



The Society of Chief Librarians DIGITAL LEADERSHIP SKILLS: OVERVIEW

a report by Shared Intelligence

Contents

1. Introduction.....	2
2. Process and method.....	2
3. Headlines from the horizon scanning.....	5
4. SCL member views on digital.....	6
5. Skills audit of SCL and aspiring leaders.....	7
6. Conclusions.....	9
7. Recommendations to SCL.....	10

1. Introduction

- 1.1 In March this year we were appointed by SCL (the Society of Chief Librarians) as an expert partner in exploring digital leadership skills for public library services. SCL's aim was to understand what opportunities and challenges are likely to emerge over the coming years and to ensure library leaders and aspiring leaders understand and have the skills to work in this emerging digital landscape. The task we were set was to:
- Identify the significant digital developments on the horizon and identify the digital leadership skills and competencies which library staff will need to respond effectively and appropriately to this changing landscape.
 - Complete an audit of the digital awareness and skills set of the existing leadership / aspiring leadership of the sector.
 - Recommend how to address the gaps.
 - Report back to SCL's annual seminar in June 2014.

2. Process and method

- 2.1 The methods we adopted were designed to enable the research to be completed in a short period of time (about 10 weeks). We also planned for it to be a close collaboration with SCL reflecting their term 'expert partner'. For us a collaborative style of working is the preferred manner in which we conduct all our work, characterised by joint decision-making on key issues, and regular exchange and discussion of emerging findings.
- 2.2 The sequence of our research was as follows:
- ↓ Horizon-scanning review carried out as a desk study
 - ↓ Online survey of SCL members using SurveyMonkey seeking their views of 'significant' digital developments
 - ↓ Webinar workshop (repeated 3 times using CISCO WebEx) to test the draft findings from the horizon scanning and digital developments survey
 - ↓ Online skills audit
 - ↓ Presentation back to the SCL steering group of the work to date and to begin testing possible conclusions
 - ↓ Webinar workshop (also repeated 3 times) this time to test the findings from skills audit and seek views on what actions SCL might want to take as a result
 - ↓ Presentation of draft findings and a first cut of recommendations to the SCL Executive on the eve of the annual SCL seminar – followed the next day by a workshop for seminar participants.

- 2.3 Alongside this process we also created a private group on LinkedIn on which we have posted our working papers. The aim has been to share them online, in such a way that SCL members can read them then leave comments which other SCL members can see. Currently 23 people have joined the group and our intention of for someone from SCL to take over the admin role for the group once our work is complete.
- 2.4 We were also very mindful that any proposals for action which resulted from this work would need the confidence of those who need to act i.e. SCL members. So our methodology was designed to involve SCL members in interrogating findings, and had us publishing findings as we went. Most of all we wanted as many SCL members as possible to be part of the process themselves and be able to see some of their own views reflected in the research outputs.
- 2.5 In terms of differentiating “digital leadership skills” from “digital skills” per se, we decided this would mean putting emphasis on issues such as:
- Leaders having an affinity with technology and an understanding of their strategic potential, not simply technical ability to use those technologies.
 - ***Being able to convey a message about the role of digital technology in libraries and how it relates to the overall mission of public libraries*** which cuts through the ambiguity created by more practical discussions about firewalls, risks, and legitimate uses.
 - The ability of leaders to **create a management framework** which enables their staff to use digital technology to achieve their core mission and purpose.
 - **Skills to develop the enterprise potential of digital technology** to create new income streams in order to re-invest in the free and universal offer.
- 2.6 Those who read our full reports of the initial SCL online survey about digital developments and the subsequent skills audit will, we hope, see that we have achieved this emphasis on leadership skills rather than digital skills through the drafting and scripting of survey questions.
- 2.7 Our starting point in defining a set of skills and competencies (then testing for them through the skills audit) would be to focus on how well leaders understand the strategic potential of digital technology, how confident they are in communicating this to their staff, and whether they have the skills to set managerial frameworks which are enabling. It was not, in our view about testing how proficient library leaders were at using particular devices or software (although as we have said, we do believe leadership requires individuals demonstrate visible *affinity* with technology).
- 2.8 A useful analogy we have used during this work is of head teachers who need a clear view of the role they want technology to play in their school. Their personal teaching background might not be in technology, and they may not even have particularly advanced digital skills. But they do need to set the tempo for how they want the school to use technology to achieve their core mission, and lead their staff to do this.

