spaces and area required to full fill its statutory obligations
14	Historic England not supportive of the project	Open	3	The Building is Grade II* listed and if Historic England are not supportive of the proposed works at Shire Hall this could halt the project effecting the timeline and costs	The project team have engaged with Historic England early and will continue to work engage with Historic England seeking pre-application advise.
15	Planning Permission not granted	Open	3	Planning permission is required for the wider works at Shire Hall	The project team will continue to work with the conservation officer, Historic England and Planning Officer as we work through the Planning processes.

16	Listed Building Consent not obtained	Open	5	The Building is Grade II* listed and Listed Building Consent will be required before any works can start on site	The project team will continue to work with the conservation officer, Historic England throughout the design process.
17	Shire Hall wider work effect Library and learning centre scheme	Open	6	The wider works required at Shire Hall take longer the expected, pushing back the library and learning centre works	The wider works design team the and library and learning centre design team will continue to meet in weekly design team meetings ensuring any requirements are set out and understood as the project progresses
18	The Revenue Business Plan doesn't stack up	Open	6	The Library Service failed to generate the required revenue to cover the ongoing services costs	A Commercial consultant has been appointed to look at the commercial opportunity's available for the building, which will allow the Library Service work with other services across the council(Property Services, Adult Learning) to forecast future resource requirements
19	Partnerships not obtained or not fulfilled	Open	4	There would effect the offsetting for the Library Services revenue budget	The Library Service team have already reached out to potential partners who could aid the management of key areas which would offset future revenue costs
20	The New Library and Learning Centre doesn't meet the Stogner Towns outcomes and outputs	Open	2	Possible funding claw back and reputation damage	The required outputs, outcomes and key performance indicators specified by the Stronger Towns Funding agreement have been referenced throughout the development of the Full Business Case. The project team will also continue to work with the wider design team and the library service to ensure the above is realised.
21	Reputation damage due to the temporary Library Service provision at the MRLC being extended	Open	4	Reputation damage due to the extended time the temporary library provision is located at the MLRC	The project team and the library service will continue to work together to ensure and stakeholders and service users remain updated and consulted throughout the project

Appendix 4

Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed: Hilary Hall
Directorate: Community Wellbeing
Individual(s) completing this assessment: Sarah Lee
Date assessment completed: 12 September 2023

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)

Proposed redevelopment of Shirehall to provide a new venue for Hereford Library and Learning Centre.

What is the aim, purpose and/or intended outcomes of this activity?

Aim: To refurbish and modernise an existing Grade II* listed civic building to create space for a public library and community learning centre.

Outcome: Protected and refurbished historic building with improved community facilities and accessibility in the heart of Hereford.

Name of lead for activity

Hilary Hall

Who will be affected by the development and implementation of this activity?

- Service users
- Patients
- Carers
- Visitors
- Staff
- Communities
- Other:

Is this:

- Review of an existing activity/policy
- New activity/policy
- Planning to withdraw or reduce a service, activity or presence?

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information for services/staff groups affected, complaints etc.)

Hereford Library has shared a purpose-built site with the Museum and Art Gallery on Broad Street since 1874, but the building is no longer fit-for-purpose with significant structural issues and outmoded spaces. £18m grant funding will now see it completely renovated into the new Hereford Museum and Art Gallery and the library will move out of the building to a new site.

Cabinet decided on Thursday 22 June that a review would take place to identify the best possible location for a permanent site for a new Hereford library. Plans to develop a permanent library facility in Maylord Orchards have been paused while this review takes place (up to 26 October 2023).

This EIA has been conducted as part of the preparation of the Shirehall full business case to ensure that the service offered will be fully accessible to all potential customers. This includes exploring the strategic, economic, financial and commercial cases for the library in this location with internal officers and external expert consultants, exploring potential services and target user groups, as well as a full architectural, accessibility and service review of the potential design layout at RIBA Stage 2 level.

Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)

Key stakeholders for the project have been consulted as part of the project development process to RIBA Stage 2 design. As well as the Stronger Towns Board, this has included the Herefordshire Cultural Partnership (which includes a wide range of organisations representing the cultural sector in the county), internal delivery partners including library staff as well as Talk Community, Health and Wellbeing, Public Health and Post 16 Adult Learning Services, Hereford Business Improvement District, NMiTE, Hereford City Council and the Joint Action on Herefordshire Libraries (JAHL) group, representing service users. The Shirehall building has also been opened up for a number of site visits to council members and stakeholders over the course of FBC development to allow people to walk the space and ask questions about the overall potential of the building.

Summary of relevant findings

Discussions with consultees centred on general plans for the use of both the Assembly Hall and Undercroft spaces with thoughts on how they might be used by the library service. Consultees were asked their thoughts on the ideas, in principle, and whether they thought this was an appropriate use of the space. Those engaged with were asked if they felt this was a project which they would support and be able to work in partnership with the council library service at this location. Responses were positive and a number of partners offered suggestions for opportunities where they could work with the service and potentially utilise bookable space in other areas of the building as well. Specific comments received included statements such as 'Sounds exciting' and 'exciting opportunity', while one comment stated 'this project might breathe a fresh lease of life into both the building and the library service'.

There were no comments or views recorded that expressed a preference for Maylord Orchards as a venue ahead of Shirehall. Some comments were made about the high cost of parking in the vicinity of Shirehall and there were a number of comments about the imposing nature of the building. It was felt that this may be a barrier to some people crossing the threshold, but it was also felt that this could be addressed with a 'softening' of the physical approach to the building such as external landscaping, good signage and good use of colour and layout in the building's forecourt. There was also a concern around the heritage nature of the building and ensuring full accessibility, particularly on the proposed number of platform lifts required. All those involved in the discussions asked to be kept involved as conversations developed to look at opportunities for working together to deliver the best possible outcomes.

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.**

Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers, partner organisations, etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		✓		Access to all services will be possible as now
Disability	✓			A new platform lift will be installed at the front columned entrance to the Shirehall that meets all access requirements. Other fully integrated lifts will be introduced where needed near the toilet block and in the Assembly Hall to move people from library floor up to the stage seating area. The central circulation core includes stair and lift options. All floors can be accessed from this point. Clear signage and orientation in different formats will aid people around the building. The entrance to the Learning Centre is level access direct from disability parking. The design of the Library and Learning Centre is fully DDA compliant and offers different offers for varying needs and learning styles – sensory, creative, digital, tactile, reading, verbal, and visual. A new Sensory Room for early years, SEN families, adults with learning disabilities and those wanting quiet space will be identified and clearly advertised on library literature and the website. Staff and volunteers will be trained in diversity, inclusion, mental health, dementia awareness and neurodiversity, and in the delivery of activities for different needs.
Gender Reassignment		✓		Access to all services will be possible as now
Marriage & Civil Partnerships		✓		Access to all services will be possible as now
Pregnancy & Maternity	✓			There is level access along the driveway and into the building and all public library areas of the building will be accessible either on the ground floor or first floor via lift access. This is an improvement on the current position at the Broad Street building where there were restrictions on use of the lift. The Learning Centre will also include a dedicated buggy park to store prams safely and early years learning in the Sensory Room and library proper.

