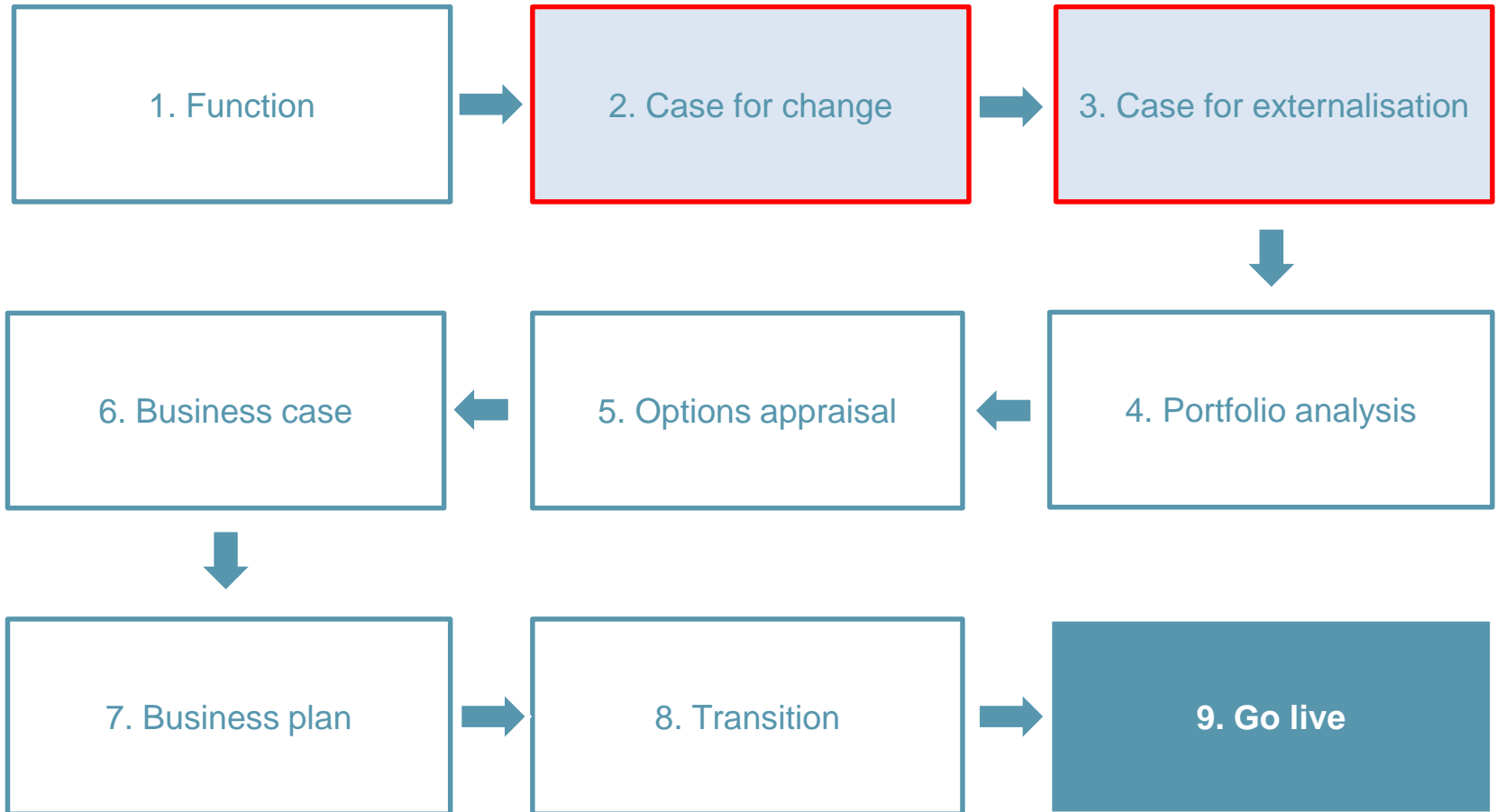


# Is a new delivery model right for my service?

Oliver Cappleman, Mutual Ventures



# The investigation process

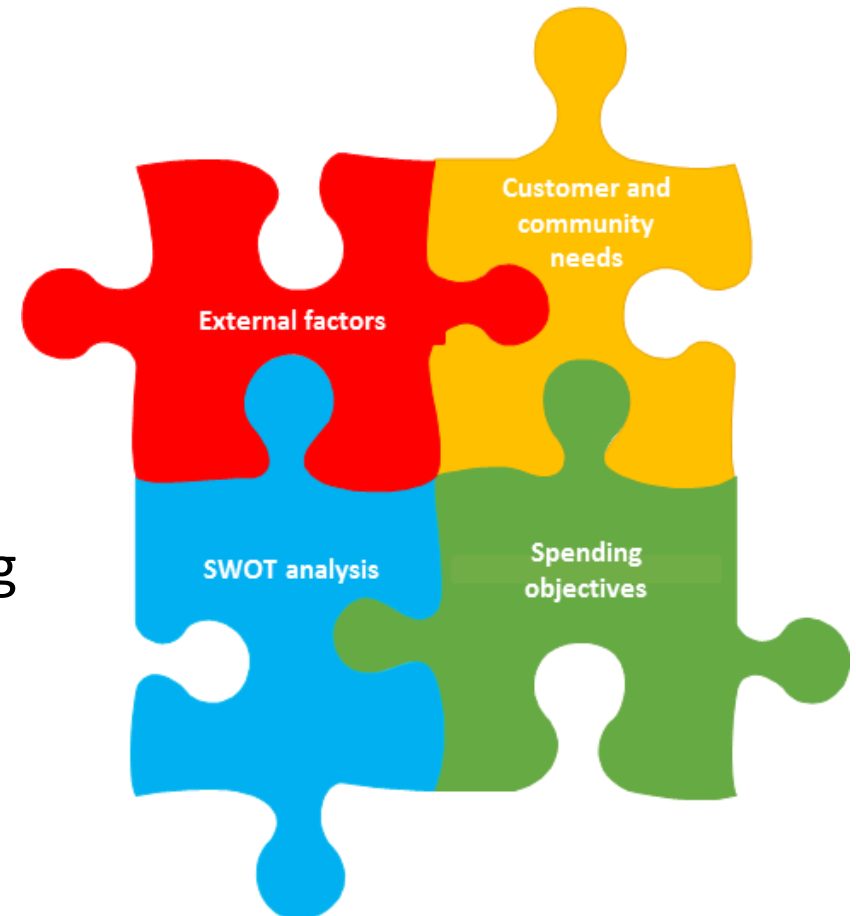




# Case for change

## ▼ Helps you understand:

- If your priorities and intended library service functions are achievable within existing resources and structures
- The benefits and risks of doing nothing, in-house re-engineering or externalising the service



## External factors

- What are the major challenges for your library service?
- What impact will these challenges have on the viability of your library service?

## Customer and community needs

- Can your library service currently meet (or exceed) statutory requirements? Are there any gaps?
- How will you identify customer and community needs?
- Are there any risks associated with unmet need?

## SWOT analysis

- What are the key strengths and opportunities for your library service?
- What are the major weaknesses and threats?

## Spending objectives

- What are the future spending objectives for your library service?
- Can your library service meet the expectations of communities and council commissioners within the funding available?



# Case for externalisation

## Strategy

- Would your library service benefit from a 'single focus'?
- Would externalising the library service help to deliver the council's library strategy?

## Service Delivery

- Is the library service able to take timely decisions so it can respond to emerging trends and needs?
- Could funding changes be offset by the library service generating more income?

## Back office support

- Do current back office arrangements provide bespoke, value for money support?
- Will externalising the service allow better financial management and keep libraries open?

