

**Decision Report – Library Management System
Contract Award**

Forward Plan Reference: FP/23/07/02

Decision Date – 26th September 2023

Key Decision – yes



Library Management System Contract Award

Executive Member(s): Cllr Federica Smith-Roberts

Local Member(s) and Division: All Members

Lead Officer: Kate Turner, Service Manager: Libraries West & Bibliographic Services

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1. Summary / Background

1.1 The contract for the current Library Management System (LMS) expires on 12 July 2024, at which point all options to extend will have been taken.

1.2 The LMS is the business-critical ICT system providing the core functionality of the library service across the seven partner authorities in the Libraries West consortium. The integrated system provides a comprehensive package that covers circulation (customer database and lending parameters), acquisitions (stock purchasing and processing), cataloguing (item database), reporting and online public interfaces (website, app) as core elements. The LMS integrates with many other systems for customer authentication and self-service functionality including the public access PCs, self-service issue/return/pay kiosks, out of hours access, online e resources including e books and e audio books.

1.3 We will also take the opportunity to fully integrate all the libraries within Bournemouth, Christchurch & Poole (BCP) Council within the same LMS. They are currently serviced by two different systems because of legacy contracts.

1.4 It is possible that other local authorities, named within the procurement documents, may wish to join the system during the lifetime of the contract. The contract thus offers the potential opportunity to further extend the Libraries West consortium and through the sharing of resources and costs to enable Somerset Council (SC) to provide even better value for money and a further enhanced joint services.

2. Recommendations

2.1. The Executive Director for Communities:

- 2.1.1 Approves the outcome of the procurement process to award a contract to the supplier named in Appendix B to provide a library management system and associated services for Somerset Council Library Service, LibrariesWest partner authorities and other named authorities.
- 2.1.2 Approves the purchase of services from the supplier for Somerset Council, the six LibrariesWest Authorities for whom SC currently processes invoices and the four named Authorities, to the maximum value outlined in the Appendix B Confidential Tender Evaluation Report (Appendix B).
- 2.1.3 Approves the facilitation of the additional authorities named within the procurement documents to join the LibrariesWest consortium and the LMS supply contract during the lifetime of the contract, subject to the agreement of the LibrariesWest Board.
- 2.1.4 Agrees the case for Appendix B and C to be regarded as exempt information and to be treated in confidence, as the case for the public interest in maintaining the exemption outweighs the public interest in disclosing that information.

3. Reasons for recommendations

- 3.1 The current contract expires in July 2024, and all options to extend have already been taken.
- 3.2 The market has changed significantly since we last went out to tender for an LMS in 2015. New suppliers have entered the market, there has been some consolidation among existing suppliers, and the system options available (e.g. fully web browser based) have increased which would allow us to reduce costs, realise further operating efficiencies and provide an enhanced service to library customers.
- 3.3 Additional authorities within the South West have expressed interest in joining the LibrariesWest consortium during the lifetime of the new contract, when their current contracts expire. Adding additional partners to the contract would allow SC and the current consortium partner authorities to realise further efficiency savings.
- 3.4 To allow the value of the contract to increase, should additional authorities join and to allow flex for a possible increase in market costs and take up of optional services, we recommend expenditure up to a maximum value contained within Appendix B. This higher value ensures that the decision includes the total potential value of the supply contract invoices which Somerset Council could process and pay on behalf of all current and future LibrariesWest authorities during the contract lifetime.
- 3.5 The appendix referred to in point 2 above contains commercially sensitive information which has been assessed as exempt in accordance with Para 3 of Schedule 12A LGA. Consequently, a public interest assessment was carried out. The assessment concluded

that the public interest in publishing the documents is outweighed by the public interest in maintaining their confidentiality in this case.

4. Other options considered

- 4.1 Not selecting a new supplier – not a viable option as the LMS is a business-critical system that underpins the delivery of an effective library service.
- 4.2 Going out to tender as a single authority – not economically viable as it would provide significantly worse value for money than the current 7-authority contract and would result in a poorer customer offer. As a single authority Somerset would be unable to offer the current joined-up service where customers can access a much larger stock and borrow/return/reserve between 150+ libraries across the LibrariesWest area.
- 4.3 Consideration was given to not facilitating other authorities joining the contract, and thus the LibrariesWest consortium, during the lifetime of the new contract. This was rejected to ensure that the opportunity to realise the potential benefits of increasing the scope of the Libraries West consortium during the next 10 years is available as an option, to be determined on a case by case basis, should the opportunity arise.

