

## London Library Change Programme

### Phase 3: Making Transformational Change Happen

#### Bulletin no. 6: September 2010



Funded by Capital Ambition, LLCP (which is one strand of the wider London Cultural Improvement Programme) is supporting boroughs to find new models library service delivery that will both reduce costs and better meet customer needs.

Two preliminarily phases of work explored individual service efficiencies, and sharing of back-office functions. Building on these foundations, Capital Ambition agreed to fund phase three of the LLCP to support boroughs to look at new models of shared service.

In July 2010, London Councils agreed to assist the programme by appointing consultants to deliver phase 3. Using the Buying Solutions framework and competitive proposals, Mott MacDonald, working with Eighty Twenty Insight, was appointed following assessment of written proposals and interview.

By the end of September 2010, LLCP will offer boroughs a series of tools to inform the budget setting period in autumn 2010 by delivering:

- a strategic options framework to enable Boroughs to validate, challenge, and develop their strategic decision-making around their future library services;
- case studies and scenarios to support and illustrate the strategic options framework, including financial models;
- a planning toolkit to enable Boroughs to prepare for change.

The tools and findings will be shared with Leaders and both Cabinet Members for Culture and Finance in early October.

This phase of LLCP work is running in tandem to the new support programme for libraries, recently announced by Culture Minister Ed Vaizey, which includes two pilots in London. We will be working with the pilots to share learning. As this stage of LLCP work will be delivered in early October, we expect the results will be of assistance in the development of the pilots. The two support programme pilots in London are:

- Closer Working in South East London (Bexley, Bromley, Croydon, Greenwich, Lambeth, Lewisham, Southwark), looking at options and opportunities for improving quality and reducing costs by working more closely together
- Joint Delivery of library services (Hammersmith & Fulham, Kensington & Chelsea), exploring the feasibility of sharing library services to be delivered or commissioned jointly across borough borders.

<http://www.londoncouncils.gov.uk/networks/lcip/londonlibrarychangeprogramme.htm>.

### Phase 3:

The strategic options framework will be structured around a series of dimensions of potential change, including:

**Customer** – Exploring how to reconfigure capabilities for service delivery via the different customer channels and by considering the potential for shared services and integration with other agencies and authorities.

**Business Models** – Exploring the potential benefits and implications of alternative service delivery models which may include shared services, outsourcing or trusts.

**Support** – Exploring how to reconfigure the provision of specialist services, library support services, and general support services by considering workforce, business processes and the implications for the enabling ICT infrastructure including virtualisation.

**Technology Infrastructure** – (i) Exploring strategic options for library ICT infrastructure and applications which meet the requirements of customer and support services, e.g. CRM and ERP platforms; and (ii) Exploring specialised technology options which contribute towards cost reduction and potentially add value to the customer experience and staff ways of working.

With thirty three boroughs, operating on different corporate and library systems and individual contract timelines, this is inevitably an extremely complex programme. It is crucial to plan carefully and not lose the best of what exists, and recognise individual borough requirements and the way libraries integrate within wider corporate priorities and services in each borough.

### Timescales

August - September:

- Contractor works with LLCP board and boroughs to develop draft costed business models.

October

- Capital Ambition reviews progress
- London Councils Forum of Elected Members discuss options

October to March

Subject to decisions by Elected Members and Capital Ambition LLCP board will ask contractor to work up detailed models and action plan for implementation by boroughs from April 2011.

### Who is accountable for the programme

The LLCP board is accountable to the Shared Services and Joint Procurement Board of Capital Ambition. Its members are Andrew Holden, MLA (Chair); Paul Martin (CEO, LB Sutton), Myfanwy Barrett (Director of Resources, LB Harrow); Mike Clarke (President, London Libraries and Head of Libraries, LB Camden); David Ruse (Director of Libraries, City of Westminster); Diana Edmonds (Head of Culture, LB Haringey); David Pearson (Director of Libraries, City of London); Ted Rogers (London Libraries Consortium and Head of Libraries, LB Hackney); Caroline Stanger (ex officio, Capital Ambition). Cabinet Members for Libraries are shortly to be nominated through London Councils following the local elections in May.