

**Decision Maker:** RENEWAL, RECREATION AND HOUSING POLICY  
DEVELOPMENT AND SCRUTINY SUB-COMMITTEE.

**Date:** Wednesday 6 March 2019

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** PROVISION OF LIBRARY SERVICES - CONTRACT  
PERFORMANCE REPORT

**Contact Officer:** Tim Woolgar, Principal Client, Libraries  
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**Chief Officer:** Colin Brand, Director of Regeneration

**Ward:** All

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**1. Reason for report**

- 1.1 In line with Contract Procedure Rules 23.2-6 this report provides the Portfolio Holder with an update on the Provision of Library Services contract with Greenwich Leisure Ltd (GLL) over the last six months of operation. The value of the contract over a ten year period is £40,833,536.
- 1.2 This report provides Members with a review of the performance of the Contractor since the last report to Members in September 2018. The services being managed by GLL include:
  - The frontline/operational service.
  - Specialist and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support, Development, Improvement, Training, Marketing and Business Support.
  - Bromley Historic Collections.
  - Facilities management including cleaning and security.
- 1.3 The report demonstrates that the Contractor has delivered in line with the contract, specification and Key Performance Indicators.

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**2. RECOMMENDATION(S)**

- 2.1 Members of the Renewal , Recreation & Housing Policy, Development and Scrutiny Committee are asked to review the report and to note the performance of the service provider in the past six months of the contract**

### Impact on Vulnerable Adults and Children

1. Summary of Impact: An EIA conducted indicates that there were not expected to be any negative impacts from the performance of GLL on vulnerable adults or children in Bromley .That is because the contract documents ensure that existing service levels are protected.

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### Corporate Policy

1. Policy Status: Existing Policy
2. BBB Priority: Excellent Council, Supporting Independence, Vibrant Thriving Town Centres, Healthy Bromley, Regeneration

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### Financial

1. Cost of proposal: Not Applicable
2. Ongoing costs: Not Applicable
3. Budget head/performance centre: Libraries Service Contract
4. Total current budget for this head: £4,376k
5. Source of funding: Existing Revenue Budget for 2018/19

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### Personnel

1. Number of staff (current and additional): 2.69 fte (Client Team)
2. If from existing staff resources, number of staff hours:

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### Legal

1. Legal Requirement: Statutory Requirement: The Public Libraries and Museums Act 1964
2. Call-in: Not Applicable

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### Procurement

1. Summary of Procurement Implications: Not applicable

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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The library service has a statutory duty to be available and accessible to all those who live, work and study in the borough. A 2014 estimate identified that 320,057 people live in the London Borough of Bromley

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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

### **3. COMMENTARY**

- 3.1 The contract is for a term of 10 years with the option of a further 5 years by mutual agreement. The contract commenced on 1st November 2017.
- 3.2 The contract is monitored by the Library Client Team ensuring adherence to the contract and specification using a suite of Key Performance Indicators (KPIs). Financial sanctions are attached to non-compliance with the KPIs.

### **SERVICE PERFORMANCE**

- 3.3 The Specification sets out Bromley Council's requirements for the Library Service by identifying a series of outputs and minimum performance standards in relation to delivery of frontline and back office services, operational sustainability and facilities management. The approach used has ensured that the service is provided on a like-for-like basis with that previously in place.
- 3.4 The Contractor is delivering on the prescribed outputs (see Section 4 below).
- 3.5 Some complaints have been received about the service but these have not been about major issues, are in line with what would be expected for a customer facing service of this nature, and have been dealt with appropriately by the Contractor. The number of complaints has decreased over the past six months
- 3.6 In the past 6 months there were 3 instances where the KPIs were not met. In each instance this was under KPI 1 where a branch library did not open on time. Mitigation was accepted in each case as the library branch had the usual staff complement of two but only one staff member arrived due to unexpected illness. GLL demonstrated that they had sent relief staff quickly from a nearby library to open within one hour.
- 3.7 Good working relationships have been maintained between the Client Team and the GLL Partnership Manager both through the monthly performance review meetings and regular, ongoing communication on service matters.

