



## RFID in Libraries: Enabling Communities

### **Business Case**

V4.2

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## 1. PROJECT SUMMARY

|                      |   |
|----------------------|---|
| Project ref number:  | <i>For office use only</i>              |
| Project Title:       | RFID in Libraries: Enabling Communities |
| Authorisation Level: |   |
| Programme name:      |   |
| Project Sponsor:     | Joan Davis                              |
| Project Manager      | Nick Goddard                            |
| Department           | DCS                                     |
| Proposed start date  | June 2011                               |
| Lead in time needed  | 3 months                                |

## 2. VERSION CONTROL AND CHANGE HISTORY

| Version | Date     | Comments / Changes  | Name |
|---------|----------|---|------|
| 4.0     | 08.11.10 | Initial Draft   | CM   |
| 4.1     | 18.11.10 | Revisions to wording & costing - only install Chip and pin in level 4 – 7 libraries | JTS  |
| 4.2     | 01.12.10 | Revision of wording and costing corrections   | JTS  |

## 3. BACKGROUND

Extending services, achieving value for money, embracing the Big Society.

Approval of this bid will, by ensuring Library buildings remain open:

- Enable extensive, community led, additional use of library buildings
- Enable an increase in access to broadband and ICT via library computers
- Open up valuable resources to communities – especially job seekers and school children
- Result in potential savings of £160,000 a year from the libraries staffing budget (£106,600 level 2 and £79,500 level 3 library staff cost saving, and including £26,000 support team)

This will contribute to the vision of the Corporate Plan in the following key ways:

- Release staff time from repetitive tasks to assist customers
- Supporting social networks allowing people to be active and involved (p4)
- Helping children and young people enjoy life and achieve their potential in and out of school (p4)
- Improving access to our services (p4)
- By achieving savings, and being more efficient and ensure we deliver value for money (p5) whilst at the same time enabling communities to extend access to their local libraries
- All libraries provide access to broadband PCs, giving an option for people who may not choose to own their own PC to access improving broadband connectivity across the county (p6)

The Corporate Plan identifies that in managing its resources the “focus will be on taking preventative measures which reduce longer term costs” (p10). This business case presents the opportunity to invest now for longer terms savings. By 2015 the Council will have saved more from the library staffing budget than the initial cost of the investment whilst having set in place the potential for extension of services through a Big Society approach, whilst enjoying long term revenue budget savings.

- The library service review has saved £250,000 in 2010\_11
- The management delayering process will save £581,000 in 2011\_12

Note: Within the delayering process, 8 Community Librarian and 5 Librarian posts, equating to 3 F.T.E. customer facing positions, will be removed. The installation of the R.F.I.D. equipment will assist in offsetting the subsequent salary pressure for front line staff.

#### The current situation

Library records (books issued, renewed, returned) are held on the library management system. Staff use the library management system to serve the public. As well as issuing, renewing and returning books they can provide in depth information about an individual’s library account, requested items, current and previous loans, as well as perform catalogue searches, inter library loans and a variety of work with stock. The system requires trained staff, and also allows access to potentially sensitive information (children’s personal data, for example). This is all necessary to provide the core library service demanded by the public. Library opening hours, however, are tied to staffing.

### RFID self service as a solution

Simple self service routines – such as issuing, renewing and returning items – can be carried out using RFID self service terminals. The terminals do not display the sensitive personal data referred to above, and, whilst limited in functionality can fully enable a book lending service. They are straightforward to operate and can be supported by volunteers. In this way opening hours could be extended beyond an agreed core. RFID also contains a security element – appropriate for larger libraries - whereby any stock being removed from the library without being issued would set off the alarm gates (like in a shop) to which a volunteer could respond.

In our six largest libraries we currently offer an older form of RFID self service which has consistently shown that more than 75% of items are issued this way. New generation RFID machines accept coin and note payments, and can be set up for chip and pin where cost effective, and thus mean AV materials could be issued through them, meaning they should be able to issue close to 100% of our transactions.

A future development also suggests these machines may, in time, be enabled to take payments on behalf of the council.