5. Links to Council Plan and Medium-Term Financial Plan

- 5.1 A Greener, More Sustainable Somerset – working in partnership with neighbouring authorities enables SC to share costs and to support sustainability of services.
- 5.2 A Healthy and Caring Somerset – the LMS underpins the Library Service role in opening up opportunities for Somerset residents by providing access to a much larger catalogue of materials and the flexibility to borrow/return/reserve in 150+ libraries.
- 5.3 A Fairer, Ambitious Somerset – the LMS facilitates access to services in person and online thus supporting an inclusive offer for all SC residents 24/7. A larger joint catalogue provides access to a wide range of stock; customers can use their membership card to access 150+ libraries regardless of where they live, work or study.
- 5.4 A Flourishing and Resilient Somerset – the LMS enables SC to support community cohesion by providing resources in all communities including a mobile library service, wide range of stock and 24/7 online access to support community resilience and inclusion.

6. Financial and Risk Implications

- 6.1 Financial implications

6.1.1 Funding for the ongoing annual hosting and maintenance costs of providing the LMS during the lifetime of the contract is met by the Library Service Revenue Budget. The set up and implementation costs are funded by a capital award (ICT - Library Service Equipment & Services. C20-002.)

6.1.2 The maximum anticipated value of this decision for a 10-year contract for all 7 current LibrariesWest partner authorities and named Authorities is contained in Appendix B. The total cost is shared between the partner authorities on a population percentage formula and actual costs basis as set out in the Libraries West Consortium Agreement, schedule 1.

6.2 Risk Implications

6.2.1 Insufficient financial resources from partner authorities – LibrariesWest Board advised of estimated procurement and project costs in May 2021 to allow sufficient time to identify required resources and alert SC to any issues.

Likelihood	1	Impact	3	Risk Score	3
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6.2.2 Insufficient staff resources – required staff identified before starting procurement process and contingency built into project.

Likelihood	1	Impact	3	Risk Score	3
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6.2.3 Process and project delays – mitigated by starting the project early, allowing sufficient time at each stage, building in contingency and using most efficient working processes. Project Board engaged and each authority prioritising work within their organisation to meet timeline.

Likelihood	2	Impact	3	Risk Score	6
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6.2.4 Insufficient time for implementation – as 6.2.3, but extra potential mitigations are to work with incumbent suppliers to extend existing contracts for a limited time if

required (contingency in budget for this), and prioritising key tasks with less urgent work scheduled for post go live.

Likelihood	2	Impact	3	Risk Score	6
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6.2.5 Partnership failure/conflict between authorities – there is a small risk of one or more partner authorities leaving the Libraries West consortium and subsequently the supply contract. The risk is mitigated by having robust terms in the Consortium Agreement requiring any exiting partners to provide a minimum 18 months’ notice and financially compensate the remaining partners for their share of any costs incurred to the end of the financial year of the date they leave the consortium. However, this risk is very low as each of the partner authorities relies on the LMS and the supporting consortium services to deliver an effective and affordable library service.

Likelihood	1	Impact	3	Risk Score	3
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6.2.6 SC internal partner availability – there is a risk that key resources within SC (for example ICT, Commercial & Procurement, Legal, Governance) may be unavailable to input into the project in a timely way. The mitigation for this is effective forward planning to ensure their input is factored into their workplans and securing input in the project as early as possible.

Likelihood	2	Impact	3	Risk Score	6
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7. Legal Implications

7.1 SC carried out a procurement process on behalf of the LibrariesWest partner authorities and named authorities and is entering into a contract with a supplier on behalf of at least 6 authorities as well as itself. To mitigate against the liability risk to SC, the revised LibrariesWest Consortium signed by all partner authorities in October 2022 includes clauses to ensure SC is financially protected. Each authority will also be a signatory to the supply contract to enable a sharing of risks between all partners.

7.2 If there is any challenge to the procurement process at any stage the responsibility and risk sits with SC. Since 2016-17, each partner authority has contributed to a professional indemnity fund held by SC Insurance Team to assist with incidents where professional practice by SC officers is called into question.