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Race (including Travelling Communities and people of other nationalities)		✓		Access to all services will be possible as now
Religion & Belief		✓		Access to all services will be possible as now
Sex (including issues of safety and sexual violence)		✓		Access to all services will be possible as now
Sexual Orientation		✓		Access to all services will be possible as now
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)	✓			The Library and Learning Centre will be open to all, aiding the development of skills to enable people to access higher value employment opportunities and improve their health and wellbeing. Adult Learning Services will deliver courses to improve people's skills and there will be space in the Learning Centre and library to work with partners to deliver events and activities to promote positive health and wellbeing agendas. The new Learning Centre will include a dedicated digital lounge, entry level Makerspace, Sensory Room and Adult Training Room provision, which is not currently available to users.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		✓		Access to all services will be possible as now

What actions will you take to mitigate any potential negative impacts?

Potential negative impact	Actions required to reduce/ eliminate negative impact	Who will lead on action?	Timeframe
Design of the heritage building restricts or does not meet accessibility needs	Professional technical teams on board to lead the design and implementation of the necessary changes (e.g. addition of platform lifts and other measures). Additional consultation with user groups will be undertaken as part of RIBA 3-4 design developments specifically on access.	PMO	Ongoing up to 2026 as part of design development process

Where an impact on any of the Equality Groups is realised after the implementation of the project/service/policy, the commissioners and/or providers of the project/service/policy will seek to minimise the impact and carry out a full review of this EIA.

4. Monitoring and review

How will you monitor these actions?

The project is managed by Herefordshire Council's Programme Management Office (PMO), who will identify any risks during the design development process. The project is overseen by the Project Board, which meets at least monthly. A Towns Fund Project Board will also oversee the development of the projects. Any future redevelopment would be subject to a Cabinet decision, including a review of equality impacts.

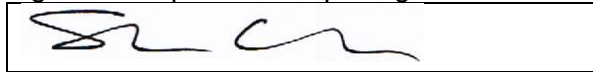
When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)

This EIA has been reviewed ahead of submission of the full business case for consideration. It will be reviewed on a monthly basis after the business case has been submitted. It will also be reviewed in between monthly revisions should circumstances arise that require it.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA



Date signed

12 September 2023

Appendix 5

Shirehall Library

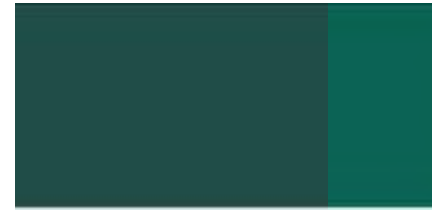
3D Visual Presentation

thedesignconcept

Please note all 3D images within this document are conceptual ideas only. All colours and graphics are suggestions only and will be up for discussion at a later stage.

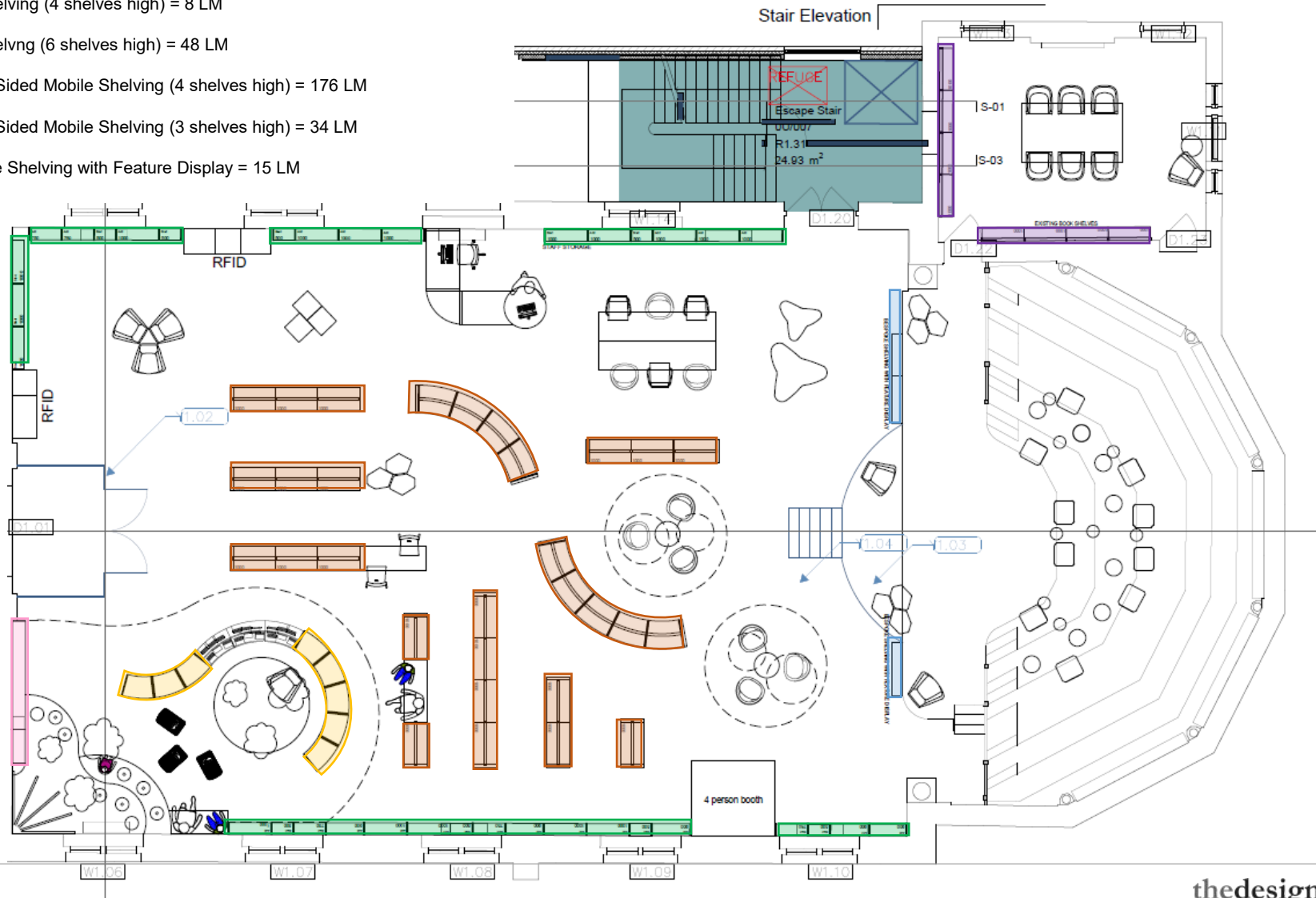


Shirehall Library – Conceptual Moodboard



Shirehall Library – Linear Meterage

- Wall Shelving (5 shelves high) = 145 LM **TOTAL 426 LM**
- Wall Shelving (4 shelves high) = 8 LM
- Wall Shelving (6 shelves high) = 48 LM
- Double Sided Mobile Shelving (4 shelves high) = 176 LM
- Double Sided Mobile Shelving (3 shelves high) = 34 LM
- Bespoke Shelving with Feature Display = 15 LM



