

# London Library Change Programme



# Re-cap

- Where we have been
- Where we are now
- Where we are going

# London's library services: the starting point

- 385 public library sites in London (inc 21 mobile libraries)
- 1 library for 19,513 people (England average 14,528)
- 99% of Londoners live within 1 mile of a public library
- 1998 – 2008: 40 new libraries built
- Many services constantly evolving
- Book loans slightly lower than UK average but visits approx 20% higher (and increasing during recession)
- Wide variations in deployment of staff, processes, needs and costs across all 33 boroughs
- Management layers range between 2 and 9, with an average of 5
- Half the boroughs didn't have full EDI
- One third didn't adhere to NAG minimum standards
- One third didn't do any supplier selection
- And as for opening hours, stock quality...

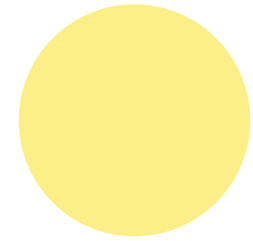
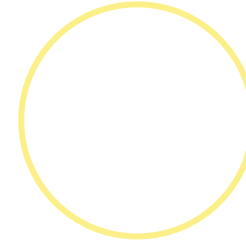
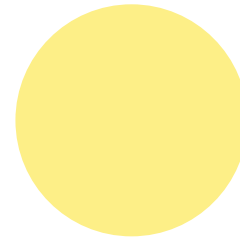
# London Library Change Programme: overview

- 2007 recognition of value for money issues followed by a feasibility study
- **Aims** to bring all 33 services up to the levels of the best
- **Aims** to reduce overheads and improve services through shared services and improved processes
- **Aims** for a systematic approach to having the right staff and skills in place to engage better with communities
- **Aims** to make a substantial change in the structure of London Libraries

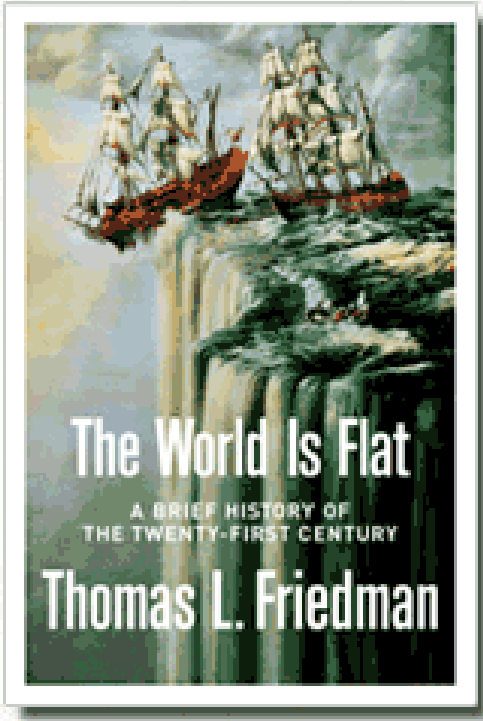
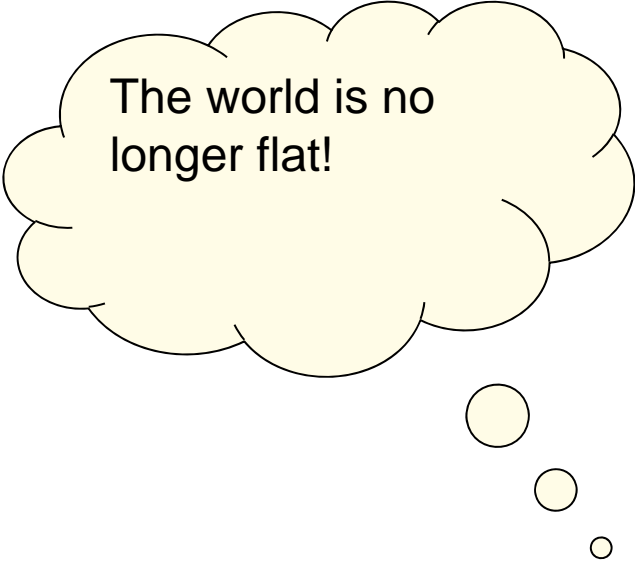
# Where did we start?

- Public libraries in London cost £203 million pa
- Huge variation in cost/outputs
- No correlation between cost/quality
- Over half the cost is staffing
- Staff productivity varies hugely (London average transactions per fte is 11,400, but range from 7,000 to 17,000 in inner London alone)

What's changed?



# Best Practice



# What does good practice look like?

## Stock and requests

- Scientific selection and analysis, good use of third parties;
- Good breadth and depth of stock;
- Full EDI and financial integration;
- Consortium contract;
- Below NAG minimum standards and BIC classification;
- Standard cataloguing;
- Buy or reciprocal borrow across several authorities, not ILL;
- Browseable, comment-able catalogue which generates collective intelligence;
- Shared logistics, management, delivery;
- **Beginning to share all of these.**

## Workforce

- Few tiers of staff;
- Few management/policy vs customer-facing staff;
- Strong skills in strategic commissioning, publicity, partnership working;
- Sharing in areas like bibliographic services, mobile libraries, home visiting, casual staff;
- Shared training and development;
- Working in depth across consortia;
- Enthused and effective staff following processes that maximise outcomes;
- **Considering shared management, back office, front office.**



But.....!

- Management layers range between 2 and 9, with an average of 5
- Half the boroughs have not got full EDI
- One third don't adhere to NAG minimum standards
- One third don't do any supplier selection
- And as for opening hours, stock quality...

# London's library services: need for change

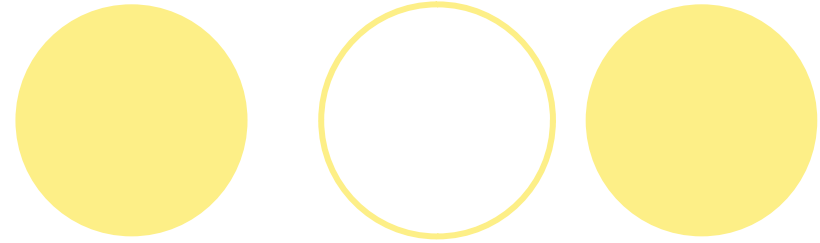
- London's libraries cost over 40% higher per head than UK average
- Best practice not in place across London
- Plans in place to re-design, work collaboratively, share back office arrangements – but not yet systematic
- Some authorities have invested in technology that makes joint working harder
- Large variations in deployment and costs of staff
- Library service unusual as more open to global and web-based competition and other forms of governance

**On the edge of change**



# Phase 3 set-up

- Good practice
  - Priorities
  - Difficulties
  - Assistance
  - Good practice
  - Offering assistance
  - Case studies
  - Best practice measurement
- Communities of Practice
- Shared services
- Architecture



# The future?

- Improved service
- Significantly less cost
- Local priorities
- Local identity
- **CHANGE!!!**

# The future?

- Delivery models need to be tested:
  - One Authority becomes accountable body
  - London Councils becomes accountable body
  - Appropriate currently constituted organisation takes on the responsibility
  - Current partnership is developed to be constituted as the accountable body
  - A new company/social enterprise is established, owned by the participating authorities
  - A new independent not-for-profit company ('Trust') is established that could apply for charitable status
  - Combination of above
  - None of above

# When does the future begin?

- Tomorrow?
  - LLCP
  - MLA/LGA Library initiative