

Committees: Corporate Projects Board - <i>for information</i> Digital Services Sub Committee <i>for information</i> Culture Heritage and Libraries Committee <i>for Decision</i> Projects Sub <i>for Decision</i>	Dates: 09 February 2021 26 March 2021 29 March 2021 14 April 2021
Subject: Library Self Service Kiosks Unique Project Identifier: 12013	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: Sarah Greenwood	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: Continued provision of self-service facilities to the public in relation to library services</p> <p>RAG Status: Amber (Amber at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: £0 (of which £0 was drawn down at the last report to Committee);</p> <p>Final Outturn Cost: Total project expenditure (including CRP) £169,965 consisting of £84,996 capital and £84,969 revenue.</p> <p>The core five year contract was within original budget. The overall potential contract was extended to 10 years to avoid further capital costs in 5 years and savings were made by negotiating a discount for upfront payment of the first 5 years of revenue costs.</p> <p>The project was 1 month late (from Gateway 5 revised timescales) because of Covid19 lockdown.</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <p>Members are asked to approve the content of this Outcome Report and the Project will be closed.</p>

<p>3. Key conclusions</p>	<p>The project met all of the original SMART objectives and realised all the planned benefits. There were some changes to the original timeframe as a result of increased soft market testing, waiting for a framework to be finalised before it could be used, a change to the project manager, and Covid19 shutdown. The solution (including gates, kiosks and software) enabled the libraries to reopen following the Covid19 shutdown.</p> <p>This project has been used to develop a good practice IT specification guide for Community and Children's Services which has been shared more widely across the City of London Corporation.</p>
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Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p>The design of the specification covered all of the City's requirements with regard to the kiosks and the software required. Inclusion of the floor substructure and wiring at Artizan library may have made the design of the gates faster for the contractor.</p>
<p>5. Options appraisal</p>	<p>The option to outsource through a City only procurement enabled the procurement to meet the City's timetable and to leverage market expertise for the equipment and software.</p>
<p>6. Procurement route</p>	<p>The preferred option (mini competition under the ESPO framework) met all the project objectives and all of the markets' four main providers were on the framework. Two providers chose to bid, but both were capable of providing the equipment and service. The objectives of the library team, services users and IT were met and exceeded (e.g. wider gates at the Barbican to enable library users with wheelchairs and buggies to enter/exit the library easier). The project had procurement reference number itt_COL_12213. The use of the framework did delay the procurement whilst it was finalised.</p>
<p>7. Skills base</p>	<p>No external consultants were required because the City's officers and existing contractors (such as Tekpool and Roc) were suitably skilled and worked in partnerships to develop the specification, complete the procurement and mobilise the contract. Training was required for the library superusers on the new kiosks and associated software to facilitate remote access and admin. The superusers went onto train other library staff using the contractors guides.</p>

8. Stakeholders	Library users were consulted early in the development of the specification to determine their priorities, issues with the existing service and improvements required. The consultations were carried out face to face by library staff using standard questions. These were included within the specification. Feedback from services users to library staff since the installation has been very positive with people commenting on the speed of the machines and the ease of use. This post installation feedback has been through socially distanced conversations between users and library staff. Comments received include <i>'Much more intuitive', 'fun to use', 'Easy... so much easier – thank you', 'I like using this machine!', 'Is that it? Has it done it already?', 'How has it issued all those books at once?', 'Very Smart!', 'A lot better than the machines in the other library I use'</i> .
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Variation Review

9. Assessment of project against key milestones	<p>A delay of six months was experienced between Gateway 3/4 and Gateway 5. A short extension to one existing contract was negotiated to mitigate this delay.</p> <p>At Gateway 5 the planned start date was June 2020. Covid 19 shutdown led to a 3 week delay as a result of staff working in the supply chain being furloughed. However, early signing of the contract and prompt raising of POs meant the City was the first order processed when the factory re-opened.</p> <p>The service went live in July 2020 prior to the re-opening of the library service post Covid19</p>
10. Assessment of project against Scope	<p>The scope of the project was not changed following Gateway 1. The detailed design and requirements of the service was developed and refined following library user consultation and soft market testing feedback from suppliers.</p> <p>.</p>
11. Risks and issues	<p>As reported at Gateway 5 only one risk was realised (specification is not prepared to timescale) as a result of the timescale changes and a contract extension was agreed to mitigate the risk.</p> <p>Two unidentified risks occurred:</p> <ul style="list-style-type: none"> i) shutdown as a result of Covid19. This led to a 3 week delay as outlined in paragraph 9. ii) the City's banking partner Lloyds is still in the process of accrediting the payment software and this led to a delay in the kiosks accepting contactless payment. The libraries have now set up an account with World Pay to allow for contactless and card payments.

