London Library Change Programme

Phase 3: Making Transformational Change Happen

Bulletin no. 5b: February 2010

The London Library Change Programme is now entering a phase of set-up and development. This means having, for the first time, a dedicated Programme Team in place that will implement the following:

❑ **A best practice peer support programme** – facilitation of peer support between local authorities, helping them to share ways of reaching best practice standards in procurement, classification and workforce deployment

❑ A small advisory group who will work with key partners to develop **a design plan** – with a view to having an technology 'architecture' in place that will enable interoperability across London's library services in the longer term

❑ Development of pilots or **'systems trials'** that will introduce or develop existing and new ways of working between services (these may well be based on work currently underway through existing consortia). The Programme Team will need to draw down support for these trials from Capital Ambition at a later date

❑ Development of **a business model or models** which will be created with and offered to boroughs that express an interest in sharing procurement, classification and other back office processes

The LLCP Bulletin Number 5 gives more information about this set up and development stage and can be found at http://www.londoncouncils.gov.uk/networks/lcip/londonlibrarychangeprogramme.htm.

The LLCP Board is aware that the existence of this programme has given some cause for concern. It is probably useful to note that the very premise of this programme is about *safeguarding* services, and the quality of services, in the face of a potentially very challenging financial landscape. It is hoped that smart ways to work together will be developed, in order to ensure that services are maintained *and improved* wherever possible and to provide Elected Members and Senior Officers with realistic and intelligent business models that do just that.

This *LLCP Bulletin Number 5b* has been produced to answer questions that have been raised.

1. When will Phase 3 start and what are the key milestones?
A team, taking roles akin to those of a Director and a Technical Programme Manager, is being put in place to run this stage. It is expected that they will start soon after April 2010, but this can't be certain. In the meantime, an Interim Project Manager will start on a part-time basis within the next two weeks.

The Interim Project Manager will get the best practice peer support programme up and running. S/he will also bring together a small team to advise on technical architecture design and potential trials.

When the Programme Team is in place work will start on developing the business model/s to be offered to boroughs with regard to sharing back office processes, and the development of systems trials to further inform this. The Programme Team will need to make a case to

Capital Ambition to draw down funding for these trials, and will be working closely with the advisory group, the LLCP Board and existing consortia to identify which trials would most usefully inform a pan-London framework for the sharing of back office processes.

It is expected that the business models will be considered by Elected Members from participating boroughs by March 2011, when a 4th Phase (Transition) will take place. The Programme team will need to bid again for continuation of their roles beyond March 2011 and for support for the transition phase.

An indicative timescale is as follows:

January – March 2010:
- Recruit project team
- Establish an advisory group (a small group of experts to work with the programme team to develop a technical architecture plan for London's library services)
- Expand membership of the London Library Change Programme Board

April 2010:
- Project team in place
- Set up and roll out a best practice peer support programme
- Develop a technical architecture plan

May – Oct 2010:
- Options appraisals and business modelling for shared back office services
- Draw down funding for systems trials (subject to additional funding being available)
- Secure funding for transition phase
- Consideration of business models and opt-in to Wave 1 by Members

2. Where are you recruiting the ongoing Programme Team from?
These will be offered as a procurement (ie. to consultants, project management agencies and similar) as well as a secondment to existing local authority staff. A specification will be distributed soon.

3. How much has been spent so far and on what?
In 2007 a feasibility study was undertaken, to determine whether there was a need for changes in London and what the priorities were. The cost was £66,000, of which £60,000 was provided by Capital Ambition.

In 2009 two sets of consultants produced reports that provided the LLCP Board with information about existing practices, quality and costs with regard to procurement, classification and workforce development. They also provided the Board with some options for improvements and efficiencies that had been scoped with a wide range of relevant stakeholders. The cost of these reports was £154,000 in total including £124,000 from Capital Ambition.

MLA London has provided some staff capacity to manage the first two phases of the programme and to set up Phase 3. Other costs include time spent by LLCP Board members.

4. What did the Phase 2 reports tell us?
The Phase 2 reports provided the LLCP Board with benchmarking data and a number of scenarios about what could happen, and what efficiencies might be generated while safeguarding or improving quality of service and retaining local accountability and branding. No potential staffing structures have been agreed - the business modelling for sharing of back office processes is yet to be undertaken and is one of the key tasks of Phase 3.