- 2.9 We also wanted the project itself to enable SCL members to begin exploring and learning more about these issues, and if possible to introduce some new technology of practical use. For these reasons we included webinars in our process using Cisco WebEx. These attracted 28 participants. Not only did they enable us to sense check our emerging findings and encourage SCL members to be part of the research process, but they also provided a valuable opportunity for SCL members to discuss real current issues such as improving public Wi-Fi and building better collaboration with local authority ICT managers. Some of our recommendations are about enabling SCL to build on discussions which emerged or began during the webinars.
- 2.10 We hope the combination of the six webinars, the SCL Executive session on the eve of SCL's annual seminar, and the seminar workshop now mean a significant proportion of SCL members will see some their own ideas and thinking reflected in our conclusions and recommendations.

3. Headlines from the horizon scanning

Speed and scale of change

In an increasingly digital world, physical spaces for sharing become more needed and more precious

- 3.1 Our first main stage of research was to undertake a horizon scanning review of digital trends which we judged to be relevant to SCL and to public libraries more generally. The full findings of this stage of work are in a standalone report already submitted to SCL. The headline findings from the horizon scanning are likely to be both challenging and exciting for SCL members in equal measure. We considered a range of trends including technology hardware and software trends, internet access and data speeds, e-reading, and societal and economic trends.
- 3.2 We argue the over-arching trend for libraries is the *sheer speed and scale of change* in technologies affecting the core of what the public use libraries for; finding information, reading books, acquiring knowledge, studying, learning, and joining-in activities. From the ways we use and enjoy books, to how we study for qualifications, to the way we keep track of activities we attend, to how we get hold of school enrolment forms; all these activities are affected by technology, and the major underlying trend is that these technologies are changing ever more rapidly and are likely to continue changing just as fast if not faster.
- 3.3 For libraries and their communities the pace of change requires them to develop their own skills constantly, be that to access knowledge for life's essentials, for enrichment, or for pleasure. Those who lack these skills or find it hard to keep up, are increasingly at a disadvantage socially and economically.
- 3.4 Our horizon scanning report also considers; issues around scale, especially where having multiple local systems seems increasingly illogical (in particular e-book lending, and perhaps OPACs too); also the significance of digitised welfare (led by Universal JobMatch and Universal Credit); and emerging trends around learning and the use of MOOCs, and resurgent interest in learning craft and maker skills.
- 3.5 But we end our horizon-scanning report with what we see as our most important observation for libraries which goes as follows. The ability for so many daily interactions to shift from physical encounters to online (e.g. banking, learning, shopping, even worship, medical checks, and family gatherings) might appear to obviate the need for physical public spaces. Yet, as many other institutions reduce their physical presence (in response to digital and financial imperatives) the physical aspect of public libraries increasingly becomes their most compelling unique feature. It is extremely unlikely public libraries will ever create 'virtual community spaces' capable of drawing people away in any significant numbers from the behemoth digital communities of Facebook or Youtube, or even Minecraft or Etsy; libraries just don't bring enough unique ingredients. But our argument is that what libraries will increasingly be valued for by the public, and which *is* unique, is providing local physical spaces; for people to meet, read, share digital skills or equipment, make, create and learn, helped by each other and by library staff.