Option 1 – Dark Green Shelving



























Option 2 – White Shelving







Versatile stackable chair with upholstered seat, options with and without arms



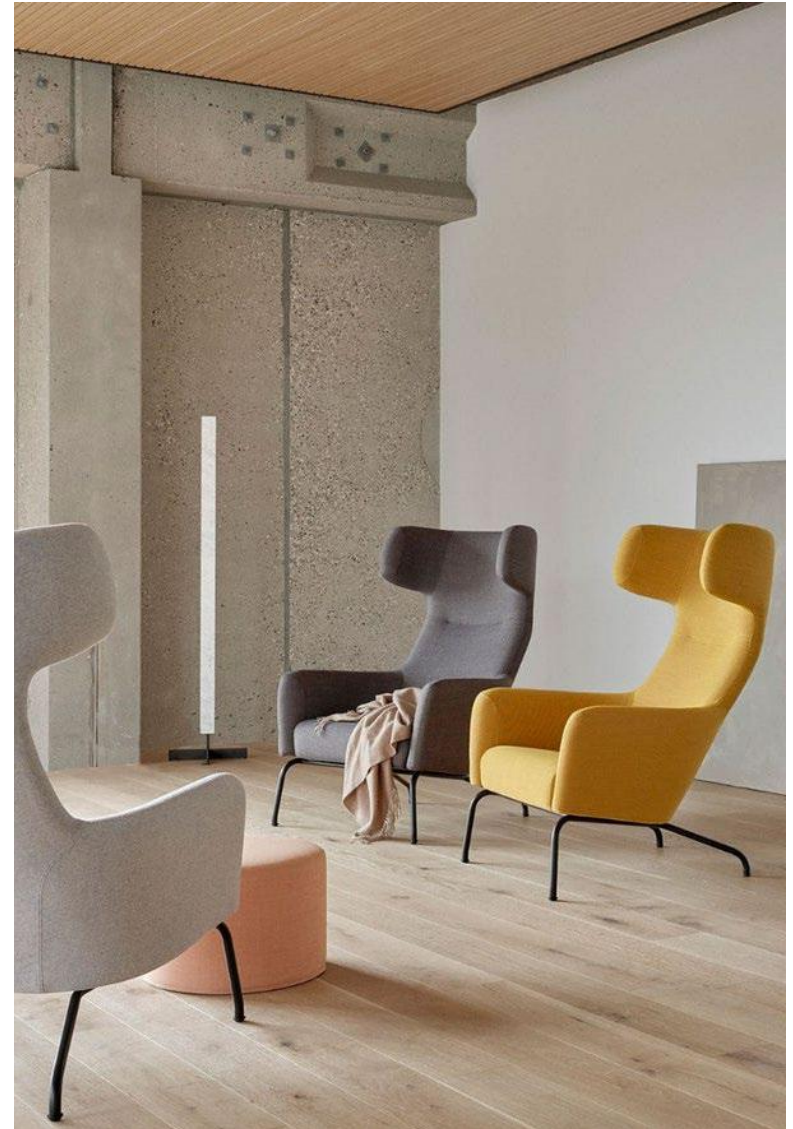
Upholstered seat in a classic style
on a traditional 4 legged base



Soft upholstered seat with arms and stable base



High back lounge chair for
break-out areas



Irregular shaped pouf seating
for break-out areas



Irregular shaped pouf seating
for break-out areas



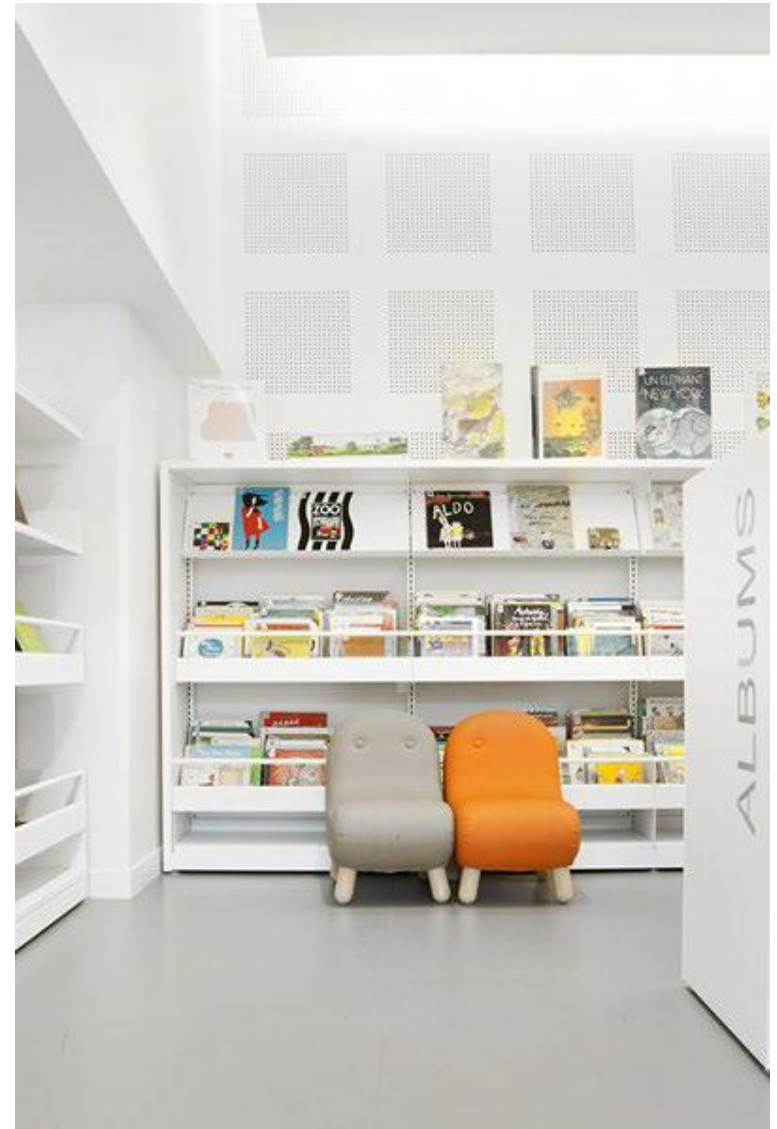
Acoustic meeting pod that offers comfort and privacy