5. Are the Phase 2 reports in the public domain?
The recommendations in the reports informed the strategy being taken by the LLCP Board and Capital Ambition but did not determine it and as such could be misleading as stand alone documents. The LLCP Board therefore decided not to post the documents onto the website, but to make them available by request via the email address provided at http://www.londoncouncils.gov.uk/networks/lcip/londonlibrarychangeprogramme.htm.

6. Why haven't library staff been consulted?
As yet there are no concrete plans to consult on. Heads of Service have been involved throughout in the development of each phase and other staff advised on the Phase 2 processes via working groups.

Boroughs will decide which elements of shared services they wish to opt into. If the model/s developed with local authorities during Phase 3 include changes to staffing structures, the local authority itself will (and will be required to) implement rigorous consultation processes.

7. Why haven't unions been consulted?
As above, unions will be involved in consultation processes run by individual authorities who are considering sharing services with other boroughs.

8. When will members of the public and/or library users be consulted?
What Phase 3 will determine is a model or model/s for sharing services 'behind the scenes'. Where this involves any change (which we hope will be for the better) to the customer experience, full consultation will take place, again driven by the local authority itself.

9. What isn't within the scope of this programme?
With the exception of the strand which facilitates peer support between boroughs to help some to reach best practice standards, this programme isn't about how each individual authority runs its library service. It is not therefore determining library closures, new builds, display of stock or other issues which are in the domain of the local authority itself.

10. As a member of London's public library workforce how can I engage with this programme?
The LLCP Board and those working on the programme to-date have a good partnership with London Libraries and London CLOA, and take advice regularly from Heads of Service and Culture and Leisure Directors. Discussions with your Head of Service is therefore a useful route, as is representation on further working groups and at consultation sessions when they are up and running – either as part of the programme or if your authority decides to take part in the development of shared services (see 6. above).

If you have a question about the programme that is not answered here or in one of the previous LLCP Bulletins, please email it to the email address provided at http://www.londoncouncils.gov.uk/networks/lcip/londonlibrarychangeprogramme.htm**. A member of the Programme Team or Board will reply and the question and the response will be included, where appropriate, in the next Bulletin**.

Bulletin no. 5: January 2010

1. What has happened so far in Phases 1 and 2 of the project?

Supported by Capital Ambition, the London Library Change Programme began in 2007 with recognition of value for money issues, followed by a Phase 1 feasibility study. It is part of the London Cultural Improvement Programme (http://www.londoncouncils.gov.uk/networks/lcip/londonlibrarychangeprogramme.htm) and, working with all 33 London Boroughs, has the following aims:
- to bring all 33 services up to the levels of the best
- to reduce overheads and improve services through improved processes, increased efficiency and shared services – whilst retaining local accountability and branding and maintaining or improving the offer to customers
- a systematic approach to having the right staff and skills in place to engage better with communities.

At Phase 2 during November and December 2009 research by consultants on behalf of the London Library Change Programme was considered at events, with over 100 senior library staff and by Elected Members with responsibility for libraries. The research argues that significant efficiency savings and improvement can be released by all boroughs meeting best practice standards and by employing greater use of shared services across London.

The overall aim of the programme is to develop and implement a strategy for change. Over half of the London boroughs have submitted action plans for individual service change, and others are in development. The focus will be on peer support to reach best practice standards and shared working practices, and the strategy will include expanded governance and projects that trial or further develop existing ways of working across services.

2. What decisions have been made about Phase 3 of the project?

The Programme Board has been successful in a bid for support for a set-up period, during which detailed business modelling will take place.

On 12 January 2010 the Capital Ambition Efficiency Board agreed to continue with this strategy of supporting the sharing of services across libraries and of realising economies of scope and scale by having common back office functions performed fewer times with better deployment of expertise and technology. To this end they have agreed to support a set-up and development phase (Phase 3 of the programme).

3. What will be happening during this set-up and development period?

The indicative timescale is:

January – March 2010:
- Recruit project team

- Establish a design authority (a small group of experts to work with the programme team to develop a technical architecture plan for London's library services)
- Expand membership of the London Library Change Programme Board

April 2010:
- Project team in place
- Set up and roll out a best practice peer support programme
- Develop a technical architecture plan

May – Oct 2010:
- Options appraisals and business modelling for shared back office services
- Draw down funding for systems trials (subject to additional funding being available)
- Secure funding for transition phase
- Agreements on business models and opt-in to Wave 1 by Members

4. What will be the outcomes?

These will depend on the level of involvement by local authorities; if 15 boroughs opt in, nearly half of London will have centralised back office services around requests and a unified approach to stock management and procurement

This will enable customers to get books more quickly and drive costs down

There will be single systems for renewals and requests

Best practice in deployment of staff will improve productivity, value for money and front line services.

