

Libraries Review: Scoping statement

Purpose	The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mind-set and the principles built into the methodology for the Transformation Programme.
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Project	Library service review
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Version	0.1
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Status	Working draft using V0.2 template

1. Background (extracts from PID)

PID version number	2.0
PID date	16 Feb 16
PID project description (taken from the PID)	The library review will lead to the development of a sustainable and affordable vision for the future of Bracknell's library services which reflects the evidence of the social impact of libraries; the support they provide; and the value placed on them by their users. The vision will harness the potential of new technology and new thinking to make them effective; take account of libraries' role in the community; and prioritise people and areas with the greatest need to help maximise their opportunities to become independent and lead fulfilling lives.
PID aims (taken from the PID)	<p>The project will review the Council's role in supporting and providing library services in the borough. The initial aims of the project are to:</p> <ul style="list-style-type: none">• In the context of savings already made, further reduce the cost of providing library services.• 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 library services and identify what will be required from the service in the future.• Identify where there are other complementary service 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.

2. Areas under consideration

Outcome areas (whether social, economic or environmental) or 'wicked issues' likely to be involved	<ul style="list-style-type: none">• A library service aligned to resident needs based on sound evidence with appropriate services, locations and opening hours• Reduction in the cost of service provision• Increased volunteering opportunities• Increased use of technology to deliver library services• Increased literacy levels for all ages• Improved health outcomes, including mental health, social isolation, smoking cessation, early prevention• Reduction in duplication of services by increased partnership working with other council departments and agencies
Preliminary list of services in scope (from PID)	The scope will include all services provided by the library service, whether from a library building, from another location, by delivery or online.
Preliminary list of services not in scope (from PID)	School library services.

Conceptual shifts that may be involved

Current approach	Potential future approach
Our libraries are where they are.	A library service where it needs to be
We focus on books	Library services are provided according to community needs, including books
The council provides a traditional library service	A modern, smarter library service using different models of delivery and using technology to its full potential.
All library services are free	Services that can be charged for will be charged at a reasonable rate, subject to ensuring fair access.
Libraries provide library services	Other services may be delivered from library buildings or a library service may be provided from a non-library building.

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry
a1	Develop needs and assets analysis	Analyse needs and assets in the Borough in relation to the provision of library services.	<p>What do the borough, communities and individuals really need from a library service?</p> <p>What are the council's priorities?</p> <p>What are the demographic and socio-economic trends in the borough and by ward?</p> <p>Who do we need to consider when ensuring that the council meets its Equality Duty?</p> <p>What do we know about current usage of the library service both overall and of individual libraries?</p> <p>Do we have any information on those who don't use the library service and why?</p> <p>Do we know how people prefer to access library services?</p> <p>How many people in the borough have access to digital technology?</p> <p>How do we know we are buying the books and other materials that meet resident needs?</p> <p>What information do we have about people's expectations of the library service?</p> <p>What assets are used to deliver the service (staff, ICT, facilities, opening hours) and what is their geographical distribution?</p> <p>Has the way people use the library service changed over time?</p> <p>Does public transport facilitate access to library services?</p> <p>How do we measure success?</p>
a2	Confirm needs and assets analysis	Agree statement of Borough's needs and assets that help to address the core purpose of libraries.	

a3	Establish priority needs for people and areas.	Work with project board to assess key needs and gaps in provision and opportunities, taking into account the different needs of different localities.	Is the current library service meeting resident needs across the borough? Are we fulfilling our equality duty? Are resources deployed effectively? What do we think the gaps in provision are, based on the evidence? Is there any over-provision? What are the opportunities? Are library services accessible?
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b. Research into alternatives

No	Activity	Tasks	Areas of enquiry
b1	Research the future options.	Identify alternative models for the future design and purpose of a library service and its changing role and design in the digital age, while fulfilling the Council's statutory duty.	What is the Council's statutory duty? What choices do we have (statutory, essential, optional)? What are the patterns across the country for the delivery of library services? How do others use technology to deliver library services? What have others done that we can learn from? How can we reduce running costs while still fulfilling our obligations? Is there any duplication in Bracknell Forest? What investment, if any, would be needed?
b2		Research the evidence for the educational, economic and social impact of libraries, eg assisting with job hunting or reducing social isolation.	What do Bracknell Forest libraries do now to have positive impact on these areas and does it work? What have others done that we can learn from? What is the national perception of the impact of library services? Which areas should be our priorities? Who should we work with to increase the positive impact? How will we measure the success?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry
c1	Examine sourcing options	Identify impact of and potential for alternative delivery models, such as shared services, outsourcing and community management.	<p>What do others do and what seems to be working?</p> <p>Could we work in partnership with other council services to reduce duplication?</p> <p>Are there any barriers to partnership working?</p> <p>Are the alternative models sustainable?</p>
		Select other LAs, public and third sector organisations to consult	<p>Are there any opportunities for sharing services or procurement with other authorities?</p> <p>What existing arrangements are in place that we could join?</p> <p>What appetite is there in the community for involvement in running services?</p>
		Select private sector companies to consult (including any current providers)	<p>What options are available for working with the private sector, including existing providers (ie library management systems)?</p> <p>Which providers have a successful track record?</p> <p>Which providers are demonstrating the greatest level of innovation?</p>

d. Baselineing

No	Activity	Tasks	Areas of enquiry
d1	Collating baseline service, costs and performance	Confirm current service offer, budgets, operations and design, including patterns of opening hours.	What are the outputs that the current service provides? Do we have a cost for the whole service /parts /elements?
d2		Map the current library locations and their usage levels, including the suitability of the buildings for a modern library service.	Are the buildings fit for purpose? Are the locations the most suitable for residents' needs?
d3		Collate any current benchmarking data.	Are there any existing benchmarking groups that we belong to/ could join?
d4		Identify staffing deployment and levels of volunteering.	What is the current structure? How many staff and where is the expertise centred? What are the current roles of volunteers?
d5	Summarise current approach	Review current service offer, patterns of usage	What are our current service offerings?
		Identify current technology in use and future plans.	How do we currently deploy technology in the library service?

D6	Research users/non users and their experience	Undertake citizen/customer segmentation and profiling, drawing on MOSAIC, Public Health and other data.	Who uses the service and how? Who uses/doesn't use the service and why? Can we expand the opportunities for paid for services?
		Examine current marketing activities	How do residents know about the library service and what it provides? Is there a perception gap? What can we learn from others? How could we improve the visibility and reach of the service to all residents?
D7	Report on readiness	Develop a summary of the current picture	