## Stakeholder engagement

- Can staff and community groups currently shape library services?
- Could a new model make it easier to involve stakeholders in service design and decision making?

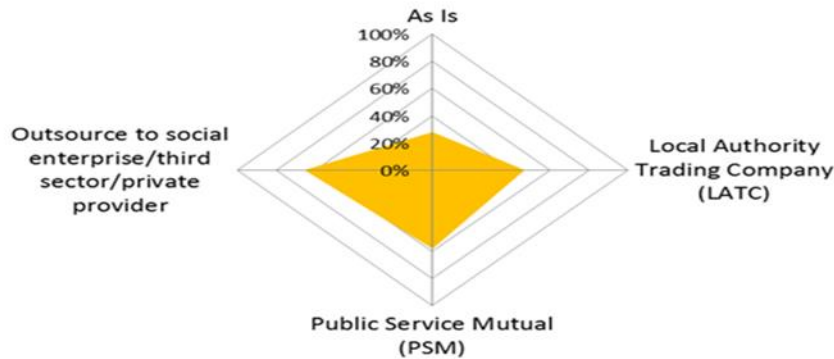




# Next steps

- ▼ If you would like to complete the free Delivery Model Detector please visit <http://www.mutualventures.co.uk/tools-resources/questionnaire/>
- ▼ Or email [alissa@mutualventures.co.uk](mailto:alissa@mutualventures.co.uk) for further information

## Suitability of your service to the different delivery models



	Score	Ranking
As Is	28%	4 out of 4
Local Authority Trading Company (LATC)	47%	3 out of 4
Public Service Mutual (PSM)	58%	2 out of 4
Outsource to social enterprise/third sector/private provider	66%	1 out of 4

Your answers indicate that a Joint Venture may be suitable for this service

### Rationale:

- Some appetite for staff and community partner ownership/control
- Front line/community facing services delivering community benefit
- Importance of service-user involvement in co-production of services
- Requirement for service to have full flexibility to meet / adapt to changing need of service users
- Some financial freedom & autonomy required (e.g. ability to make investment and operational funding decisions)
- Significant benefits associated with investment from third parties
- Service currently delivers statutory services that can be externalised
- Funding levels likely to diminish in the future
- Service would consider bidding for other public contracts
- Service's ability to engage and trade with other organisations is considered as very important
- Importance of service developing/maintaining brand and being in control of it's marketing strategy