Feature acoustic lighting to dampen noise and make use of the vast ceiling height



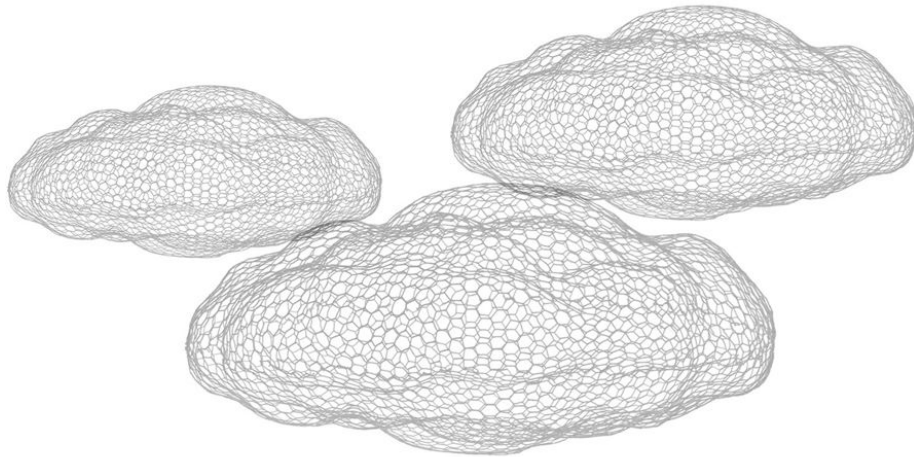
Small compact lounge chair
for the children's area

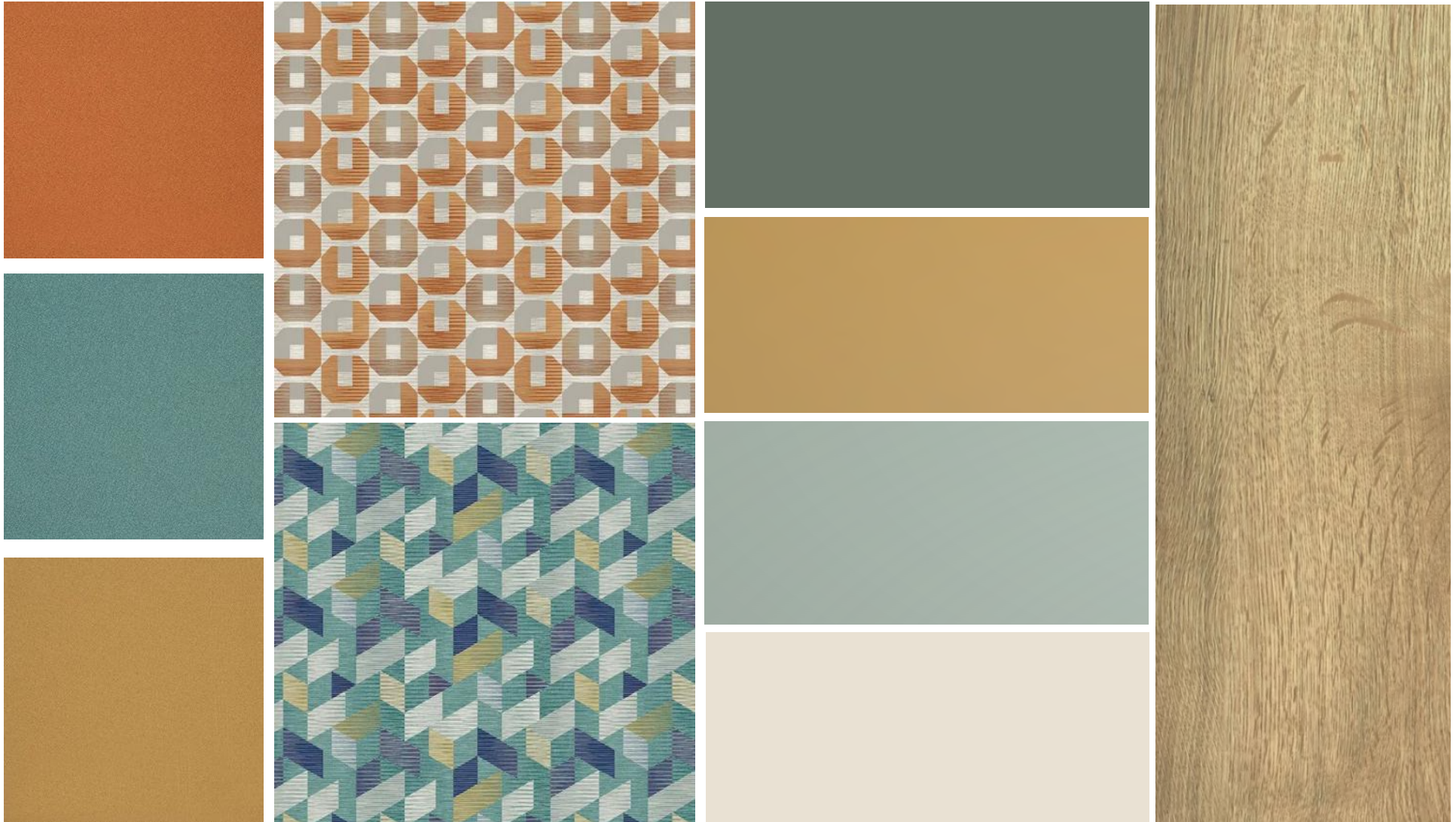


Firm cushions ideal for use on the floor, benches, staircases etc.



Feature metal mesh clouds hanging over children's area







Skiptvet Public Library, showcases how dark shelving can create such a cosy atmosphere within the Library. Further details and images can be found on our website, thedesignconcept.co.uk

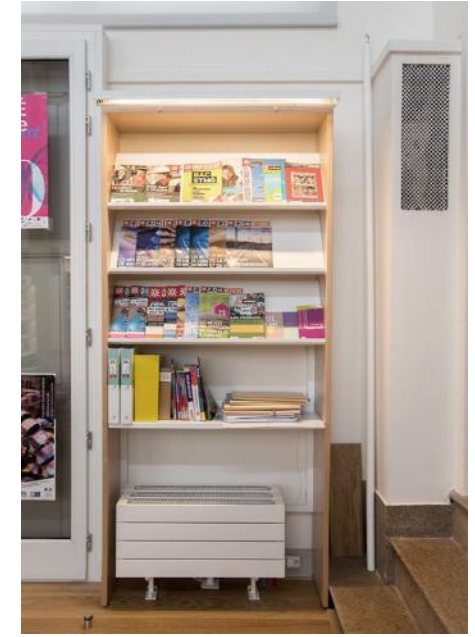




Photos from a recently completed project

3D visuals from an ongoing project





Lycée Paul Langevin is a school library which showcases similar architectural features. Further details and images can be found on our website, thedesignconcept.co.uk

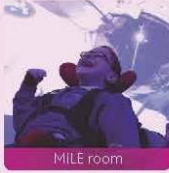
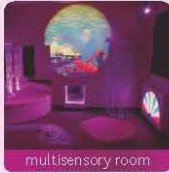


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Appendix 6



John Harden

01 September 2023

5782

PREPARED

DATE

QUOTE NO.