### **RISK**

- 3.8 The main operational service risk relates to GLL's ability to keep the libraries open during all published opening hours. GLL has demonstrated in practice that, with some minor exceptions, they have the capacity to do this when faced with a range of challenges including vacant posts, staff sickness and industrial action.

### **BENEFITS**

- 3.9 The commissioning of the Library Service was carried out with the goal of ensuring the maintenance of the statutory service whilst achieving lower ongoing revenue costs. This benefit has been delivered by the contract. An experienced operator of public libraries is managing the service whilst driving down costs.

## **MANAGEMENT**

- 3.10 The Client Team is established in its role and has the capacity to manage and monitor the contract on an ongoing basis.
- 3.11 The Client Team maintains a robust monitoring programme ensuring that the Contractor produces the specified statistics, KPIs and reports on a monthly and quarterly basis.
- 3.12 Regular spot checks are made by the Client Team by visiting all of the libraries to ensure that the required standards are being met.

## **REVIEW OF CONTRACT PURPOSE**

- 3.13 There continues to be a statutory requirement for the Council to provide a comprehensive and efficient library service to all those who live, work or study within the Borough.

## **REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS**

- 3.14 The Contractor has demonstrated a willingness and ability to adapt its processes and approach to the specific needs of Bromley and has identified areas where the service can be developed and improved further.

## **4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

- 4.1 The impact of the commissioned library service on vulnerable adults, children and young people was evaluated as part of an Equalities Impact Assessment at various stages during the commissioning progress. No negative impacts were identified as delivery of the service is like for like. The service delivers a full programme of activities for children and adults.

## **5. SERVICE PROFILE / DATA ANALYSIS**

- 5.1 The contract is continuously monitored using a suite of monthly, quarterly and annual KPIs. Failures of performance in the service are described through a points based system. Performance Adjustment (PA) points are accrued should GLL be unable to perform to the level identified by a KPI. The number of PA points incurred is dependent on the individual KPI and the severity of the failure. KPIs are assigned a priority (A, B or C) based on the impact experienced by service users.

Each month GLL are required to submit to the Client Team, within ten business days of the end of the month, a written summary assessment of all applicable service levels and KPIs which are scrutinised by the Client Team and discussed at monthly contract monitoring meetings with GLL- see Appendix 1 for a summary of the reports covering the last six months.

Upon receipt, the Client team analyses the KPI report and if applicable will issue GLL with a Monitoring Notice for non-performance for each KPI not met. Following this GLL must then notify the Client in writing of any mitigation which impacted on KPI Performance so that a decision can be made as to whether a financial penalty

will be applied. In instances where GLL fail to report non-performance, they may accrue double the number of points for that KPI. No financial penalties have been applied in the last 6 month period - see Appendix 2

- 5.2 A key measure of performance is the number of items borrowed by customers. Since the contract commenced there has been an increase in items borrowed. According to statistics released by the Chartered Institute of Public Finance and Accountancy (CIPFA), in 2018 Bromley Library Service became the third highest issuing authority in London, with over 1,350,514 items issued, just 6% lower than the highest issuing authority. Issues increased in October to December 2018 compared to the same period in the previous year, with a total increase of 7.91%. See Appendix 3 for more detailed comparison.
- 5.3 New Library Users - In order to increase usage and attract new members, the Contractor continues to develop the activities and events programme and currently delivers a diverse range of events and activities at all fourteen branch libraries to ensure a broad cultural and inclusive offer for all. Along with improved ICT facilities, this has led to a sustained increase in new library members over the last six months.