12. Transition to BAU	The Operation and IT librarian is responsible for the management of the kiosks/software and gates as business as usual and had a significant role in implementing the mobilisation plan. This has enabled the project to transition from mobilisation to business as usual smoothly. One snag were identified as part of the mobilisation - the coin acceptor units experienced a number of faults – these were swapped out and are now operational.
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Value Review

13. Budget	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Estimated Outturn Cost (G2)</td> <td>Estimated cost (including risk):£130,000 (for a 5 year contract) Estimated cost (excluding risk): £130,000</td> </tr> </table>		Estimated Outturn Cost (G2)	Estimated cost (including risk):£130,000 (for a 5 year contract) Estimated cost (excluding risk): £130,000																																					
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	<p>of the full revenue costs including Licences, annual software updates, maintenance and hosting.</p> <p>Other (2): revenue costs years 6 – 10</p> <p>The Final Account verification has been completed.</p>
14. Investment	<p>The project was designed to bring efficiencies through the library service having better use of stock control through performance management and tailoring of services. It is too early after the mobilisation to quantify those efficiencies.</p> <p>Market feedback suggested that a longer contract period was feasible, potentially saving further capital investment in 5 years time.</p> <p>Furthermore, the new equipment has been crucial to the re-opening of the library service to the public post the covid19 shutdown. The kiosks have facilitated social distancing, contactless borrowing and payments and met all the requirements of the Government guidelines and the City's risk assessments for reopening these facilities to the public.</p>
15. Assessment of project against SMART objectives	<p>The project met all of its SMART objectives (with the exception of the timetable as detailed above):</p> <ol style="list-style-type: none"> 1) The purchasing of a self-service system which meets all requirement including licensing, interfaces with the current Library Management System, initial end user training, implementation and data transfer from current system. 2) A system which is easy to use for the public and has robust support provided by the supplier 3) The commissioning and procurement process will be led by the Community and Children's Services' Commissioning team. A steering group led by Community and Children's Services with IT and City Procurement involvement has been agreed.
16. Key benefits realised	<p>All Key Benefits outlined in the Gateway 2 report have been realised.</p> <ul style="list-style-type: none"> • System meets requirements and identified good practice • Easy to use and intuitive experience for the user • Continued efficient interfacing with the Library Management System. • Complies with relevant data security standards and adheres to General Data Protection Regulations (GDPR) • Enhancing service delivery and improving public perception of the Library Services/Corporation.

	<ul style="list-style-type: none"> • Accurate reporting mechanisms • The system will need to be flexible to meet future requirements including changes to IT standards. <p>An additional key benefit was the new equipment and software allowed the reopening of the library service post Covid19 to be fully contactless.</p>
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Lessons Learned and Recommendations

17. Positive reflections	The early formation of a cross departmental project team brought together experience and skills so that the specification, procurement process and subsequent mobilisation was smooth and only one identified risk was experienced. The use of the framework enabled a shorter procurement timetable and use of framework documentation Savings were realised by negotiating upfront payment and soft market testing facilitated potential longer term savings through a longer potential contract term.
18. Improvement reflections	The involvement of Lloyds at an earlier stage may have identified the contactless accreditation problem.
19. Sharing best practice	The project has been used to develop a good practice document for IT specifications within Community and Children's Services which has been shared with the IT Category Board for comment.
20. AOB	Self-service has been fundamental to the libraries being able to reopen with appropriate COVID-19 safety measures.

Appendices

Appendix 1	Project Coversheet
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Contact

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