7.3 The procurement process was structured to allow for the possibility of 4 named authorities which are not currently part of LibrariesWest to join the contract and the consortium during the 10-year contract lifetime. The LibrariesWest Consortium

agreement includes clauses to allow for the admission of new partners and for the exit of current partners, to protect the interests of continuing partners.

8. HR Implications

A fixed term part-time project manager was recruited to support the process and commenced work in April 2022. The current project go live date is July 2024 and the role is likely to end after this date. The role is funded partly by partner contributions and partly by the SC capital monies outlined in 6.1 above.

9. Other Implications:

9.1 Equalities Implications

9.1.1 As stated in the evidence section of the EQIA, the data available from the Library Management System is insufficient to allow comparison with the Somerset wide population data. We will ensure that the level of demographic data available on library users is not reduced as part of the work to replace the LMS. We hope that improvements in data management will encourage more customers to share data with us to improve our knowledge of service users with protected characteristics. We will ensure that the work to replace the LMS includes methodology for recording all the required data on library members to enable us to carry out analysis of service usage and equalities impact assessments.

9.1.2 Impacts identified include the potential for some users to be more impacted by any system changes, for example those with learning disabilities and health conditions such as dementia. Support and guidance will be available to customers as part of any changes to public facing websites and applications and we will consider how best to assist those with particular needs.

9.1.3 Library staff and volunteers will also be impacted by any system changes and training and support will be provided and any particular requirements will be identified.

9.2 Community Safety Implications

9.2.1 Positive impact on quality of life and wellbeing by providing free access to library materials as part of the wider Library Service offer.

9.2.2 Positive impact on helping to reduce social isolation by providing free access to library materials to Somerset residents who may live alone and/or be housebound, or who live in isolated rural communities. The LMS will include a public facing website and app which will enable end users to interact with the Library Service, reserve items and manage their accounts as well as facilitating access to a wide range of free electronic resources. The LMS will also include functionality which enables volunteers to provide

a book loan service to housebound individuals, and a mobile library service to isolated rural communities.

9.3 Climate Change and Sustainability Implications

Positive implications:

9.3.1 The LMS underpins the delivery of the Library Service which encourages borrowing rather than buying which is more sustainable and environmentally friendly as resources are re-used multiple times.

9.3.2 The LMS also supports remote access to services (e.g. online reservations, renewals and e book downloads) which helps to reduce the need for travel and makes the service more accessible for more people 24/7

9.4 Health and Safety Implications

No Health and Safety implications have been identified. The specification mandates that the LMS be delivered through a web browser so can be accessed by library staff and volunteers using standard display screen equipment or portable devices. It is not a new requirement as it is part of the day-to-day job of library staff to use display screen equipment safely.

9.5 Health and Wellbeing Implications

9.5.1 The procurement has positive impacts on health & well-being, helping to prevent ill health (physical and mental) and reducing health and social inequalities by encouraging reading and supporting initiatives to help combat social isolation.

9.5.2 The specification includes a requirement for suppliers to provide user friendly and intuitive web and app interfaces to help users register online, carry out transactions (renewals, paying charges etc.) and navigate the library catalogue and the range of electronic resources available which should help to ensure services are accessible to all

9.5.3 A requirement to comply with the latest accessibility standards is included in the specification to ensure that services can be accessed by all.

10. Social Value

10.1 The evaluation process included a specific question requesting bidders to state the measures they would take to deliver Social Value over the lifetime of the contract considering the priorities outlined in the specification. Following supplier feedback received after the initial tender process was unsuccessful, we amended the social value question to ensure that suppliers were able to respond in a constructive way.

10.2 Suppliers were asked to provide information about:

- what measurable benefits will be realised and how these will be achieved
- how they propose to manage, track and report the benefits in order to maximise value
- their previous experience delivering similar benefits to other customers

10.3 The social value commitments contained within the successful supplier's tender response will form part of the ongoing contract management

11. Scrutiny comments / recommendations:

The proposed decision to award the LMS Contract has not been considered by a Scrutiny Committee

12. Background

12.1 The LMS is the business-critical ICT system providing the core functionality of the library service across the 7 partner authorities in the Libraries West consortium. It underpins the provision of a core statutory library service.

12.2 The current supply contract expires in July 2024. To ensure continuity of service, it is essential to reprocure a new contract.