Project Proposal

PREPARED FOR

Herefordshire Council

experia
multisensory for everyone

Experia
Acorn Phase 3, High Street
Barnsley, South Yorkshire
S72 7BD, United Kingdom

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E info@experia-innovations.co.uk
W www.experia-innovations.co.uk

Upon visiting Herefordshire Council on 29th January 2023, we discussed the need and reasons for a new Multisensory environment in the new Library building.

Shirehall was formally the court building in Hereford and is now being refurbished and will be used as a library and cultural centre. Included in the refurbishment is a plan to have a sensory room which will cater for users who have additional needs.

The priorities for the room will be young people aged early years to around 12 years and their families with special educational needs. The second priority will be teenagers and adults with learning disabilities. The room will also be used by community groups who have members that have additional needs and can suffer sensory overload.

As well as providing a space where users can calm, relax and re-regulate when their senses become overloaded the aim is to also provide an area that can be used to aid sensory development by interaction with the different products. The use of different switches that enable those with different needs to engage with the products is required making the room as inclusive as possible.

A room has been identified to be used. Formally used as office space, there is currently electrical trunking running around the bottom of the walls. You will remove all of this trunking and install electrical sockets in line with an electrical plan Experia will provide once an order has been received. There is a radiator in the room and this will stay. The design has been created on this basis.

Wants and Desires

We discussed many products at the meeting and it became clear that an inclusive room was required that allows users the opportunity to calm and relax as well as interact with products.

There were some items that were definitely wanted and some that were not:

- **Wanted:**
Bubble tube, soft platform around the bubble tube, the ability to change the feel of the room with light, fibre optic sideglow, projector, music, switches, wireless equipment.
- **Not wanted:**
Products that will over stimulate users and the inability to control different piece of equipment.

An open ended system was required as you do not want to have to change equipment every 5 years. You require the equipment to be 'ahead of the game' so if you merely add a new switch every year to ensure all users have access to the equipment then you have the result they require.

Budget

We discussed a budget for this area at the meeting. No specific budget was mentioned. There is a budget for the full refurbishment and you are looking to see how much your ideal room will cost.

The current infrastructure within the proposed multisensory area is as follows:

- **Electrical**
We would recommend a switched fused spur for each product – don't worry if you don't understand this, we will provide an electrical plan upon order confirmation.
- **Lighting**
Currently the room has strip lighting. We would recommend the use of dimmable lighting to allow you to have full control of the ambient light level in the room.
- **Wall Colour**
We would recommend the walls be painted off white to create a neutral colour and allow any projection to be clearly seen.
- **Floor Covering**
We would recommend either a dark green/blue carpet or vinyl.
- **Heating**
Currently there is a radiator in the room. This is acceptable; however, air conditioning is always recommended if funds allowed.
- **Ventilation**
Currently there is a window in the room. This is an acceptable form of ventilation.
- **Air Conditioning**
Currently there is no air conditioning in the room. This is acceptable; however, air conditioning is always recommended if funds allow. It allows you to have complete control over the temperature within the room and can be used to enhance a sensory story.
- **Window Covering**
Currently there is no window covering. We would recommend using either a professional blackout blind or a thick blackout curtain. If using a curtain please bear in mind that there may be some light leakage from either side of the curtain.
- **Hoist**
Currently there is no hoist in the room and there are no plans to install one.

Our recommendation....

In order to address the needs identified, Experia recommends the equipment detailed in the itemised quotation.

This equipment has been selected for the following reasons:

- IRiS wireless sensory equipment is completely wireless so switches can be used in any location to suit the user.
- IRiS wireless sensory equipment can be activated by a number of switches in any configuration meaning the room can be changed to suit any individual.
- IRiS wireless sensory equipment provides a long-term solution to the school irrespective of what needs and abilities new intake has.
- IRiS wireless sensory equipment can be customised to suit your specific requirements and that of the pupils.
- IRiS wireless sensory equipment provides additional functionality which meets the school's overall objective, develop life skills, provide an interesting and fun place to learn, develop social skills and help pupils achieve their potential.
- IRiS wireless sensory equipment is completely open ended – equipment we make in the future will work with your equipment; you should never need to replace your sensory equipment again. *
- IRiS wireless sensory equipment can work with a computer or iPad®, iPhone® or iTouch®.

*Other than damaged, worn out products or if you wish to upgrade.

IRiS Wireless Sensory Equipment – What’s the story?

Design Spec 2005 – To create a range of multisensory equipment that allows anyone regardless of age or ability to control each and every piece of equipment through a range of specially designed switches and each and EVERY person gets a response/reward for their activation.

It should be wireless, easy to use and completely open ended. Products we build in 2005/6 should still be controllable from products we make in 2019!

“No one should be barred from using the system, there must be a switch for them! Likewise no person should be barred from getting feedback from the system, there must be a product that stimulates or calms them regardless of their ability!”

Gareth Jones, MD, Experia – 2005.

Eight years ago we launched our unique innovative wireless IRiS range of multisensory equipment and changed the way multisensory equipment is used.

IRiS is a range of wireless multisensory products split into two key areas, Talkers (Switches) and Listeners (bubble tubes, fibre optics, etc, etc). There are a range of Talkers (switches) to suit almost all needs enabling anyone regardless of ability to control any number of products. Also, the range of listeners is large, each designed to stimulate through a range of senses such as light, sound, aroma, vibration, wind and more.

Years on, we continue to add exciting innovative products to the range to help make learning and development fun, challenging and worthwhile.

In 2008 we introduced our astonishing, easy to use computer software allowing users to use their existing IRiS products to create amazing scenarios based on interaction, calming, theming, story telling, in fact anything they could imagine – and with a simple mouse click they can share their scenarios around the world!

Based on very simple drag and drop technology we even saw many pupils create their own scenarios.

2013 saw the introduction of our IRiS+ app, stuffed full with unusual ways of switching including rotation, movement and much more.

The beauty of IRiS+ is that whilst the app is brand new it can control the IRiS equipment we made all those years ago!

2015 sees the introduction of Qi wireless charging for all our battery powered products so now you never need to change a battery.

IRiS is the only system that is TRULY open ended, TRULY life changing and lovingly designed and manufactured in the UK.

If you want the best that never grows old, never becomes obsolete, never has to be replaced, then IRiS is for you!

Why Choose Experia?