<b>Bromley Libraries- New Members</b>			
<b>Month</b>	<b>2016-17</b>	<b>2018 - 19</b>	<b>% Difference</b>
<b>6-Month Total</b>	<b>8,883</b>	<b>9,950</b>	<b>+12.01%</b>
July	1,855	2,151	+15.96%
August	1,856	2,122	+14.33%
September	1,583	1,618	+2.21%
<b>Q2 Total</b>	<b>5,294</b>	<b>5,891</b>	<b>+11.28%</b>
October	1,564	1,712	+9.46%
November	1,226	1,380	+12.56%
December	799	967	+21.03%
<b>Q3 Total</b>	<b>3,589</b>	<b>4,059</b>	<b>+13.10%</b>
<i>Comparison using 2016–17 and 2018–19 data due to gaps in 17/18 data</i>			

- 5.4 Attendance at events and activities in Bromley Libraries continues to grow. In August 2018 the average number of attendees per event was 10.6. This has risen each month, reaching 12.8 in November 2018. In October-December 2018 a total of 14,922 people attended 1,176 events in Libraries. Data analysis shows 12,196 children/parents/carers attended 922 Children’s activities during this quarter including Baby Bounce and Rhyme, Lego Clubs and Storytimes. Additionally 2,726 adults attended a total of 254 adult events ranging from Reading Groups to Knit and Natter and one off Author Events. The programme of events delivered during the last sixth months and analysis of their attendance is detailed in Appendix 4.

5.5 The Summer Reading Challenge encourages children aged 4 to 11 to read six library books during the long summer holiday. The 2018 Summer Reading Challenge was a great success. Staff promotion and a publicity campaign to encourage participation resulted in 5,900 children across the borough registering and 2,585 completing the programme. To celebrate this great achievement a presentation of certificates took place on 22<sup>nd</sup> September 2018, attended by the Mayor of Bromley.

## 6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

6.1 The contract has been designed to encourage the Service provider to think innovatively and continually look for ways to develop and improve the service as described in section 5.

6.2 The Contactor has reviewed the demographic profile of the borough and prioritised the growing elderly population and the health pressures that accompany it. The Library Service has focused on developing and expanding its Dementia Friendly clubs. Dementia cafes meet once a month at Penge Library and at Mottingham Library. The hour long sessions are supported by staff who are Dementia Friends. Bromley currently has around 30 frontline staff who are Dementia Friends with a long term aim to encourage all frontline staff to become Dementia Friends to enable Bromley Libraries to attain Dementia Friendly Community status. Reminiscence sessions are supported by Bromley Historic Collections and feature art and crafts activities, quizzes and singing sessions.

6.3 To encourage further Library use among the 8-11 age group, the second quarter of 2018 saw Bromley Libraries launch its pilot of CREST science clubs at Central and Mottingham. The children are required to complete 8 x 1hr activities, collect stickers for their passports and receive a CREST badge and certificate when they complete. This has proved a successful pilot and consideration is being given to extending to other locations.

6.4 From April 2019 the Department for Work and Pensions (DWP) is funding the Citizens Advice Bureau (CAB) to provide Universal Credit support. The Contractor has met with Bromley CAB offering the libraries ICT facilities, meeting space and staff expertise to work collaboratively to support this project. This partnership commenced with a CAB session at Orpington Library in January.

6.5 The Client Team have worked with the Contactor to develop strategic plans that deliver the agreed objectives for the Library Service to increase usage. Additionally, Annual Service Plans are required to ensure that performance is measured at key milestones throughout the contract. Approval of the service plans rests with the Client Team. The following have been approved and are in place for key service areas for 2019/20.

The *Strategic Service plan (see Appendix 4) underpinned by detailed*

- *Stock & Reader Development Plan*
- *Information & Learning Plan*
- *Children & Families Plan*
- *Marketing Plan*

- *ICT Plan*
- *Bromley Historic Collections Plan*

The Annual Service Plans identify priorities for each key service area and include quarterly actions which are monitored and reported to the Client Team.