4. SCL member views on digital

For library leaders the biggest digital issue is a skills issue

- 4.1 Alongside our horizon scanning review we also surveyed SCL members asking what they believed were the most significant digital developments relevant to their work. The survey was divided into very broad thematic sections such as “digital access to lifelong learning”, “digital consumption of books and knowledge” and so on. We also included some preliminary questions asking how long respondents had been in a library leadership role, and how confident and knowledgeable they felt about technology overall. Around 130 SCL members completed the survey out of 180 SCL members (in England and Wales) who were invited to take part. This was a larger response than both we and the steering group had anticipated and, in our view, reflects the commitment to these issues in SCL. The respondents represented people from a mix of library authorities small and large, from those with more than 10 years’ experience as a head of service to those with only a year or so, and they also represented those who felt very confident working with digital technology to those who did not. The survey design invited SCL members to respond in one of two ways, either with open-text statements, or by choosing between pre-determined alternatives (i.e. multiple choice).
- 4.2 The detailed results of this survey are also written up as a standalone report. The bulk of our analysis in that report deals with the open-text answers. The first thing we saw was that while many respondents felt digital developments were a challenge for library services as organisations, on an individual level they were confident and excited. Respondents also tended to be more confident about technology in relation to libraries specifically, than technology generally. Overall the biggest issue mentioned most consistently in relation to digital leadership was **staff skills** (sometimes the top issue but not always). This included both paid and volunteer staff and was often in the context of the need to attract or retain IT buddies or ‘geeks’ who could provide support from the absolute basics, to enabling public get the most from digital devices, and leading group or social activities focused on digital learning and technology.
- 4.3 Next came mentions of **e-books** mainly in relation to providing a level of service on e-books which was as good as or better than what is offered for physical lending in terms of range, ease of use, and simplicity. Just below e-books were a large number of mentions of **corporate IT systems** which respondents viewed as beyond the control of individual library leaders, and particularly mentions of the **Public Service Network** which many SCL members saw as making it harder, not easier, to increase public access to digital technology. Libraries’ own **Library Management Systems** (LMSs) were in amongst these mentions, often mentioned in relation to frustration with the slow speed of innovation in LMS products.
- 4.4 Then came a tail of issues including; **MOOCs and online learning, integration of systems** (to make them simpler and easier to use, and to reduce costs), **public Wi-Fi** and **broadband** (and the need for infrastructure enabling the public to hop-on and hop-off with ease **with their own devices**), having systems which assume that **mobiles and handhelds** are the dominant devices, widening access to **emerging technology**, and ensuring **digital by default** does not exacerbate the digital divide.

5. Skills audit of SCL and aspiring leaders

Skills around managing change are a strength but library leaders recognise many other skills need to be increased

- 5.1 The last main stage of research was a skills audit of SCL members and aspiring library leaders. The purpose of this stage was to extrapolate the results of the horizon-scanning review and the initial SCL member survey into a list of skills which we considered important for digital leadership. The final version of the survey presented respondents with 23 questions about their skills and experience, knowledge and understanding, and attributes. The questions were proposed by us based on the previous stages of the research, and then reviewed and amended in discussion with the project steering group. The full set of skills audit questions can be found in our summary report of the survey results.
- 5.2 The survey was sent as before to the full list of SCL members in England and Wales but this time with a request that SCL members pass it on to ‘aspiring leaders’ in their teams in addition to completing the survey themselves. We left it to recipients to decide what was meant by ‘aspiring leaders’.
- 5.3 For each question respondents were able to rate themselves on a scale from 1 (“Not strong”) to 5 (Very strong”). Being a five point scale there was a middle choice, 3 which we described as “About average”.
- 5.4 We again included preliminary questions asking how long respondents had been in a leadership position or whether they intended to seek a leadership position, and also how confident they felt about technology personally. Although most questions asked for respondents’ self-perceptions and self-assessments, the survey ended with a “digital general knowledge and pictures” round which provided a crude method for testing respondents’ digital knowledge objectively in addition to self-reported levels of digital knowledge.
- 5.5 The skills audit also had a high response rate and was completed by around 220 individuals - 85 SCL members and 133 non-SCL members (we assume the latter were the ‘aspiring leaders’ as defined by SCL members). Although for most questions the range of responses was wide, the average (mean) self-rating for all skills questions on our 1 to 5 scale was 3.38 for the SCL members and 3.25 for the non-SCL members; just above our middle choice of “About average”.
- 5.6 In terms of some of the differences between current SCL members and those who are not yet in leadership positions we saw that:
- Very high percentages of SCL members rated themselves as ‘very strong’ on experience of implementing changes to team roles and structures – this was much less the case for non-SCL members.
 - However, non-SCL respondents rated themselves as more knowledgeable about technology than SCL group, and non-SCL respondents said they found digital developments less challenging personally than SCL respondents did, although a very high proportion of both groups saw technology as exciting.