- Trusted company, incorporated 10 years ago.
- Over 26 years experience in multisensory environments means we understand your needs.
- Experienced long term partner – were NOT here for a ‘quick buck!’
- Over 1,000 rooms installed across the world in diverse countries as USA, Canada, Hong Kong, Kuwait, Holland, France, Spain, Denmark, Dubai, Lebanon, Mexico, Mauritius, Cyprus and many more.
- At the forefront of cutting edge multisensory technology.
- Products designed and manufactured in the UK by Experia.
- All products endure a rigorous 21 point test before despatch.
- Low running costs.
- Quick to respond to any issues should they arise.
- Friendly people who easy to work with providing a stress free experience.
- No sub-contractors, just well-trained conscientious staff.
- Two year warranty on all products manufactured by Experia.
- Comprehensive training (what’s the use of great equipment, if you don’t know how to use it).
- Currently working toward ISO9001 accreditation.
- Ongoing Support.
- Ongoing Training.

Don't take our word for it, here's what some of our clients say.....

"A fantastic resource it has made a massive impact on the way we can teach the curriculum."

Andy Sloan, Headteacher, Rosehill School

"The schools Multisensory Interactive Learning Environment (MiLE) is very successful in promoting learning through a new sensory curriculum."

Ofsted inspection at Rosehill School

"The reaction from the children has been fantastic! The software is very easy, quite intuitive and not difficult to understand at all. You're only limited by your imagination and that's the key thing to the MiLE room!"

Brad Bradstock, The Redway School

"Ridgeway has always been progressive in terms of using technology to drive forward the opportunities for our pupils - our motto is 'a voice for all' and the MILE system offers us a fantastic, breathtaking environment that makes learning meaningful, relevant and fun."

Darryl Morgan, Headteacher, Ridgeway School

"I just wanted to say a massive thank you to all the staff at Experia for your help and support in the installation of our Sensory Room and Soft Play Area at the Chase Leisure Centre. We recently had our Official opening and the feedback we received from families, partners and members has been fantastic."

Paul Smith, Sports Development Manager

"Nothing is too much trouble and we wouldn't hesitate to recommend them to anyone else who is looking for a good equipment supplier. Our dream families are also very pleased with the help and support they've received from Experia."

Wendy Gray, Dreams Co-ordinator, Dreams Come True

"We've seen instant benefits. There has been a noticeable increase in the motivation of the children, some are now able to control the lighting effects for themselves, and there has also been an increase in their visual response."

Tracey Penman, Assistant Head Teacher at Manor Mead School.

"Experia have been official sensory equipment suppliers for the Lord's Taverners since 2010. Since the partnership began they have supplied sensory and soft play equipment to over 70 special needs schools and have always provided a consistent and professional service."

The team at Experia take great care to ensure every school is purchasing equipment that best meet the needs and requirements of the pupils and they ensure that the teachers/carers are trained to use the equipment to its full potential. All equipment is made in the UK and any adaptations a school may require are easily implemented by skilled and trained technicians.

The Lord's Taverners are very happy to endorse Experia's work, they go above and beyond to ensure the end product is the best it can be."

Nicky Pemberton, Director of Charitable Programmes, Lord's Taverners

Proposal Authorisation

To show your acceptance of this proposal, please complete the following:

CONFIRMATION OF ORDER TO EXPERIA

I, (name).....

(Position).....

Confirm that I am authorized to order the following goods:

.....

As per proposal herein (Please state and delete any items necessary)

On behalf of (Name of organization or individual)

By reason of (Nature of authority e.g. power of attorney, legal guardian)

Official Purchase Order Number

Preferred Date of Installation (Date cannot be guaranteed but we will try to accommodate your request)

Preferred Colours of Soft Furnishings

And that payment will be made by

Name.....

Address.....

.....

.....

Email.....

Tel..... Fax.....

Signed Date.....

The Next Step

Through many years of experience and installations, we have built up a proven and reliable process for ensuring the successful implementation of your multisensory environment.

Key to the success of any multisensory environment whether it's a room, pool, bathroom or garden is the need for a named person who is ultimately responsible for the new area.

The following diagram provides an overview of the process, some of which are optional, for the implementation and continuing success of your environment.

Our proven process for product selection and implementation

1

Initial Conversation

- Understand your establishment and requirements
- Introduce Experia, our background, products, services and solutions

2

Initial Meeting

- Meet to discuss your requirements and the needs of the users
- Survey your existing room to enable us to manufacture any bespoke item

3

Product Demonstration

- Comprehensive demonstration of our latest products
- Discuss which products would suit your project

4

Create Quotation and Design

- Create an itemised quotation based on our discussions
- Create a 3D design to show how the room could look when complete

5

Present Proposal

- Present to proposal to you and discuss benefits and reasoning behind the proposal
- Agree financing option (if applicable)
- Sign off Proposal Authorisation

6

Appoint Project Team

- Appoint Experia Project Manager
- Agree key project contacts in your establishment
- Agree mutually convenient installation date

7

Installation

- Install the equipment and test
- Sign Off installation

8

Training

- Arrange training at a mutually convenient date
- Carry out training and record all those attending
- Send training certificates to establishment

9

Ongoing Support

- Agree purchase of maintenance contract
- Agree purchase of training contract
- Advise contact details of customer support staff

10

Periodic Revisit

- Agree a mutually convenient date to revisit to check progress of area, normally after 6 months
- Agree to revisit periodically to check on area and keep you abreast of new developments
- Keep in regular contact with you through phone and email

Experia Service and Support

Experia staff understand the need to resolve an issue that may arise both professionally and quickly. This is done by telephone, email and visits to site if necessary.

Through many years of experience and installations, we know what may go wrong and why.

We understand that staff move on and replacement staff are left, in some cases with little or no training on how to use the equipment in your sensory area. Over time this wonderful resource is used less and staff begin to think that 'it's never worked' or 'the area is rubbish'.

What a shame when most issues in a multisensory area are not due to a mechanical or electrical failure, they are due to lack of knowledge.

With this in mind we are the only company to offer a Training Contract and a Maintenance Contract.

Training Contract

Comprises two days training at your establishment per annum.

Comprehensive training will be carried out by one of our experienced Sensory Advisors to keep your members of staff practical knowledge up to date.

Following completion of training, staff will be issued with a certificate to add to their record.

Mutually convenient dates to be agreed upon order placement.

Maintenance Contract

Comprises two maintenance visits at your establishment per annum.

Our maintenance contract boasts an impressive detailed 12 point check on every piece of equipment in your multisensory environment.

Following completion, a completed checklist is provided for your records.

Unlike many contracts, ours features an 'AA' type service where visits can be arranged as and when required.

