

### Library Service - Shared Leadership

Outcome	Actions
Implementation Architecture in place	<ul style="list-style-type: none"> <li>• Service Manager Libraries to join the Steering Group</li> <li>• Libraries Implementation Group comprising library staff to oversee implementation of the changes. Agree how the team will be freed up to work on reform.</li> <li>• Establish Group(s) of Library Users, including children and young people, to help guide the work of the Libraries Implementation Group</li> <li>• Terms of Reference for the 2 Groups above to be drafted, with clear linkage to the Steering Group.</li> </ul>
An evaluation framework is in place	<ul style="list-style-type: none"> <li>• Help to establish a baseline of data for targeted community against macro/micro position to enable tracking of progress</li> <li>• Agree and document how the library service will feed into the agreed evaluation framework (and associated baseline).</li> <li>• Use How Good Is Our Library Service as part of baseline data gathering</li> </ul>
Good awareness of our goals, aspirations and learning	<ul style="list-style-type: none"> <li>• Support delivery of the communications and engagement plan through libraries</li> <li>• Workshops with both established Groups to explore the themes of the health determinants, public protection trends, rights based practice and the need for a sustainable model of support for our citizens.</li> <li>• Use of service design principles/co-design tools to explore the art of the possible with multi-disciplinary staff, communities (and community groups) and targeted SIMD 1 groups.</li> </ul>
<b>Leaders are committed to the pathfinder and remove blocks</b>	<ul style="list-style-type: none"> <li>• The work of the pathfinder is detailed in library plans</li> <li>• There is a clear mechanism to escalate blocks where they cannot be addressed locally</li> </ul>
A learning culture is established	<ul style="list-style-type: none"> <li>• The Libraries Implementation Group undertake IHI professional learning and agree how best to utilise 'radical candour'</li> <li>• Library service engages in a programme of learning to explore what taking a creative person centric approach looks like</li> <li>• Libraries Implementation Group to establish a local mechanism to capturing learning (to feed into overarching evaluation)</li> </ul>
<b>Policies are aligned to enable the pathfinder</b>	<ul style="list-style-type: none"> <li>• Consider any implications on our current policies in the short term (such as fines etc.)</li> <li>• Evaluation of the impact of the current zones available in the Central Library</li> <li>• Exploration of agreed Locality Plans to ensure alignment</li> </ul>
<b>Shared governance</b> arrangements in place and kept under regular review	<ul style="list-style-type: none"> <li>• ToR for two Groups are agreed through multi-agency governance structures</li> </ul>



## Library Service - Shared Resources

Outcome	Actions
<b>Multi-disciplinary teams established and preventing risk and harm to our citizens</b>	<ul style="list-style-type: none"> <li>• Explore bias, the research and local evidence to support the change</li> <li>• Seek expressions of interest from operational teams to help drive the change</li> <li>• Secure agreement on how to ensure the Operational Team have the capacity to drive the pathfinder with partners</li> </ul>
Skilled operational team in place	<ul style="list-style-type: none"> <li>• Appoint person centred operational team from staffing complement and ensure that they have the time to focus on the reform and good access to leaders, ensure suitable line management and coaching is in place</li> <li>• Ensure a highly effective feedback loop is in place (to the operational team and the communities they are serving)</li> <li>• Explore personas with Operational Team to challenge perceptions, bias and start to scope what change might look like</li> <li>• Work with the Operational Team to determine how they will capture the voices of the community.</li> </ul>
<b>Clear vision of what holistic support being realised will look like</b>	<ul style="list-style-type: none"> <li>• Engage in a programme of learning and development based on self-reported needs and to cover the health determinates, public protection learning, national research and local evidence and opportunities to encourage creativity and 'unlearning' of some institutional norms</li> <li>• Encourage creative means of capturing voice and co-design output and ensure alignment with the evaluation framework in place</li> </ul>
Procedures in place to enable the testing of more holistic support	<ul style="list-style-type: none"> <li>• Ensure that effective changes are recorded in an agreed format to ensure fidelity</li> <li>• Ensure effective arrangements are in place to capture the learning from the operational team, both good and bad!</li> </ul>
<b>Budget/ finance in place to support the pathfinder</b>	<ul style="list-style-type: none"> <li>• Identify test community site(s)</li> <li>• Identify opportunities to pool resource from co-located partners</li> </ul>
Multi-agency buildings serving communities	<ul style="list-style-type: none"> <li>• Inform the location of first Community Hub in our targeted community to support the first phase of this pathfinder</li> <li>• Explore the art of the possible for the central library and research and seek funding to enable delivery</li> <li>• Identify and explore any light adaptations required and commission the work to the first Community Hub</li> <li>• Implement mechanism to openly air challenges with Co-Location so that issues can be resolved timeously (huddles?)</li> </ul>
<b>A learning culture is established and can be evidenced.</b>	<ul style="list-style-type: none"> <li>• Implement pulse surveys to help measure the cultural change (eye on the prize of institutional change)</li> <li>• Support the capturing and sharing of learning of learning</li> </ul>