- There was a stronger response around knowledge of handhelds and tablets from non-SCL respondents and the non-SCL respondents rated themselves as more confident with social media and in supporting colleagues on this.
- When we asked “Do you consider yourself to have a track record for stimulating innovation?” a higher proportion of SCL members than non-SCL members felt this was a strength.
- And finally SCL did better in the digital general knowledge and picture round than non-SCL (despite it being the non-SCL group who scored as more knowledgeable based on the self-assessed questions).

5.7 Other notable findings and patterns included:

- Understanding demand for digital services among those who rarely use library services, was seen as a weak-spot across the board as was knowledge of who in the local community cannot access the internet due to cost or know-how.
- The weakest responses across the board were around knowledge of MOOCs, self-publishing, and Wi-Fi regulations (although knowledge of Wi-Fi functionality was stronger).

6. Conclusions

The best library services are meeting digital challenges brilliantly, and have the skills and knowledge, but half the challenge is this needs to be shared

- 6.1 As we were working on this research, key figures in SCL were also continuing to build new opportunities relating to digital leadership and libraries. These included discussions with Arts Council England about new digital initiatives and potential applications for funding, advocacy work connected for instance with the Sieghart review of libraries, and discussions with prospective new national partners. SCL have also been developing their own website to enable it to reinforce digital leadership messages. So in producing recommendations we have tried to extrapolate our own findings into suggested actions, but also to reinforce and complement actions SCL are already taking.
- 6.2 Our first recommendation is the most important in our view; to articulate the role and purpose of digital technology in public libraries, and how it relates to the overall mission of libraries on a national scale. We call this recommendation “0” to denote the fact we see it as a precursor to everything that follows. This is not new in itself. In our discussions with the steering group and other SCL members, it was clear there is already consensus about what this vision is; it is about public libraries as gateways to knowledge, as institutions which create opportunities through reading, learning, lending and sharing. It traces back directly to the mission of the UK’s first free lending libraries. We would add it is also about libraries as physical spaces in which technology becomes the focus of social and communal experiences and counteracts the potential for isolation. But this vision needs to be developed and codified and stated through the SCL leadership for the benefit of SCL’s wider stakeholder group, many of whom we know full well, do not see it as clearly as they do.
- 6.3 What we have after that are thirteen recommendations to SCL under three broad categories. We hope these are specific enough and achievable for an organisation which has only a skeleton executive staff, and relies heavily on its leadership group and members who are full-time senior managers. Because of this our recommendations err towards more practical actions than grandiose goals, but we hope readers will also see they chime with a consistent strategic view of the role of digital, of libraries, and of SCL. Many of our recommendations also aim to marry the implications of this research with existing opportunities SCL has created, and with discussions which began during the research process, and to balance these with new ideas too.
- 6.4 As a coda, in a side note to SCL we have suggested some very practical steps to commence a programme of digital leadership skills development activities. This is only intended as the start, but again it aims to build on actions, ideas and opportunities which have already been discussed within SCL. We strongly suggest that developmental activity wherever possible is visible, open and peer-led, ideally using online channels. Not just because this will be easier for people to access, but because it will convey the message that despite the scale of challenges (technical, managerial, political, financial), the best public libraries **are already** leading brilliant, innovative and purposeful digital library services, and much of the skills and knowledge needed already exist. Half the challenge is this need to be shared.