12.3 SC Library Service has been the lead authority of the Libraries West consortium since 1996, since when it has expanded from 4 authorities to the current 7 authorities – Bath & North East Somerset, BCP (Bournemouth, Christchurch & Poole), Bristol, Dorset, North Somerset, and South Gloucestershire - to improve the buying power of SC and enhance the customer offer, by pooling resources with other authorities. Since the consortium was formed SC has twice procured an LMS. This will be the third procurement.

12.4 In 2015 the supply contract was awarded to SirsiDynix for 7 years, with a break clause at 5 years and an option to extend for a further 2 years. The option to extend was confirmed by the Libraries West Board in December 2021.

12.5 An initial tender process completed in December 2022. No award was made as no bids were received. Feedback was sought from potential bidders and tender documentation was thoroughly reviewed and revised. A new tender was published in February 2023 and the procurement process completed in July 2023.

12.6 Following the contract award the intention is to carry out contract mobilisation and implementation of works with the aim to 'go live' with the new library management system from July 2024. The implementation of the LMS and associated services is planned over a 24-month period following the initial 'go live'.

12.7 SC will engage with the named authorities following contract award to explore whether they may wish to join LibrariesWest and the LMS contract in the future.

13. Background Papers

LibrariesWest Consortium Agreement signed October 2022
Supplier feedback to initial tender process carried out during 2022
Tender documents
Suppliers' tender responses

14. Appendices

Appendix A Tender Evaluation Report: Provision of Library Management System (LMS) for the LibrariesWest Consortium (Re-Procurement) DN646963

Appendix B Confidential Tender Evaluation Report: Provision of Library Management System (LMS) for the LibrariesWest Consortium (Re-Procurement) DN646963




Appendix C Confidential Pricing Breakdown: Provision of Library Management System (LMS) for the LibrariesWest Consortium (Re-Procurement) DN646963

Report Sign-Off

	Officer Name	Date Completed
Legal & Governance Implications	David Clark	6/9/23
Communications	Chris Palmer	6/9/23
Finance & Procurement	Nicola Hix	12/9/23
Workforce	Alyn Jones	5/9/23
Asset Management	Oliver Woodhams	5/9/23
Executive Director	Chris Hall	12/9/23
Strategy & Performance	Alyn Jones	5/9/23
Cultural Services	Liz Dawson	5/9/23
Executive Lead Member	Cllr Federica Smith-Roberts	13/9/23
Consulted:		
Local Division Members	N/A	
Opposition Spokesperson	Cllr Andy Dingwall	15/9/23
Scrutiny Chair (Communities)	Cllr Gwil Wren	15/9/23

Somerset Equality Impact Assessment

Before completing this EIA please ensure you have read the EIA guidance notes – available from your Equality Officer or www.somerset.gov.uk/impactassessment

Organisation prepared for (mark as appropriate)			
Version	1.0	Date Completed	3/8/23
Description of what is being impact assessed			
Award of contract for a Library Management System			
Evidence			
<p>What data/information have you used to assess how this policy/service might impact on protected groups? Sources such as the Office of National Statistics, Somerset Intelligence Partnership, Somerset’s Joint Strategic Needs Analysis (JSNA), Staff and/ or area profiles,, should be detailed here</p>			
<p>All residents of Somerset are eligible to join the library service and thus to use the public facing interfaces of the Library Management System. We have looked for Somerset wide data to inform our assessment and analysed data available in the current Library Management System for Somerset’s active users.</p>			

Data derived from [Somerset: Facts & Figures - Somerset Intelligence - The home of information and insight on and for Somerset - Run by a partnership of public sector organisations](#)

Somerset population (accessed on the 21st of June 2023)

Population Estimate March 2021 (573,100)

48% of the population live in a rural area

17.6% of the population are children (0-15 years)

24.6% of the population are aged 65+

Census Data 2021 [Census - Office for National Statistics \(ons.gov.uk\)](#) accessed on 26th June 2023

Population Census Data 2021	SOMERSET Total	SOMERSET %
Total usually resident population	573,100	100.0%
Total males	280,300	48.9%
Total females	292,800	51.1%
Age 0-4	27,000	4.7%
Age 5-9	30,500	5.3%
Age 10-14	32,600	5.6%
Age 15-24	56,500	9.9%
Age 25-44	125,900	21.9%
Age 45-64	157,900	27.6%

Age 65-74	74,600	13.0%
Age 75 and over	68,200	11.9%

Library members

We have also carried out some statistical analysis of active library members from data derived from the current LMS. The data we currently hold on the LMS is limited to the demographic data which customers choose to provide and is not comprehensive. A high proportion of users have either declined to provide data or have blank fields in records, for ethnicity and sexual orientation.