6.6 An example of a key service plan achievement in 2018 was Museum Accreditation. After an inspection by the Arts Council the Contractor was awarded provisional accreditation for the Bromley Historic Collections at Bromley Central Library. GLL have a number of tasks to complete over the next twelve months before full accreditation is achieved. The benefits of accreditation to the Council and service are that it:

- Is a badge of external recognition which demonstrates quality services.
- Raises the profile of museum services, by building confidence and credibility both within the parent organisations and externally, through increased awareness and understanding.
- Encourages partnership working within and between organisations, by helping Museum collections to examine their services and to encourage joint working within and between organisations
- Helps Museum Collections to improve their focus on meeting users' needs and interests and developing their workforce.

## **7. PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY**

7.1 The end of 2018 saw the introduction of contactless card payment machines in all fourteen libraries. This is part of GLL's programme of improving their ICT and Finance systems. Card payment allows library users flexibility in how they pay, especially if they do not carry cash. This improves efficiency as staff handle less cash which also improves financial security. Providing card payment facilities is proven to encourage spending which will aid income generation. The adoption of card payments has enabled a reduction in frequency of cash collections, resulting in savings having been made to reinvest into the service.

7.2 The contractor had previously reviewed ICT facilities within the library service and identified improvements. During the last 6 months several improvements have been made which increase efficiency. The Contractor has replaced two automated returns sorters at Orpington and Central libraries which identify items by defined categories and deliver them to a trolley, bin or shelf location as required. This system significantly reduces staff time handling items, allowing staff to spend time interacting with library users.

7.3 As part of on-going plans to upgrade library ICT facilities the Contractor is in the process of improving the People's Network self-service booking which will enable customers to extend their computer sessions without staff intervention. This will increase efficiency by freeing up staff time, making staff available to assist customers with enquiries and to promote library services. Additionally GLL are

planning Cloud based printing which will allow customers to print from their own hand held devices such as mobile phones which will generate income.

- 7.4 The final quarter of 2018 saw GLL form a close partnership with the Churchill Theatre who hired space in Bromley Central Library. Apart from the income generated from the hall hire, the performers held a number of free children's events at Bromley Central Library. It is anticipated this is the start of a productive and mutually beneficial partnership.
- 7.5 In 2018 GLL have undertaken market testing on both security and transport contracts to ensure long term value for money.

## 8. USER / STAKEHOLDER SATISFACTION

- 8.1 The Library Service participates in regular electronic user surveys which enable the Contractor to gain knowledge about library customers, their usage patterns and also their satisfaction levels with various aspects of the service. Bromley libraries are reviewed continuously through an online survey platform on the GLL library website. There are plans in place to update the survey to incorporate a wider range of questions including the reasons for visiting libraries. The summary of the customer satisfaction surveys conducted over the past six months is shown below.

Customer Satisfaction Survey (Jul-Dec 2018)	% respondents rating service excellent
How would you rate the library overall?	95%
Library staff - well presented, efficient & professional	96%
Library staff - promptness of service	96%
Library Staff - giving a friendly welcome & being helpful	94%
Library staff - service & activity knowledge	92%
Cleanliness of computer / study areas	95%
Cleanliness of adult library	98%
Cleanliness of children's library	95%
How would you rate the customer information?	94%
How would you rate the range of activities?	93%
How would you rate the opening hours?	92%
Rate the variety and choice of books	96%
Rate the availability of books	96%
Rate the physical condition of the books	97%
What do you think of the computer facilities available?	85%
How do you rate the Wi-Fi access available?	86%
Choice and quality of the activities for adults on offer	89%
Choice and quality of the activities for children on offer	91%

8.2 The Contactor uses a variety of techniques to obtain a rounded opinion on the libraries it operates including

- Customer Feedback Forms: Each library displays customer feedback forms. Completed forms are reviewed by managers on a monthly basis
- Suggestion books- Each Bromley library has a suggestions book which customers are encouraged to use in order to make suggestions for new stock to be purchased. This is regularly reviewed
- E mail - A generic e mail account is monitored by the Library Administration Team and a reply is sent by a member of staff with relevant experience.
- Social media- Customer feedback and interaction through Facebook and twitter.
- Letters-Customers may send feedback directly to the Library Manager or to GLLs Head of Libraries if they wish to do so.
- Complaints received via the Council: The Contractor works with the Council in accordance with its complaints procedure in responding to and resolving a customer complaints