7. Recommendations to SCL

Issue	Evidence	Recommendation
A vision for digital in libraries		
<p>Vision and ambition: What is SCL's over-arching goal and ambition, their vision, for the role of digital in public libraries?</p>	<p>Implicit in all the work and findings from this research.</p> <p>SCL Executive felt it was essential to state this as a clear item for action.</p>	<p>0 SCL's vision for the role and purpose of digital in public libraries.</p> <p>That SCL articulate what they believe is the role and purpose of digital technology in public libraries and how that relates to the overall mission of the institution of public libraries on a national scale. This needs to be articulated on a national scale in a way which is specific enough to have meaning, to guide and to inspire, but broad enough to enable individual authorities to set their own direction in creative ways which have meaning for their own communities.</p>
Strategic actions		
<p>Horizon scanning: How can library leaders individually and as a group stay on top of these issues and avoid ending up with duplicative local horizon-scanning initiatives?</p>	<p>Horizon-scanning desk study – emphasised pace / scale of change and the need to keep watch</p> <p>Horizon-scanning survey – significant number of many respondents did not feel knowledgeable</p> <p>Webinars – participants said this exercise provided vital new insight/info</p>	<p>1 Ongoing SCL horizon-scanning.</p> <p>SCL to develop its own digital horizon-scanning capability which would build on this project every 6 months with updates. This could be a distributed task with several SCL members or future leaders identifying and logging examples and evidence (perhaps using an online clipping or tagging platform), which a smaller group or single individual would periodically synthesise and report on.</p>

Issue	Evidence	Recommendation
<p>Knowledge-sharing: How can library leaders open up and share knowledge of examples of library services successfully meeting some of the practical digital challenges – so that sharing practical examples becomes more commonplace and can be multilateral rather than bilateral?</p>	<p>Previous research - <i>Envisioning</i> and Carnegie <i>Enterprising Libraries</i> shows there are many UK libraries innovating, but awareness of these is low</p> <p>Webinars – participants expressed desire to have more web-based knowledge sharing</p>	<p>2 Online channel of Library How To videos.</p> <p>All heads of libraries to begin contributing to a channel of (short, e.g. 3-5minute) <i>Library How To</i> videos featuring practical methods they have developed to tackle the major digital challenges. E.g. “Bristol: How to create a digital arts project like Book Hive”, or “Devon: How to create a Fab Lab”, or “Gateshead: How to organise an e-Day” etc. The videos would all use one Web platform (probably YouTube or Vimeo) and would be uploaded to a single channel or account curated by SCL – an initial 6 videos would be sufficient to launch a channel. The <i>Library How To</i> channel could be embedded in the SCL homepage and create the foundation for an open-access learning exchange which would benefit all libraries in the UK and even internationally. The “Tinder Trainers” process could provide a model for supporting those who want to learn more about creating online videos.</p>
<p>Encouraging affinity with technology: How can public library leaders set the tone and encourage all public library managers to develop an affinity with digital technology and its potential to help libraries meet their social mission?</p>	<p>Webinars (and Steering Group discussions) – participants expressed view that library leaders must understand potential of technology and model its use even though they don’t need to be technical experts in everything they manage</p>	
<p>Big data: New recommendation on exploiting potential of big data already held by libraries – on demographics of users, patterns of user behaviour, usage stats on specific items/titles/services</p>	<p>Discussion with SCL Executive at June 2014 seminar</p>	<p>3 Explore potential of big data in three ways.</p> <p>SCL should explore three different ways in which the Big Data already held by libraries could bring potential benefits:</p> <ol style="list-style-type: none"> 1. For improving services for users, 2. For opening up the data as an open public data initiative 3. For generating revenue which could be reinvested in libraries
<p>Externally focused actions</p>		
<p>Dialogue with ICT managers: How to have a more focused dialogue between library leaders and local government ICT managers locally and nationally?</p>	<p>Horizon-scanning survey – core theme of responses was challenges relating to corporate ICT systems</p> <p>Webinars – reiterated same theme but also emphasised specific issue around PSN</p>	<p>4 Engage with SOCITM on issues including PSN.</p> <p>Use the outputs of this research as the basis of a discussion between SCL lead members and SOCITM about how to maximise the enabling potential of technology in libraries – looking at shared goals, points of difference, and specific challenges around the implementation of the PSN.</p>