Library members active within last 12 months (May 2022 – May 2023) 68,616

Breakdown by age:

0-17	20,219 (29%)
18-64	29,077 (42%)
65+	17,719 (26%)
Unknown	1,601 (2%)
TOTAL	68,616

62.7% Female, 34.9% Male

Active library membership indicates that a higher proportion of Under 17s and over 65s are active library members than the percentage of these age groups in the overall Somerset population. The percentage of female active library members indicates a much higher proportion of active female library members than in the overall Somerset population.

Ethnic Group Census Data 2021	SOMERSET Total	SOMERSET %
White Total	591,448	96.1%

White: English/Welsh/Scottish/ Northern Irish/British	559,423	90.9%
White: Irish	3,187	0.5%
White: Gypsy or Irish Traveller	1,332	0.2%
White: Other White	27,506	4.5%
Black and Minority Ethnic Total	24,158	3.9%
Mixed: White and Black Caribbean	2,118	0.3%
Mixed: White and Black African	1,310	0.2%
Mixed: White and Asian	3,037	0.5%
Mixed: Other Mixed	2,270	0.3%
Asian/Asian British: Indian	3,206	0.5%
Asian/Asian British: Pakistani	347	<0.1%
Asian/Asian British: Bangladeshi	937	0.2%
Asian/Asian British: Chinese	2,053	0.2%
Asian/Asian British: Other Asian	3,107	0.5%
Black/Black British: African	1,835	0.2%
Black/Black British: Caribbean	551	0.1%
Black/Black British: Other Black	372	<0.1%
Other ethnic group: Arab	511	<0.1%

Other ethnic group: Other	2488	0.4%
Religion Census Data 2021	SOMERSET Total	SOMERSET %
Religion not stated	37,379	6.5%
Christian	286,672	50.0%
Buddhist	1,930	0.3%
Hindu	1,104	0.2%
Jewish	451	0.08%
Muslim	2,598	0.4%
Sikh	190	<0.05%
Other religions	4,153	0.7%
No religion	238,623	41.6%
Limiting long-term illness Census Data 2021	SOMERSET Total	SOMERSET %
People whose day-to-day activities are limited a lot	46,330	7.5%
People whose day-to-day activities are limited a little	68,965	11.2%

People not disabled under the Equality Act: Has long-term physical or mental health condition but day-to-day activities are not limited	48,634	7.9%
People not disabled under the Equality Act: No long-term physical or mental health conditions	451,675	73.4%

Library members active within last 12 months breakdown by demographic data:

Religion – 1.5% Christian, 1.8% None

Sexual orientation – 2.3% Heterosexual, 97% declined or no data completed

Ethnicity - 51% White British, 43% Declined, blank or unknown

Disability – 94% Declined, none, blank or unknown

The data available from the Library Management System is insufficient to allow comparison with the Somerset wide population data.

Who have you consulted with to assess possible impact on protected groups and what have they told you? If you have not consulted other people, please explain why?

A web survey was carried out in early 2022 inviting library users to tell us what they liked and disliked about the current Libraries West website and app. We received 2148 responses to the survey from a wide range of users. The results were analysed and helped to inform requirements for the specification. As a result, we will be able to offer a number of new features with the new public facing website and app, including the following.

- More user friendly, familiar and contemporary interfaces.
- Improved search functionality, including auto suggestions, fuzzy searching, misspellings etc.
- Ability to join the library online and pay charges using the app.

- More ways of browsing for books to read, with suggestions and recommendations, and options to share with other users.
- Ability to reserve a title across multiple formats.
- Responsive design that configures to device being used.
- More meaningful messages, particularly error messages following unsuccessful transactions.

