

Opportunity Outline

This document is to be used for all new ideas / initiatives as an initial assessment / scope



Title: Remodelling Barbican Library

Name of Business Sponsor David Pearson and Ade Adetosoye **Directorate** Culture, Heritage & Libraries & Community and Children's Services

Author of document Carol Boswarthack **Date** 31 December 2014

<input type="checkbox"/> Mandatory <i>Compliance with Legislation, Policy and Audit</i>	<input checked="" type="checkbox"/> Sustainability <i>Essential for business continuity</i>	<input checked="" type="checkbox"/> Improvement <i>New idea / opportunity that improves or increases Service Levels</i>
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Case for Change / Objective

Explanation as to why the proposal has come about (e.g. Audit Requirement; new idea, Service Improvement; Business Plan).

At the meeting of the Policy and Resources Committee held on 11 December 2014, Members received a report outlining transformation opportunities for Barbican and Community Libraries which included this proposal. They agreed a principle that ongoing transformation of the services be pursued and that further work on planning and costing this and other options should now take place.

Opportunity Description

What is the proposed solution you are putting forward, describe in 50 words (couple of sentences)

The need to provide another primary school in the City on the Richard Cloudesley site and the related move of Adult Community Learning from the current COLCEC premises means that DCCS colleagues are now looking at options to provide more learning opportunities in other locations and the current lending libraries are being actively considered. At the same time, it has long been recognised that the configuration of Barbican Library is in need of modernisation in various ways. Any development in libraries would follow the Artizan Street model of a "Learning Zone" comprising teaching/learning space with PCs within a library/libraries. The benefit to the libraries would include income for hire of the space both from Adult Skills & Community Learning and private training providers, as well as a modern, more cost-efficient space to run. DCCS would also pay at least £50,000 for the capital cost of the classroom.

Expected Outcomes

What is the scope of what will be delivered

This will entail removing the library counter/enquiry desk and installing two more self-service terminals. It will also entail installing a small enquiry desk, substantial cabling of the area to accommodate these terminals and the PCs within the classroom, and building and furnishing a classroom which will need to be adequately soundproofed and ventilated. Guaranteed annual income from Adult Education is estimated to be in the region of £12,500 p.a. . Reconfiguration of the Library would allow staff costs to be reduced (to be quantified). This will improve the facilities for a diverse range of users and reinvent the City's flagship lending library as a 21st-century multipurpose community space, with a wider range of activities. It will be a positive commitment by the Corporation to modernising and developing its services while making better use of space and resources.

Impact Analysis

What departments, teams and services are impacted and how

<input type="checkbox"/> In-Service	<input checked="" type="checkbox"/> Multiple Services	<input type="checkbox"/> Whole of Corporation
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<i>Solely impacts the department</i>	<i>Impacts more than one department</i>	<i>Impacts all areas within City of London Corporation</i>
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Details Culture, Heritage & Libraries, Community and Children's Services, City Surveyor, Chamberlains, HR. IS

Outline Costs

Rough costs, for equipment, software, staff time, contractors

Description The City Surveyor has provided an initial estimate of costs excluding teaching equipment (desk space for 12 pupils to accommodate IT and non-IT learning, 12 PCs and a teacher's station with electronic whiteboard – some of the teaching/learning equipment may be recycled from COLCEC); furniture (new enquiry desk and return bins for the self-service terminals); IT/data services (cabling, power and network points and labour); and IT equipment (2 self-service terminals). Further reconfiguration of library space will require the services of an external specialist consultancy for space planning.	Estimated Cost
Library self-service – 2 units, return bins and maintenance contract	£17,500
Furniture and equipment for the learning space	Tbc
New enquiry desk	Tbc
IT/data services	Tbc
Building costs	£250,000 - £350,000