Issue	Evidence	Recommendation
<p>New LMS products: How to encourage LMS providers to accelerate the development of new products and services which meet the increasingly complex wants and needs of libraries and their users.</p>	<p>Horizon-scanning survey – core theme Webinars – participants expressed desire to be more proactive and set agenda with LMS providers, and to do so jointly</p>	<p>5 Become more organised/co-ordinated around LMS contract renewal. Compile a national list of when individual contracts are up for renewal, to be shared among SCL members to enable them to collaborate at a national level in seeking better solutions from LMS providers.</p>
<p>Public Wi-Fi: How to capitalise on the groundswell of interest in library-led public Wi-Fi, and also improve knowledge of public Wi-Fi provision among library leaders</p>	<p>Previous research - <i>Envisioning</i> and <i>What the Public Want</i> both highlighted need for Wi-Fi and public demand for it Horizon-scanning survey – core theme especially around Wi-Fi in public spaces surrounding libraries Webinars – confirmed this theme, but also raised issues around regulatory framework Skills audit – gap between operational knowledge of Wi-Fi, and knowledge of regulatory framework / responsibilities of providers SCL seminar – the Minister clearly signalled his interest</p>	<p>6 Wifi – raise awareness of public Wi-Fi regulatory obligations. Deliver awareness-raising/training sessions in the regulatory and technical frameworks and obligations regarding public Wi-Fi provision by libraries.</p> <p>7 Wifi – articulate a national project with Ministerial appeal. Quickly establish an SCL working group to define what an ambitious national library-led Wi-Fi project would look like? What would it look like to members of the public? What equipment would be needed and at what cost? What would be the practical steps and timescale to implementation? What would be the benefits? What would be SCL’s role?</p>
<p>Access to digital services and Universal Credit: How to enable libraries to maximise their potential in assisting access to digital welfare in particular Universal Jobmatch and Universal Credit</p>	<p>Horizon-scanning desk study – identified growing challenges around digitised welfare and digital divide Horizon-scanning survey – digital divide was core theme Webinars – participants confirmed this as an issue, but also expressed concerns that role currently played by libraries was not recognised by DWP or Universal Credit pilots</p>	<p>8 SCL members from UC pilot areas to share experience and learning. Arrange for those SCL members in areas where Universal Credit has been piloted to share their learning nationally through teach-ins or webinars, and for those same SCL members to work with the SCL Executive on engagement with DWP, GDS, and the LGA. This learning should inform the further development of the SCL ‘Information Offer’.</p>

Issue	Evidence	Recommendation
<p>e-Book lending national offer: How to begin working towards a national e-Book lending offer</p>	<p>Horizon-scanning desk study – growth of e-reading and handhelds was major theme Horizon-scanning survey – conformed this as major theme, and highlighted appetite for a national platform</p> <p>Arts Council England response to Sieghart Review of eBook lending also supports - <i>“Arts Council England strongly supports the development of a comprehensive eBook lending offer...”</i></p>	<p>9 Create an opportunity for an SCL member who is passionate and enterprising, to take the lead. SCL should look within its membership for a member with sufficient knowledge and passion to begin working up a viable and enterprising proposition which would most likely begin by seeking out a software developer (from the commercial or social sector) who is also excited by the potential of a national e-Book lending platform.</p>
<p>Internal / workforce actions</p>		
<p>Realising potential of MOOCs: How to raise skills and knowledge around MOOCs so that libraries can support their communities generally in using MOOCs but also to pave the way for a strategic collaboration with Open University and their Future Learn platform</p>	<p>Horizon-scanning desk study – identified MOOCs as major development affecting libraries Skills survey – showed this as an area SCL members are less confident about</p> <p>Steering Group discussions – confirmed importance, also highlighted potential of a partnership with Open University’s Future Learn, and the need to connect with colleagues in academic libraries to learn of their experiences</p>	<p>10 SCL to engage with other library professionals exploring MOOCs, and SCL members to familiarise themselves with MOOCs generally. As part of the emerging discussion with OU about Future Learn, lead SCL members should also take soundings from those in the academic library sector who are also trying to realise potential from MOOCs e.g. SCOUNL, JISC, and OCLC (who organised the July 2013 MOOCs and Libraries conference). SCL could also ask the OU Future Learn team to run a webinar/workshop to promote their learning platform to library leaders, explaining how it works, technical requirements, and the potential it offers around lifelong learning for all ages. SCL should encourage all its members to engage with MOOCs either personally, or through staff within their service.</p>