Any extension of library opening hours by community volunteers would also increase access to the library broadband PCs (Wiltshire Libraries Online – WLO). These machines are often in high demand at key times in our smaller branches.

## **4. OBJECTIVES**

### **Outputs**

- The installation RFID self service terminals and security gates in every library in the county (including necessary works to enable this) – this will mean upgrading the existing terminals which are approaching five years old and have limited functionality
- All library stock to be RFID tagged (for new stock this will be done by our suppliers meaning libraries just have to activate the tag)
- Recruitment of volunteers to cover 100% of opening hours in level 2 libraries (Aldbourn, Box, Durrington, Ludgershall, Lyneham, Market Lavington, Netheravon, Purton, Ramsbury, Tisbury)
- Recruitment of volunteers to cover 50% of opening hours in level 3 libraries (Cricklade, Downton, Mere, Pewsey and Wilton – Tidworth is excluded due to a service management agreement with the Army base)

- Recruitment of volunteers to extend opening hours in level 4 libraries (Amesbury, Corsham, Malmesbury, Marlborough, Westbury) where possible
- Maintain customer service levels where management delayering has affected customer facing management activities (library levels 5 – 7)

### Outcomes

| Outcome  | Link to Corporate Plan  | Strategy for securing this outcome  |
|--|---|---|
| Level 2 libraries are staffed by volunteers to at least the number of hours they are currently open  | Improving access to our services (p4)                                     | Outreach Service Librarian would work with colleagues in the Voluntary and Community Support service area and with GROW to identify, recruit and train new volunteers. Appropriate supporting materials and structure developed before go live. |
| Level 3 libraries are staffed by volunteers making up 50% of current opening hours   |   |   |
| At least 150 extra opening hours a year are realised across level 4 libraries  |   |   |
| Provision of further volunteering opportunities in all communities with a library – increase of at least 120 volunteering opportunities  | Supporting social networks allowing people to be active and involved (p4) | See above.  |
| Extended opening hours lead to the library space (already a valued community hub for many) being better used – including space for other activities. At least 50 such activities to take place across the county within the first 12 months of extended opening. |   | Additional promotion of the availability of the library space for: <ul style="list-style-type: none"> <li>• Group meetings</li> <li>• Book groups</li> <li>• IT buddy sessions</li> <li>• Other council and voluntary services</li> </ul>       |

|  |  |   |
|--|--|---|
| At least 300 extra PC time slots made available  | Improving broadband connectivity across the county (p6) – all libraries provide access to broadband PCs, an option for people who may not choose to own their own PC             | Work with Paul Mountford to ensure this ties in with the work to extend broadband access (and thus access to council services online p12) |
| Reduction of libraries staffing budget as volunteers extend hours  | By achieving savings, and being more efficient and ensure we deliver value for money (p5) whilst at the same time enabling communities to extend access to their local libraries | This money will be released from go live as volunteers become available.  |
| Delaying will remove the equivalent of 3 full time, front facing, staff positions (determined by activity analysis of the relevant management positions) | Management delaying will contribute to the savings required by the October spending review   | Delaying process  |
| Availability of children’s books and homework books increases by at least 150 hours by opening level 4 libraries for an extra 30 minutes per week        | Helping children and young people enjoy life and achieve their potential in and out of school (p4)   | Use of volunteers at the appropriate time   |

**5. SCOPE**

*Identify the dimensions of the project in regard to time, cost and resources. The scope should be based around the objectives and proposed solution and clearly indicate what deliverables the project will contain and anything that is to be considered out of scope.*

**The outputs and outcomes listed above define the scope of this project.**

## 6. RESOURCING AND BENEFITS

*Please use the spreadsheet which is available on the intranet and attach to this business case or use an appropriate alternative document.*

### Detailed costs:

|  |  |
|--|--|
| Identification and procurement of technical solution, to include installation of solution, testing, acceptance<br>All required equipment (includes chip and pin installed in level 4 – 7 libraries only) | £462,450                                       |
| Data and power cable installation, carpeting and reconfiguring, supply of return boxes and trolleys  | £80,500  |
| Security tagging remaining non-tagged stock  | 140 hrs additional staff time @ £10ph = £1,400 |
| Creation of staff and volunteer training materials   | £0 – within existing staff roles               |
| Recruitment, training and deployment of volunteers   | £0 – within existing staff roles               |
| Chip and Pin set up charges (14 locations: Levels 4 – 7)   | £2,100   |
| <b>GRAND TOTAL</b>   | <b>£546,450</b>                                |

These costs include chip and pin installed at service points within levels 4 to 7 libraries. There will be annual processing charges of approximately £5,040 per annum as an ongoing cost to the service.

