

# Case Study

# John Laing

making infrastructure happen



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Client

**The London  
Borough of Hounslow**

Services include

Libraries  
Heritage  
Arts and Culture  
Parks  
Allotments  
Cemeteries

Term

15 years – Libraries  
10 years – Parks

Start

1st July 2008

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**Outsourcing library services to  
John Laing Integrated Services  
delivers over £1 million of  
efficiencies for Hounslow**

# Case Study



Cllr Pritam Grewal,  
Hounslow lead member for  
leisure and wellbeing said:

“In the past 18 months we have undertaken significant improvements to libraries. The council has reduced the cost of the service by approximately £1 million in the last 18 months through efficiency savings in back office costs and the introduction of self-service terminals.”

## The Client

**The London Borough of Hounslow covers 23 square miles and is one of the most culturally diverse areas in the UK. The borough has a population of 210,000 people, 36% come from ethnic minority communities and over 140 languages are spoken.**

In 1998 the Council outsourced the management of their library, parks and arts service to a Trust. With the contract with the Trust nearing an end and concerns with the Trust's leadership and governance, the Council entered a comprehensive competitive tendering process. The outcome of which was to establish a 15 year partnership with John Laing Integrated Services. The London Borough of Hounslow is the first, and remains the only, Local Authority in England to outsource the management of its library and culture portfolio to a private sector organisation.

A key factor in the Council's decision to partner with John Laing Integrated Services was our ability to deliver service development improvements through front line delivery and our proven abilities in infrastructure through buildings and IT.

## The Challenge

**Challenges included improving the organisational delivery of the service, developing a suite of performance indicators for an organisation which previously had not embraced performance management to any significant extent and to identify and improve the built environment needed to deliver the service in the longer term.**

Furthermore there was need to deliver a more cost effective service for the London Borough of Hounslow.

## The Solution

John Laing Integrated Services, in partnership with the London Borough of Hounslow, developed a focused transformation programme, to significantly improve the customer experience and deliver service transformation. Our approach focussed on:

### Laying solid foundations

We felt it was important to acclimatise our staff to a new culture and new ways of working and our approach focused on people and processes through the establishment of strong support services including HR, IT and Finance.

### Restructuring the workforce

Focus on the delivery of a customer focused workforce and provide more services on the frontline.

### Modernising the library IT infrastructure and technology

Introduce new IT solutions and electronic interfaces to improve the customer experience and set clear targets for IT reliability.

**A Performance Management approach** with agreed performance indicators, monitored via EQ24/7, our bespoke transparent contract monitoring platform, which operates across all JLIS contracts.

**Delivering an integrated property solution** that identifies the built environment needed to deliver a modern library service and deliver the most economic property solution.

**Getting value for money** by addressing organisational performance and processes and constantly seeking out efficiencies within the service.

## Innovation & Results

- We have improved the performance of the service through the introduction of robust systems and processes to support the management of the contract. HR, IT and Financial support mechanisms are in place.
- The reorganisation of the workforce has delivered additional resources to the front line and introduced new roles to support community development and service improvement.
- The cultural change programme ensured staff had the opportunity to shape service design and own new ways of working.
- Through a programme of communication and consultation we have a culture based on inclusion. An innovation team has been established, whereby staff from across the organisation can put their ideas forward for consideration.
- The IT solutions we have introduced have contributed to the efficiency of the service and enhanced the customer experience. Our investment into the upgrade of the Library Management System, IT network upgrade, new technologies such as WiFi and RFID technology have been delivered with no additional cost to the Council.
- The introduction of innovations such as EQ24/7, our bespoke monitoring platform, allows access to real-time information on the contract's performance and enables John Laing Integrated Services to undertake analysis, identify trends and service improvements for the client and customers.



## Case Study Snapshot

### The Challenge

- Put in place business structures to support the operation of the service
- Address issues related to HR, IT and performance
- Deliver a customer service approach
- Improve the library experience for visitors

### The Solution

- Implement a transformational change programme
- Invest in staff
- Identify efficiencies within the service
- Investment in IT
- Put in place a strong performance culture
- Address issues with the buildings

### Innovation & Results

- Real savings of over £1 million achieved
- A further £500,000 of savings agreed
- Four newly remodelled and refurbished libraries
- Faster and more reliable IT capabilities

- Providing an integrated FM solution has addressed a back log of issues inherent in the service and the number of reactive calls has decreased by 40% of the last two years.
- 4 out of the 11 libraries in Hounslow have been refurbished, two in partnership with the Council's leisure provider, integrating library and sports facilities. A fifth library, the central library, is due for a major refurbishment in 2012.
- Outsourcing the library service has delivered the Council over £1 million pounds of savings in the last 18 months, with another £500,000 scheduled for delivery in 2011/12.

John Laing Integrated Services ability to modernise the library service and deliver the London Borough of Hounslow year on year efficiencies has influenced the councils decision not close any of their libraries.

## Contact

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