## Library Service - Shared Delivery

Outcome	Actions
<b>Partners Co-locate at agreed test site</b>	<ul style="list-style-type: none"> <li>• Input to test site location and advise of any physical adaptations required to enable partnership delivery in an accessible space</li> <li>• Work with community to help shape the internal segregation and feel of the building (furnishings) to ensure a welcoming space</li> <li>• Help to collate baseline data for community</li> </ul>
Programme is co-created with the community	<ul style="list-style-type: none"> <li>• Establish the best means of the library users/community shaping the programme</li> <li>• Explore how to realise the use of Community navigators to help citizens navigate the supports available</li> <li>• Generate, advertise and delivery programme based on needs and wants (and linked Locality Plan) and monitor the impact making adaptations based on local intelligence</li> </ul>
Multi-agency partners working together to address identified health needs at community level	<ul style="list-style-type: none"> <li>• With partners identify the reliable information needed at both the Central Library and in the first Community Hub and associated programmes of support (for example diabetes, healthy diet).</li> <li>• Contribute to the development and delivery of digital information to support universally and explore how to overcome barriers to digital access</li> </ul>
Multi-agency partners working together to address community risks	<ul style="list-style-type: none"> <li>• Contribute to the whole systems approach to health weight</li> <li>• Contribute to the whole systems approach to addressing isolation and building agency</li> <li>• Contribute to the whole systems approach to support positive mental health and wellbeing</li> <li>• Contribute to the whole systems approach to address the development of attainment and skills development</li> <li>• Contribute to the whole systems approach to income maximisation</li> <li>• Contribute to the whole systems approach to addressing housing needs</li> </ul>
Long term implications for the library and information service known <b>Lead: CO Education and Lifelong Learning</b>	<ul style="list-style-type: none"> <li>• As programmes emerge, explore the implications on the stock and offer from the library and information service</li> <li>• Programme of professional learning in place to take account of programmes being delivered</li> <li>• Exploration of the need for a Central Library and community navigator</li> <li>• What does this mean for services such as the home service, for example the offer for residents in care homes etc.</li> </ul>
Reimagined central library providing universal support <b>Lead: Library Service</b>	<ul style="list-style-type: none"> <li>• Establish a group of library users and mixed stakeholders to review the floor plan of the central library with a view to rezoning the space in order to build agency and establish a Civic Hub, provide more family friendly and welcoming social spaces, spaces to encourage creativity and spaces to support partnership delivery.</li> <li>• Translate the work of the group into a costed plan and consider the staging of implementation</li> </ul>

	<ul style="list-style-type: none"><li>• Explore funding streams and secure approvals</li><li>• Explore the appetite for a community Navigator in the Central Library</li><li>• Establish a proposed programme of activity and support for delivery</li><li>• Implement the programme and monitor impact carefully to inform next steps.</li></ul>
<p>Strong digital universal offer of support to families</p> <p><b>Lead: Library Service, Digital Lead</b></p>	<ul style="list-style-type: none"><li>• Convene digital expertise to explore the art of the possible with regard to a dynamic on-line offer that supports improvement across all of the health determinates, including training opportunities, signposts to support and clarifies how the supports in the Central Library (and Community Hub) dovetail.</li><li>• Develop an implementation plan for approval</li><li>• Following approval, implement the plan</li></ul>

# Library Service Governance