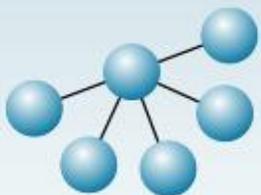
Issue	Evidence	Recommendation
<p>Schools and computer science: How to raise skills and knowledge around the new national curriculum for Computer Science and the inter-relationship the curriculum now has with the kinds of computer clubs, makerspaces, and computer coding which libraries and increasingly looking to host</p>	<p>Previous research - Carnegie <i>Enterprising Libraries</i> shows there is significant potential for libraries to play key role in turning around Computer Science and STEM takeup Horizon-scanning desk study – identified STEM and Computer Science skills as major issue for UK economy and education Skills survey - showed this as an area SCL members are less confident about</p>	<p>11 Computer Science - Those with experience to share their learning. SCL should arrange webinars/workshops led by those library practitioners who are already leading activities which link library-led activities (such as code-clubs) with Computer Science in schools, e.g. libraries who run activities in schools, or who run events in libraries for teachers and educators.</p>
<p>Using local socio-economic data to understand digital needs among library users and non-users: How to build skills and knowledge around using local socio-economic data (i.e. at ward or SOA level) to understand local digital needs e.g. helping the ‘final fifth’</p>	<p>Typical socio-economic profiles of individuals <u>least likely</u> to be online is well-documented yet research in libraries sector consistently shows socio-economic profiling of community needs is persistent challenge Horizon-scanning desk study – also identified digital divide and supporting the ‘final fifth’ as major challenge, alongside access to digitised welfare Skills survey - showed this as an area SCL members are less confident about</p>	<p>12 Skills development on using local socio-economic data and matching this to library user data to understand who or where libraries can help most in terms of digital divide. SCL should arrange skills sessions on using local level socio-economic and geographic data, matched to library user data, to build profiles of digital access in their community among current users and non-users with the aim of building a picture of who they can benefit most, and what interventions will be most useful. This should be linked to the existing work already underway as part of the Information Offer (e.g. involving same library staff/SCL members, involving same leadership)</p>
<p>Community-building through events and activities: How to raise skills and knowledge around using library spaces to host group activities and community-building activities based around technology</p>	<p>Previous research – Carnegie <i>Enterprising Libraries</i> shows there is significant potential for libraries to host activities in which technology is used <u>socially</u> Skills survey - showed this as an area SCL members are less confident about Webinars – participants identified major gap between ‘rows of Peoples Network PCs’ and the social interaction with digital that would help communities in self-led learning</p>	<p>13 Community building - those with experience to share their learning. SCL should arrange webinars/workshops led by library practitioners who are already leading these kinds of activities as well as individuals from other sectors who manage similar group activities (e.g. organisers of technology focused activities or events in museums, or those run by third sector organisations)</p>

Supporting documents also produced as part of this research:

- Horizon scanning report
- Report of SCL survey on 'digital developments'
- Report of SCL skills audit
- Suggested programme of skills development

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