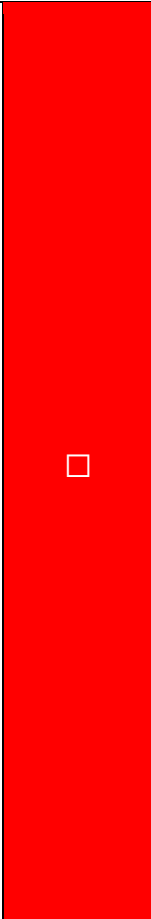
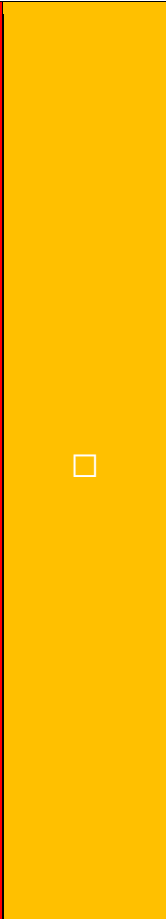
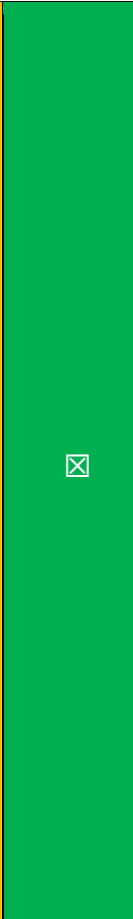
Analysis of impact on protected groups

The Public Sector Equality Duty requires us to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service will achieve these aims. In the table below, using the evidence outlined above and your own understanding, detail what considerations and potential impacts against each of the three aims of the Public Sector Equality Duty. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

Protected group	Summary of impact	Negative outcome	Neutral outcome	Positive outcome
Age	<ul style="list-style-type: none"> • Users of the public (website and app) interfaces will be from across the age spectrum. There is likely to be greater impact on older and younger (i.e. child) users as they are more likely to have specific needs and are highly represented in active users. • Older people are likely to have greater reliance on the website and app due to mobility issues, but may be less familiar with using a range of websites and apps and may struggle to adapt to change. 	□	⊗	□

	<ul style="list-style-type: none"> We need to ensure that the user interfaces are clearly laid out, intuitive and easy to use, and comply with all accessibility standards. Consideration also needs to be given to ensuring that the public interfaces are child friendly. 			
Disability	<ul style="list-style-type: none"> Library users who are less mobile because of a physical or visual disability are more likely to rely on remote methods of using library services. The interfaces will need to be clearly laid out, intuitive and easy to use. The website and app are highly visual interfaces so we will need to ensure that the public interfaces are suitable for use by customers with visual, hearing and relevant physical impairments, and comply as a minimum with current accessibility standards (WCAG 2.1 AA). Compliance with the latest accessibility standards was an essential requirement of complaint bids. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<ul style="list-style-type: none"> We will need to ensure that the new LMS is able to allow individual library members going through gender reassignment to be recognised as the sex they are living as, in line with current best practice. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and civil partnership	<ul style="list-style-type: none"> We do not consider there to be any specific requirements relating to this group. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<ul style="list-style-type: none"> We do not consider there to be any specific requirements relating to this group. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Race and ethnicity	<ul style="list-style-type: none"> • Many different languages are spoken among the general population of Somerset. Whilst we cannot realistically expect the LMS to have information in languages other than English, it is reasonable to expect the public interfaces to be compatible with translation services such as Google Translate. We are also able to offer alternative ways of interacting with the service through self- service kiosks and talking to a member of staff. • Compatibility with translation services was included as a minimum requirement in the specification. 	□	□	☒
Religion or belief	<ul style="list-style-type: none"> • We do not consider there to be any specific requirements relating to this group. 	□	☒	□
Sex	<ul style="list-style-type: none"> • A disproportionate proportion (64%) of active library members are female compared to the general population (51%), but we do not consider this to be of direct relevance to this project. However, as a high proportion of carers in society are female, it is also possible that some of these female library users may also have caring responsibilities (see ‘Carers’ below). 	□	☒	□
Sexual orientation	<ul style="list-style-type: none"> • We do not consider there to be any specific requirements relating to this group. 	□	☒	□
Armed Forces (including serving personnel, families and veterans)	<p>Transient populations: People living in transient communities (e.g. gypsies/travellers, military families, homeless) who are unable to provide proof of address are still able to join the library as temporary members and can also access the full range of online resources. We will ensure this continues with the new LMS.</p>	□	□	☒

