

TO: THE EXECUTIVE
14 MARCH 2017

TRANSFORMATION PROGRAMME – LIBRARY REVIEW AND PROCUREMENT PLAN
Director of Environment, Culture & Communities

1. PURPOSE OF REPORT

- 1.1. To approve implementation of the new strategy for library services and to agree the Procurement Plan to introduce new technology in all Bracknell Forest Libraries.

2. RECOMMENDATIONS

- 2.1. That the Executive agree for implementation the recommendations emanating from the Transformation Review of the Library Service as detailed in the annexe 1 and note the anticipated saving detailed in paragraph 5.4;
- 2.2. That the Procurement Plan for the introduction of new technology in all Bracknell Forest Libraries to provide Self-service and Technology Assisted Opening (TAO) as detailed in annexe 2 is approved; and
- 2.3. That, subject to the successful tender falling within the approved capital budget, the Director of Environment, Culture and Communities be given delegated authority to award the contract;

3. REASONS FOR RECOMMENDATION

- 3.1. The Library review forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which the savings target of £400k could be achieved. It has been identified that the outcome of the review could achieve a saving in the region of £390k.
- 3.2. The Plan Phase Gateway review held on 30th January 2017 saw members support the direction of travel to retain the current network of libraries by finding service efficiencies, refining internal processes, (including reduction of staffing levels), implementing new self-serve technology, and investing in a volunteering programme. Executive Members have already been given access to the plan phase gateway review documents but should they wish to have another copy please contact Carol Billyard, PA to the Director of Environment Culture and Communities.
- 3.3. A procurement process will invite bids from tenderers to provide and install the new technology in all Bracknell Forest libraries within the budget identified. Introduction of this technology will contribute to the challenging savings target for the service.
- 3.4. In line with the Contract Standing Orders it is required that contracts over the value of £400k require sign off by the Director and Executive Member. However, in light of the significant nature of this procurement the approval of the Executive is sought in respect of this procurement plan.

- 3.5. In order to realise savings as early as possible, it is recommended that authority to award the contract, if within budget, be given to the Director of Environment, Culture and Communities

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. The option of 'No change' was considered. This would mean continuing with the library service in its current form with no major changes. This option was not selected as no savings could be achieved, the same inflexible hours at libraries would remain and it would result in libraries being unable to modernise to a competitive level.
- 4.2. The option for 'Closures' was considered. Whilst these could achieve capital and revenue savings, public consultation demonstrated the level of concern from residents had this been pursued. While due process could minimise the risk of legal challenge and a comprehensive service could probably be demonstrated following some closures, Members preferred to follow the "volunteering and technology" model in the first instance in preference to closures.
- 4.3. And finally, the option of 'Revolution' which would involve developing an entirely new service, including merging with other services, e.g. further education. Whilst there is an opportunity for shared services possibly creating savings, there would be a loss of library culture and environment and there is evidence that these types of partnerships have been unsuccessful for other library services.

5. SUPPORTING INFORMATION

- 5.1. The library review is led by the Director of Environment, Culture and Communities, supported by the Library Review Transformation Project Manager, and a Project Board involving managers with specialist advice being provided by Activist.
- 5.2. The project has reviewed the Council's approach to library service provision within the borough, its financial position and has gathered the views and opinions of staff as well as the public. The project considered the following aims:
- Reduce the cost of providing a library service.
 - Review the Council's provision of library services and facilities.
 - Map the library provision, services and activities in the borough and explore how effectively current provision meets the different needs in each locality.
 - Review the fundamental role of libraries and identify what will be required from the service in the future.
 - Identify where there are other complementary services and community links that could be explored, e.g. libraries as a citizen/customer service resource.
 - Explore and assess alternative models for delivering library services.
 - Identify how libraries could support the development of community self-reliance.
 - Identify effective and affordable options for the future of library service provision in the borough.
- 5.3. The plan phase of the library review looked in more detail at:
- The gap between the current arrangements and the outcomes being sought;
 - The potential future options for design and operation of the library service;

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- The practicalities of achieving the vision and the savings, with clear options for the future; and
- The views of the public, staff and stakeholders on the preferred option by running a consultation exercise.

5.4. The new strategic plan for libraries to reduce costs and improve service for residents has been reviewed and supported by members at the recent Gateway Review and has been endorsed by the Transformation Board. The recommendations are detailed in Annexe 1. The fundamental principles revolve around three main areas: significant savings in the management of stock by automating this and involving local staff in stock selection; revenue savings and an increase in opening hours of the library service through technology enabled opening and self service; and further service remodelling requiring the support of local volunteers. The savings envisaged through the implementation of the recommendations are summarised in the table below.

Table One.

Savings initiative £000	Totals	Year 1 2017/18	Year 2 2018/19
1. Stock management transformation	110	90	20
2. Technology enabled transformation	131		131
3. Service remodelling and single staffing	149	131	14
Totals	390	225	165

The savings are closely in line with the efficiency targets set of £250k for 2017/18 and £150k for 2018/19.