These steps will also help councils to meet financial challenges during a period when library income is set to decline

5. What benefits are sought?

This programme will:

- Raise the standard of all public library services to the level of the best
- Create more effective, cost efficient processes that take full advantage of new technologies
- Release staff from time consuming back office processes to allow more time for customer focussed activities and community engagement
- Improve services and extended choice for customers
- Release the capacity for London's library services to meet wider local priorities
- Allow London's Libraries to reach their full potential

6. What similar work is taking place elsewhere?

The Backbone project is underway in the East Region. It has recently received £50k from the Regional Improvement and Efficiency Partnership towards project costs totalling £119k and will progress into an options appraisal as a first stage. Similar work is taking place in the North West of England.

Private sector developments are underway, eg. John Laing Integrated Services is running a seminar on Library Service Delivery Models on 20 January 2010

5 Library Boards (authorities) in Northern Ireland were recently merged into one, retaining responsiveness to local need

In 1998 seven library boards in Metropolitan Toronto united into one library called the Toronto Public Library, with 98 locations, the largest public library system in North America serving a population of 2.3 million

New South Wales has commissioned *Bookends Scenarios*, a project exploring the possible futures for NSW public libraries in the year 2030

Auckland is currently amalgamating 7 public library authorities into one and amalgamating 57 libraries. It is establishing a single acquisitions process and a single technical services unit. It consulted LLCP about London's transformation programme.

In the US a library commentator has recently published an article[1] that:
- Examines trends
- Predicts that there will be a pressure on public libraries to go down the shared service route
- Predicts an increase in e book readers and e subscriptions
- Predicts use of text indices and digital resources
- Predicts this will lead, in the US at least, to smaller book stacks, smaller shop front libraries, more home deliveries

7. Who will decide what happens to my borough's library service?

Participation in the programme rests entirely with elected councillors in each borough. It is they who make decisions about investment and improvement in their library service and whether and when they participate any further in shared services. All London Library services can currently draw on advice and support from MLA and the London Cultural Improvement Programme about individual service improvement.

8. Who have we consulted and who has advised us?

Engagement and consultation has taken place on a variety of levels with every single London Borough. High level expertise and differing opinions have all been taken on board. The set-up

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[1] See http://go-to-hellman.blogspot.com/2010/01/2020-fewer-libraries-more-locations.html

period will provide a business case and offer to local authorities, and wider staff consultations will happen then, in order to inform individual boroughs' decisions going forward.

9. Who will advise during this set-up and development period?

The current board consists of:
- Andrew Holden (Programme Sponsor and Chair), Interim Director, MLA London
- Faraz Baber, Programme Director (World City), London Councils
- Rosemary Doyle, Head of Library & Heritage Services, LB Islington
- Diana Edmonds, Assistant Director of Culture, Libraries and Learning, LB Haringey
- Sue McKenzie, Head of Library, Arts & Heritage, LB Brent & President, London Libraries
- Cllr Geraldine Reardon, London Libraries Nominated Board Member, LB Waltham Forest
- Cllr Flick Rea, London Libraries Nominated Board Member, LB Camden
- Conservative nominee (vacant)
- David Ruse, Director of Libraries and Culture, LB Westminster
- Caroline Stanger, Capital Ambition (ex officio)

New members will be added to this governance group for Phase 3 of the programme

A small group of experts will come together to form a design authority, which will look at the overall technical architecture for London's library services.

10. Who is the Project Team?

The project team currently consists of:
- Sue Thiedeman, London Cultural Services Improvement Manager
- Abigail Moss, Development Manager, Improvement & Innovation, MLA London (programme lead), abigail.moss@mlalondon.org.uk, 020 7549 1702
- Tina Morton, Improvement & Innovation Manager, MLA London

A new team will be recruited to take the programme into this development and set-up phase. We are currently in dialogue with partners about identifying a host organisation or borough for this team. The London Library Change Programme will continue to be part of the London Cultural Improvement Programme.