<p>Other, e.g. carers, low income, rurality/isolation, etc.</p>	<p>Due to the nature of Somerset and its diverse population we also recognise that although not specifically protected under the Equality Act 2010 the needs of the following groups also need to be taken into consideration:</p> <p>Social Economic/ Rurality: Library users living in rural areas might be more reliant on use of the website and app to interact with the library service. We will ensure that the new LMS has a public website and app available 24/7 to allow users to interact with the service to meet their needs. Where individuals cannot visit a library due to availability of transport or the funds to pay for that transport, this could result in an increase in overdue charges, resulting in reduced income and the individual withdrawing from using library services due to affordability. The new LMS will allow users to manage their loans 24/7 via the public facing website and app to reduce the likelihood of incurring overdue charges.</p> <p>Carers: We will ensure that the new LMS will continue to allow individuals to link their library membership to other members for the purposes of managing loans etc. This will specifically apply to parents and their children, and to adults with caring responsibilities.</p>			
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Negative outcomes action plan

Where you have ascertained that there will potentially be negative outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken	Date	Person responsible	How will it be monitored?	Action complete
Ensure compliance with relevant legislation and regulations by asking bidders to confirm they are compliant, with supporting evidence.	01/09/2022	Shane Stevens	Inclusion in Specification and Due Diligence questions	<input checked="" type="checkbox"/>
Consult with relevant groups representing people with disabilities to ensure their needs are considered when drafting the specification.	30/06/2022	Jon Scown	Inclusion in Specification and potentially quality questions	<input checked="" type="checkbox"/>
Ensure the public interfaces are compatible with Google Translate (or equivalent) by including this as a mandatory requirement in the specification.	30/06/2022	Shane Stevens	Inclusion in Specification	<input checked="" type="checkbox"/>
Ensure the new LMS has a public website and app available 24/7 to allow users to interact with the service to meet their needs by including this as a mandatory requirement in the specification.	30/06/2022	Shane Stevens	Inclusion in Specification	<input checked="" type="checkbox"/>
Ensure membership accounts can be linked to allow an individual member to manage other member accounts where necessary by	30/06/2022	Shane Stevens	Inclusion in Specification and Quality Questions	<input checked="" type="checkbox"/>

including this as a mandatory requirement in the specification.				
Ensure the needs of users across the age spectrum are considered when configuring the public facing website and app and offer different interfaces (e.g. for younger children) where relevant.	31/05/2024	Jon Scown	Customer Feedback	<input checked="" type="checkbox"/>
Consider the feedback from the user survey carried out in 2022 to help inform the design of the public interfaces.	31/05/2024	Jon Scown	Customer Feedback	<input checked="" type="checkbox"/>
Identify customers who can carry out 'end-user' testing of the website and app during the implementation phase.	31/01/2024	Jon Scown	Customer Feedback	<input checked="" type="checkbox"/>
Arrange end user testing, collate and act on customer responses	31/05/2024	Jon Scown	Customer Feedback	<input checked="" type="checkbox"/>
Identify staff who may need additional support to successfully adapt to system changes and provide additional training and support where required	01/06/2024	Jon Scown	Staff feedback	<input type="checkbox"/>
Identify customers who may need additional support to successfully adapt to system changes and provide support and assistance as required	30/06/2024	Jon Scown	Customer feedback	<input type="checkbox"/>

Set up the system up to meet the requirements of individuals going through gender reassignment.	31/05/2024	Shane Stevens	Project deliverables	<input type="checkbox"/>
Ensure that work to replace the LMS includes methodology for recording all the required data on library members to enable authorities to carry out analysis of service usage and equalities impact assessments.	31/05/2024	Naomi Roberts	Project deliverables as agreed with supplier	<input checked="" type="checkbox"/>
Work with supplier to ensure compliance with relevant legislation and regulations including Special Category Personal Information	31/12/2024	Shane Stevens	Project deliverables as agreed with supplier	<input type="checkbox"/>

If negative impacts remain, please provide an explanation below.

N/A

Completed by:	Naomi Roberts
Date	3/8/23
Signed off by:	Kate Turner
Date	15/8/23
Equality Lead sign off name:	Tom Rutland

Equality Lead sign off date:	25/7/23
To be reviewed by: (officer name)	Naomi Roberts and Kate Turner
Review date:	30/4/24 and 31/12/24