5.5. The capital budget for the technology required to support the new vision for our libraries has been approved by Council and comprises:

Table Two

	Total	Council funded	External funded
2016/17	£110,000	£97,000	£13,000
2017/18	£100,000	£56,000	£44,000
2018/19	£480,000	£480,000	
Totals	£690,000	£633,000	£57,000

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5.6. There are two major capital cost elements to the project:

Table Three

Component	Cost
Contract sum via procurement <i>Comprising RFID equipment, tagging of all stock, Alto and smartcard configuration and self-service set-up and cabling.</i>	£565,000
Building alterations <i>Comprising Counter pods, refurbishment after works, signage, marketing and start-up promotion.</i>	£124,000
	£689,000

5.7. EU Open procurement will be used as there are only a small number of suppliers providing Self Service and TAO.

5.8. Advertising will be via -Tenders Electronic Daily, Supplement to the Official Journal of the European Union and the South East Business Portal.

5.9. The anticipated timetable for the procurement process will be as follows:

Milestone	Start date	End Date
Executive Decision to agree the Procurement Plan	January 2017	March 2017
Prepare Tender documentation	February 2017	April 2017
Issue Invitation to Tender	April 2017	May 2017
Evaluation of Tenders	May 2017	June 2017
Director Decision to Award if in budget	June 2017	July 2017
Award of Contract	July 2017	August 2017
Contract Start Date	September 2017	
Implementation across the nine libraries	September 2017	2018 (TBC)

6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

6.1. The procurement plan reflects the procedural requirements of the Councils Contract Standing Orders. Legal advice will be available during the procurement process and this will require the Public Contracts Regulations to be fully adhered to from advertisement to contract execution stage.

Borough Treasurer

6.2. The Transformation Programme, which includes the Library Review, is critical in delivering savings in the short to medium term so that a balanced and sustainable

council budget can be delivered for 2017/18 and beyond. The savings identified for Libraries to date are close to achieving the overall target for the review.

Equalities Impact Assessment

6.3. Technology screening attached at Annex Three.

Full project equality impact assessment attached at Annex Five.

Privacy Impact Assessment

6.4. Attached at Annex Four.

Strategic Risk Management Issues

6.5. Key risks and issues identified within the Procurement Plan itself.

7. CONSULTATION

Principal Groups Consulted

7.1. During the analyse phase of the review, in May and June 2016, we carried out a programme of early engagement with residents, library staff and key stakeholders to gather their views on the library service in Bracknell Forest. We used a variety of methods to ensure that as many people as possible were able to take part including an online survey, a dedicated email address, comments cards in libraries, focus groups, and four public meetings in venues across the borough.

7.2. During the plan phase of the review a further engagement programme was carried out. This involved a member workshop 4th October 2016, and throughout November and December 2016 there were 10 staff workshops, a library staff survey which received 42 responses, four public meetings across the borough to which over 90 people attended and 2nd public survey, during October and December 2016, which received 927 responses.

7.3. The feedback received was strongly in agreement with the councils preferred options and has informed the formulation of Plan Phase report and recommendations.

Contact for further information

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Recommendations

Strategy and vision

1. Produce a new library strategy, based on the results of the review, to deliver the vision and outcomes and give a clear message to customers, staff, and stakeholders;
2. Ensure that the strategy encompasses council priorities that library services can play a major role in addressing, such as digital enablement and social isolation;
3. As part of the strategy, consider how the library service wants to position itself in relation to other council and community services, such as arts and culture, education and health.
4. Actively pursue the possibility of a new Bracknell Library in the redeveloped shopping centre;

Collaboration

1. Actively seek to build partnerships with other council, public and community-led services to a) share services and premises in a more efficient way, b) to make the service more relevant to a wider group of local people and c) identify any commissioning opportunities for the library service;
2. Work with other authorities on relevant projects and maximise the benefits of national initiatives such as the Society of Chief Librarians National Offers, the Summer Reading Challenge and the work of the Libraries Taskforce;
3. Continue conversations with parish and town councils to establish potential for increased community involvement in the management of the library service;
4. Work with colleagues in property, planning and regeneration to identify new housing developments and opportunities for the library service;
5. Consider the relationship between South Hill Park and the library service and whether joint cultural programmes would be beneficial;

Workforce and management

1. Review the staffing structures in line with the new vision for the service and to reduce costs;
2. Introduce a robust performance management system to reflect the new vision; include targets on take up of self-service and number of volunteer hours;

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3. Building on the 37% of people surveyed who said they were likely to volunteer, introduce a managed volunteer programme to support the library staff and strengthen community engagement;
4. Develop a training programme to ensure that staff and volunteers are fully equipped to deliver the new service;
5. Develop a new process for stock management that gives all staff an involvement in stock selection and circulation, making the most of local knowledge and staff expertise;
6. Consider the longer-term prospect of smaller libraries moving to a community managed model where this has the support of the local community;

Technology

1. Introduce self-service and Technology Enabled Opening technology to enable greater flexibility and extend opening hours;
2. Ensure that the new systems are used to their maximum effect by implementing the culture change plan; and
3. Fully automate the stock purchasing process to make it more efficient.

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Annexe 2 - Procurement Plan

Annexe 3 - Procurement EIA

Annexe 4 – Procurement PIA

Annexe 5 – Full Library Review EIA