### Savings:

Savings are identified as being £160,000 per year. This includes a budget saving of 100% on level 2 staffing costs (£106,600), and 50% on level 3 staffing costs (79,500), excluding Tidworth.

The proposal allows for 5 hours of staff support time per week in each level 2 library (£26,000) to be spent doing essential routines – this would not be during opening hours.



Note: Central costs of £38,463 per annum, for maintenance and support, will also be required.

A line by line itemised spreadsheet is available for the technical solution.

## 7. STAKEHOLDERS

*Please complete the table below by ticking the most appropriate box. If there are any particular stakeholder issues that are likely to significantly impact on the project please describe in more detail*

| Stakeholders                       | Communication approach |         |        | Overall position |         |           |
|------------------------------------|------------------------|---------|--------|------------------|---------|-----------|
|                                    | Actively Involve       | Consult | Inform | Supportive       | Neutral | Resistant |
| Cabinet                            |                        | √       |        |                  | √       |           |
| Chief Officers                     |                        | √       |        |                  | √       |           |
| Service Dir.                       | √                      |         |        | √                |         |           |
| Senior Managers                    | √                      |         |        | √                |         |           |
| Other employees                    |                        |         | √      |                  | √       |           |
| Trade Unions                       |                        | √       |        |                  |         |           |
| Citizens                           |                        |         | √      |                  |         | √         |
| Partners: please identify          |                        |         |        |                  |         |           |
| Book suppliers                     |                        |         | √      |                  | √       |           |
|                                    |                        |         |        |                  |         |           |
| Regulatory Bodies: please identify |                        |         |        |                  |         |           |
|                                    |                        |         |        |                  |         |           |
|                                    |                        |         |        |                  |         |           |
|                                    |                        |         |        |                  |         |           |

## 8. EQUALITY IMPACT ASSESSMENT

For guidance please visit: <http://wccintranet/index/organisation/policies/equalityanddiversity.htm>

- Have you consulted widely as part of your assessment?    **Yes**    No
- Might the project have an adverse impact on a particular group of people (if the answer is yes this should be entered in the risk register identifying any mitigating action)                      **Yes**    No
- How will you monitor the take-up or impact of the project in future? (this would usually be through the project post implementation review if you are to take another approach then please include here)

**The library service is a frontline service which regularly consults users, and also always invites feedback through various methods – either directly to staff or volunteers, via the website, or via written cards in the library.**

**Access issues are owned by the Outreach Services Librarian and monitored closely.**

- What actions do you plan to take as a result of this equality impact assessment? Please state any resource implications (if the answer is yes please include details in section 6)

**The technology has been operational successfully in some libraries since 2006.**

**If the service is to be operated by volunteers at other times, we will ensure that the access needs of specific groups, particularly those with visual impairment, are built into the training programme of volunteers.**

**Volunteers are there to assist and this should not cause a problem.**

## 9. RISK ASSESSMENT

*An assessment should be made of the risks inherent in the overall proposed project and those specific to particular elements of the project and programme(s). The level of risk, the area of risk and how the risk could potentially be managed should also be identified where possible. Some examples may be environmental, service, business, political etc.*

| Risk   | Owner | Probability | Impact | Overall score (Px I) | Proposed mitigating action  |
|--|-------|-------------|--------|----------------------|---|
| Visually impaired users are unable to access the touch screen technology | RB    | 3           | 3      | 9                    | Volunteers or staff floorwalkers are always on hand to assist. Awareness of this specific need will be built into training materials. |
| Failure to recruit volunteers  | JD    | 2           | 3      | 6                    | Working with partners such as GROW, existing library volunteers, and the VCS unit should mitigate this.                               |