Extended Warranty

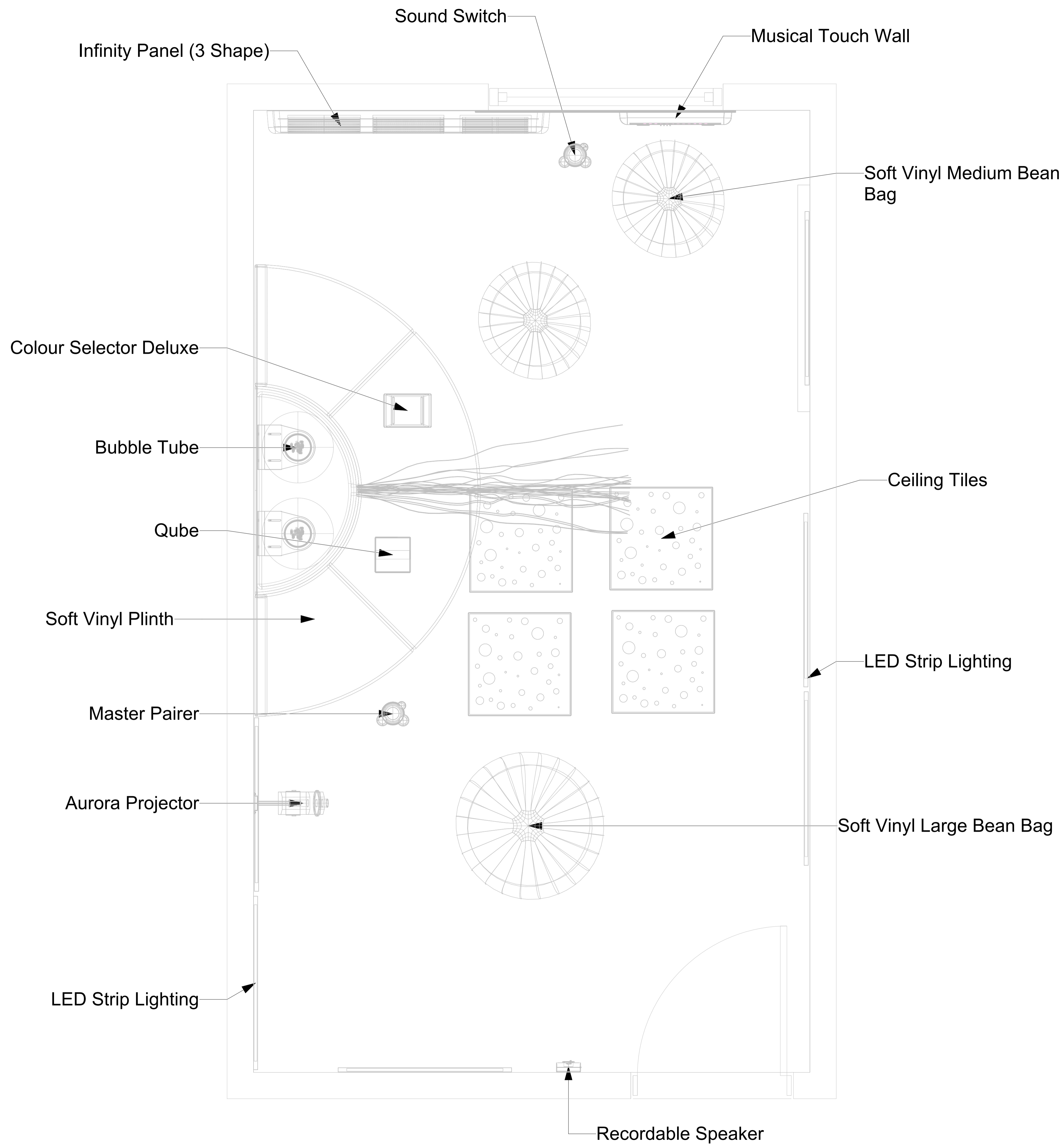
To ensure peace of mind and because we are so sure of the quality of our products we offer an industry first, extended warranty.

All products manufactured by ourselves have a two year warranty which can be extended to 5 years if required at additional cost.

Confidentiality

The information provided by Experia in this proposal is unique to Herefordshire Council and confidential; therefore, anyone reading this document agrees not to disclose any of the information in this proposal without the express written permission of Experia and Herefordshire Council.

No part of this proposal may be reproduced or transmitted in any form without the express permission of Experia and Herefordshire Council.



Contact us

Telephone:
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Project Title
Sensory Room

REV.	DATE	DESCRIPTION

NO.	DATE	ISSUE NOTE

Project Manager John Harden	Drawn By KM
Date August 2023	Reviewed By MC
Project ID 5782-30082023-001	

Sheet Title
Labelled Overview



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Project Title
Sensory Room

REV.	DATE	DESCRIPTION

NO.	DATE	ISSUE NOTE

Project Manager
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KM
Date: **August 2023** Reviewed By
MC
Project ID: **5782-30082023-001**

Sheet Title
3D View 5

Sheet No.
A1.5



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REV.	DATE	DESCRIPTION

NO.	DATE	ISSUE NOTE

Project Manager John Harden	Drawn By KM
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Project ID 5782-30082023-001	