Potential Benefits

Cashable and non-cashable benefits

Benefit Description	How you will measure the benefit
Continuation of the provision of adult education classes	Attendance at CoL organised classes Customer satisfaction
Property savings (by relocating classes from a dedicated building to a library)	Savings achieved
Guaranteed income of £12,500 and potential to hire the space to private training providers	Income generated

Budget / Funding Source Identified

Will this be funded departmentally, corporately via capital budget request or a combination of both

Source of funds	Amount	Status
Departmental Budget	£17,500 (CHL) and £50,000 (C&CS)	The departmental funding will come from projected underspends
Additional Funding Required (Capital budget) / Grant	£132,500 - £232,500 Plus costs for teaching equipment, furniture, IT/data services and IT equipment	
Total	£Tbc	N/A

Resources / Delivery Team & Assurance

What resources will be needed for delivery and the business areas

Name	Role	Department
Carol Boswarthack	Head of Barbican and Community Libraries	CHL
Neal Hounsell	Head of Strategy and Performance	C&CS
Barbara Hamilton	Head of Adult Learning Service	C&CS
Geraldine Pote	Principal Librarian, Barbican Library	CHL
Jonathan Gibbs	IT and Operations Librarian	CHL
Mark Jarvis	Head of Finance	Chamberlain's
Annie Hilton	Business Partner	HR
Procurement staff		Chamberlain's
City Surveyor staff		CS
IS staff		IS
Library self-service provider		External

Timescales

Is there an inflexible timescale this is needed by? If yes then provide specific reasons. Or is it simply as soon as possible? What would the project milestones look like? E.g. Weeks 1-4, Preparation of project PID

At present, the potential closure of the Richard Cloudsley site has not been confirmed. However, the funding identified from the departments would come from projected underspends in the current financial year, carried forward into the next financial year

Risks

Type = Project, Service, Corporate, Regulatory

Likelihood = High, Medium, Low

Impact = High, Medium, Low

Mitigating Plan = Proposed options to address the risk

Description of Risk	Type	Likelihood	Impact	Mitigation Plan
Identified departmental part-funding is not available	Services	Low	High	Strict spending plans to ensure department stay within budget
Barbican specific factors (e.g. Building Regulations, listed building status, need to adequately ventilate and soundproof the classroom) make the project too difficult/too costly	Project	Medium	High	Good advice and accurate costing are needed from the City Surveyor. There is also an alternative site (Shoe Lane Library)
Barbican Library customers object to self-service and/or the inclusion of a classroom in library space. It is inevitable that some customers will not like the change and may choose not to use the library in future.	Service	Medium	Low	Customers will be fully informed on the need for change, regularly communicated to and wherever possible, consulted/involved
The building work may disrupt library users e.g. through closure of services and/or noise/limited availability of services etc.	Service	Medium	Low - medium	Accurate assessment of the time needed to complete the work from the City Surveyor
Inflexibility regarding working at certain times due to noise disrupting corporate bookings	Corporate	Medium	Medium	Good communication with the Barbican Centre's events team

within the Barbican Centre.				
Builders fall behind schedule	Corporate	High	High	A watertight contract with the builders to include appropriate penalty clauses and compensation is required.

Assumptions

What assumptions have been made whilst constructing this Opportunity Outline?

Collaboration is the most efficient and effective method of delivering better outcomes for service users.

Dependencies

Is this opportunity dependent or linked to other projects or initiatives?

The proposed new primary school for the City and the subsequent move of COLCEC

For Mandatory/Compliance proposals only

Is this opportunity dependent or linked to other projects or initiatives?

Compliance Type	References	Penalty for non-compliance
Statutory / Regulatory		
Audit Recommendation		
Council Policy		
Contractual obligation		

Authorisation

This must be completed by the Author and the Senior Responsible Officer and Head of Department

Name	Role	Date Approved
Carol Boswarthack	Head of Barbican and Community Libraries	7th January 2015
David Pearson	Director of Culture, Heritage and Libraries	7th January 2015
Ade Adetosoye	Director of Community and Children's Services	7th January 2015