*Please enter risks that have scores of over 6*

### *Risk assessment - Scoring*

| <b>Probability</b> | <b>Score</b> | <b>Impact</b>       | <b>Score</b> |
|--------------------|--------------|---------------------|--------------|
| <i>Likely</i>      | <i>4</i>     | <i>Catastrophic</i> | <i>4</i>     |
| <i>Probable</i>    | <i>3</i>     | <i>Major</i>        | <i>3</i>     |
| <i>Possible</i>    | <i>2</i>     | <i>Significant</i>  | <i>2</i>     |
| <i>Unlikely</i>    | <i>1</i>     | <i>Minor</i>        | <i>1</i>     |

## 10. CONSTRAINTS

*Any known constraints should be identified at this stage, where possible, as they may affect the final decision, in particular time, budget and resources. Constraints may be affordability, existing contractual commitments, acceptance of business change etc.*

This solution requires a significant investment by the council. In 4 years, however, the identified savings will have predominantly mitigated the initial costs. The savings will continue.

We are implementing this solution at a time when the way the council works with communities to deliver services is changing radically. It will almost certainly prove contentious, especially where handing a currently Wiltshire-staffed library to the community, to run solely with volunteers is concerned. This solution does, however, allow for the continuation of small libraries in the county, which will benefit from the strength of a countywide network, enabling communities to extend and shape opening hours as they wish, and will help meet the need to find 12% savings from the library service budget, without significantly affecting current customers.

## 11. TIMETABLE

*The indicative time plan for the proposed project needs to be identified – it may be constrained by legislation and therefore critical to the success of the project. Although the timetable cannot be detailed at this stage, milestone dates need to be identified, as this could have an impact on the funding requirements and choice of solution.*

The timescale from the project start date to operation, with volunteers will be approximately 18 months. This takes in the procurement period, implementation, preparation of buildings, stock and training materials, consultation with staff and unions, recruitment and training of volunteers.

## 12. QUALITY ASSURANCE CHECKLIST

*Please go through the following list and confirm that the suggested actions have been carried out.*

| Action   | Confirmation (please initial box) |  |
|--|-----------------------------------|--|
| The project sponsor has seen this version of the business case and has signed it off   |                                   |  |
| I have completed the project assessment form and included the result of that process within this document under 'authorisation level'  |                                   |  |
| Where I have identified the need for additional internal resource outside of my own management responsibility I have met and discussed the business case with the appropriate senior officer and agreed with them the broad level of support that will be needed. If any of the categories are not applicable please enter N/A | <b>ICT</b>                        |  |
|  | <b>HR</b>                         |  |
|  | <b>Finance</b>                    |  |
|  | <b>Legal</b>                      |  |
|  | <b>Procurement</b>                |  |
|  | <b>Property</b>                   |  |
| I have discussed my benefit calculations with appropriate finance professional who finds them acceptable   |                                   |  |
| I have contacted the programme office and/ or checked that this project is not duplicating or comprising the scope or objectives of another  |                                   |  |
| I have considered all the major connections and dependencies and met with key contacts to discuss likely impacts. Where necessary the outcomes of these meetings have been recorded under <b>RISKS, CONSTRAINTS or IMPACT ANALYSIS</b>   |                                   |  |

Level 3 Projects: Copy of business case to Programme Office - [change@wiltshire.gov.uk](mailto:change@wiltshire.gov.uk).  
Authorisation must be made by CMB or Cabinet.

Level 2 Projects: Copy of business case to Programme Office - [change@wiltshire.gov.uk](mailto:change@wiltshire.gov.uk).  
Authorisation must be made by Programme Board or its delegated strategic decision making group e.g ICT Steering Group, Departmental Management Team etc. ]

Level 1 Projects: Copy of business case to Programme Office - [change@wiltshire.gov.uk](mailto:change@wiltshire.gov.uk).  
Authorisation must be made by DMT.

*Please note: all sections of this template must be completed before business case will be assessed. The decision to authorise will be made as soon after receipt of the case as possible.*