Sheet Title
3D View 4

Sheet No.
A1.4



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Project Title
Sensory Room

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REV.	DATE	DESCRIPTION

NO.	DATE	ISSUE NOTE

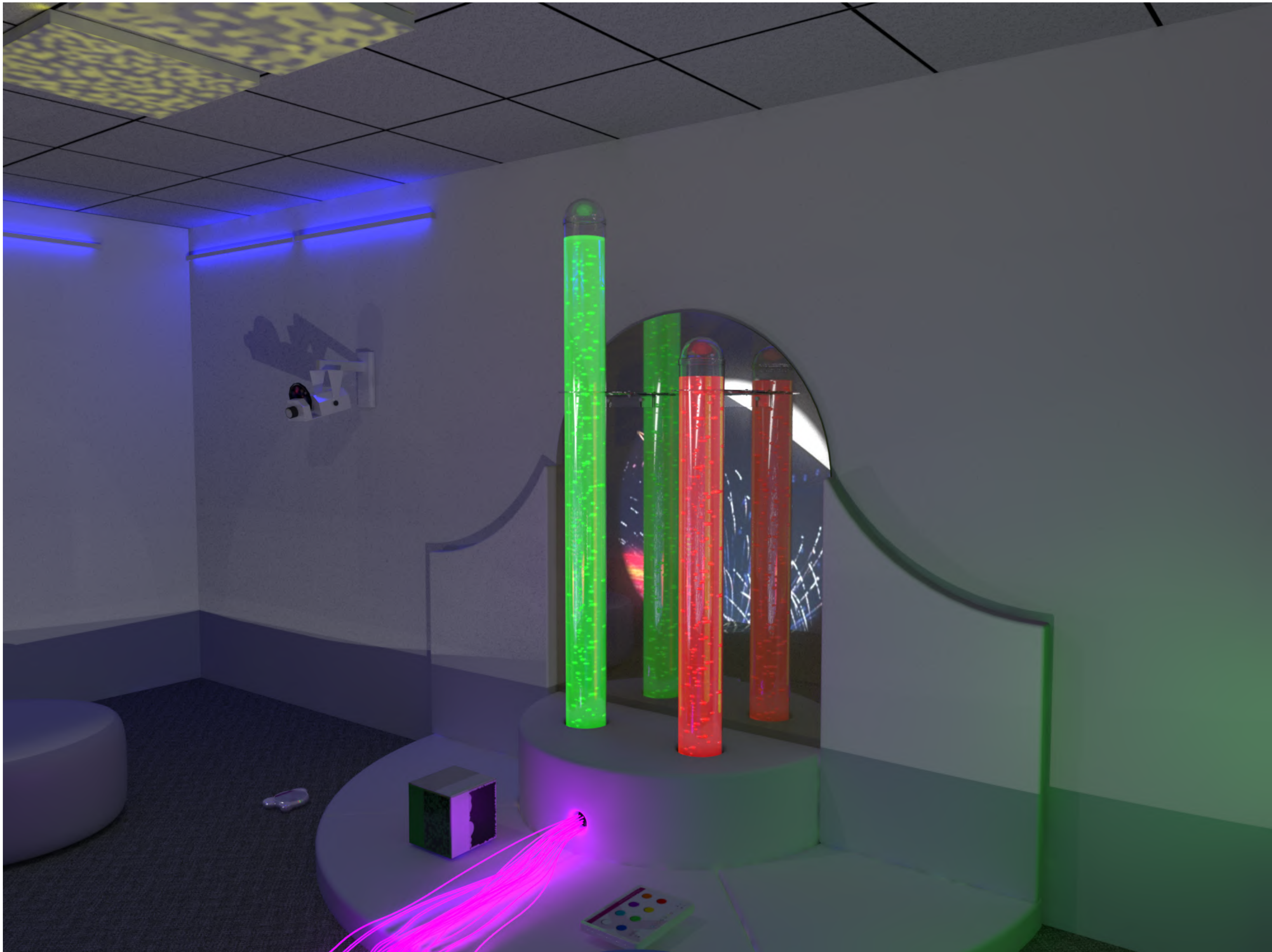
Project Manager John Harden	Drawn By KM
---------------------------------------	-----------------------

Date August 2023	Reviewed By MC
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Project ID
5782-30082023-001

Sheet Title
3D View 1

Sheet No.
A1.1



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REV.	DATE	DESCRIPTION

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NO.	DATE	ISSUE NOTE

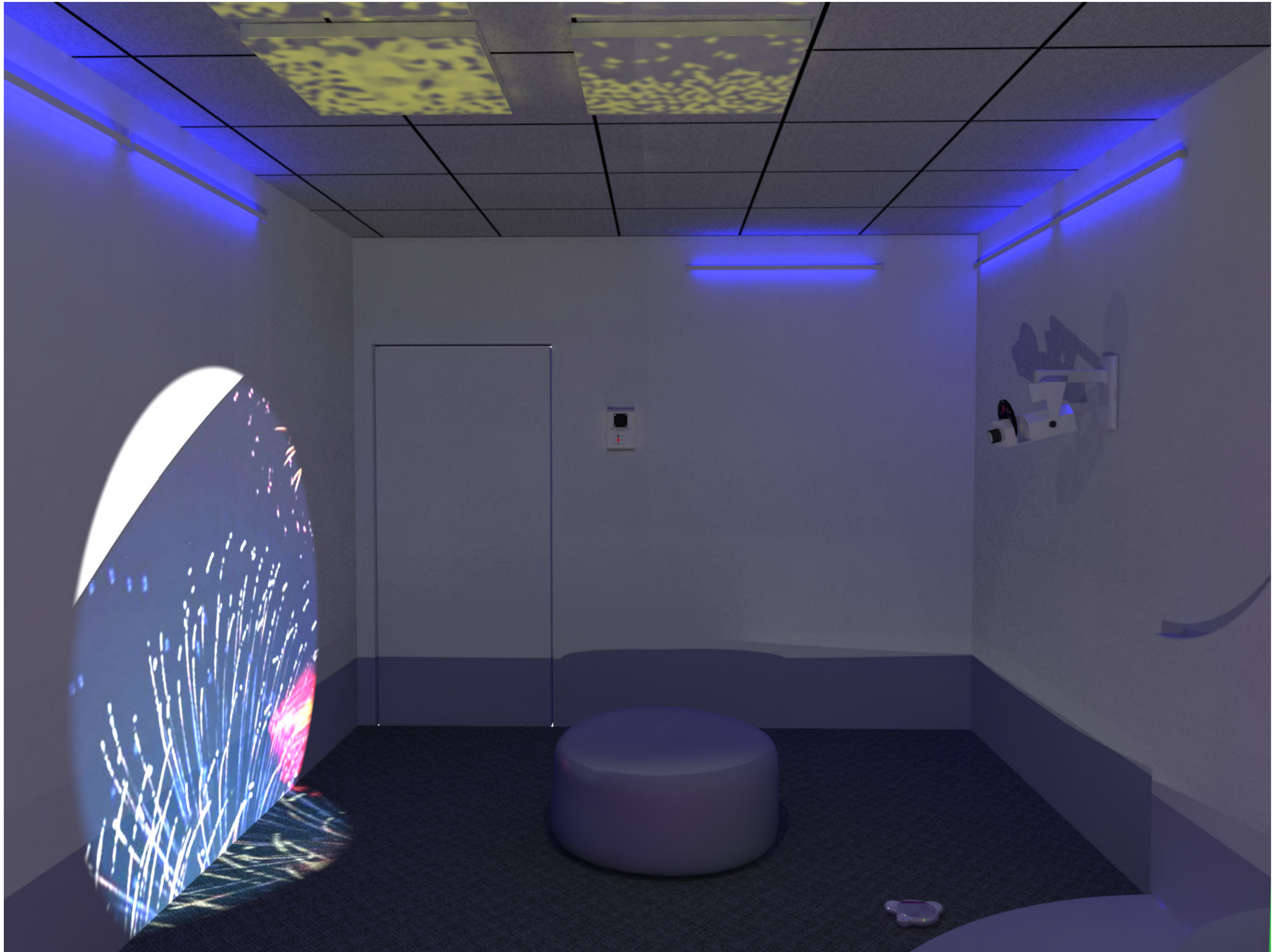
Project Manager
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Project ID
5782-30082023-001

Sheet Title
3D View 2

Sheet No.
A1.2



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REV.	DATE	DESCRIPTION

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NO.	DATE	ISSUE NOTE

Project Manager
John Harden Drawn By
KM

Date:
August 2023 Reviewed By
MC

Project ID
5782-30082023-001

Sheet Title
3D View 3

Sheet No.
A1.3

Appendix 7

Shirehall
Proposal Presentation
thedesigconcept

