8.3 The number of complaints received has continued to decline see table below. In addition to complaints, compliments and general comments are also received

Month	Complaints	Compliments	Suggestions
July	4	3	4
August	4	3	4
September	9	1	1
October	6	3	4
November	6	0	2
December	5	1	2

8.4 Below are two examples from the selection of compliments received by the Contractor over the last 6 months relating to all Service areas (from excellent customer service at individual libraries to events for children and at Bromley Historic Collections). They are from customers who are long term users of the Library Service who have seen many changes to the service over the years but continue to be satisfied with the services available to them.

This comment relates to Biggin Hill Library

“ The staff are extremely helpful here. I remember coming to this library as a child and so my feedback spans a generation practically. It’s great it is open on a Sunday. Today I did some printing via the librarians which was very useful to my current studies”

Another involved the Central Library

“ This Library has enriched my life for 40 years. I enjoy the special exhibitions and art shows. I have just read my ninetieth biography. When I learnt ceramics, batik and embroidery, I could obtain all the relevant books. It is a peaceful oasis for self-improvement. Thank You”

## **9. SUSTAINABILITY / IMPACT ASSESSMENTS**

- 9.1 An equality impact assessment carried out as part of the commissioning exercise indicated that there would be no impact on particular vulnerable members of the community as a result of the transfer as the service specified was on a like-for-like basis
- 9.2 The Client Team monitor impact on an ongoing basis.

## **10. POLICY CONSIDERATIONS**

- 10.1 The Executive Committee approved the commissioning of the Library Service on 19th July 2017 following pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5th July 2017.
- 10.2 This approach is consistent with the council’s stated ambitions around vibrant, thriving town centres, supporting independence, children & young people, and an excellent Council under its vision for Building a Better Bromley.
- 10.3 The Council’s Corporate Operating Principles include a commitment that services will be provided by whoever offers customers and council tax payer’s excellent value for money.

## **11. COMMISSIONING & PROCUREMENT CONSIDERATIONS**

- 11.1 This is the second year of a ten year contract with the option to extend for a further five years. The Contractor is performing well so there is no current need to consider alternative provision.

## **12. FINANCIAL CONSIDERATIONS**

- 12.1 The 2018/19 forecast for the Library Services contract is £4,470k against a budget of £4,376k. The additional £94k relates to a CCN passing over the remaining balance of the book fund for 2017/18, following the finalisation of all outstanding commitments for the period prior to the start of the contract. This has been met from the release of a provision no longer required.

## **13. LEGAL CONSIDERATIONS**

- 13.1 There is an ongoing requirement under the Council’s Contract Procedure Rule 23 to monitor contract performance, costs and user satisfaction and report annually to the Executive.

<b>Non-Applicable Sections:</b>	Customer Profile, Market Considerations
Background Documents: (Access via Contact Officer)	<b>DRR17/034 and DRR17/035</b> Contract Award for the Provision of Library Services – PARTS 1 AND 2 Reports to Executive Committee on 19 <sup>th</sup> July 2017 (with pre-decision scrutiny by the Renewal & Recreation Policy Development & Scrutiny Committee on 5 <sup>th</sup> July 2017)
	Version CP@5/16

## Appendix 1: Key Performance Indicator Monitoring: 2018-19

### Part a) Monthly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Incident	Financial Penalty per Incident	Number of Incidents					
							August	September	October	November	December	January
<b>Total</b>							<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>1</b>	Opening Hours	Failure to open a library	<b>1</b>	10mins - 2hrs 59mins	15	£653.93	<b>1</b>	0	0	<b>1</b>	<b>1</b>	0
			<b>2</b>	3hrs - 5hrs 59mins	30	£1,307.87	0	0	0	0	0	0
			<b>3</b>	6hrs - a full library day	60	£2,615.74	0	0	0	0	0	0
<b>5</b>	Public Web Access	Unavailability of web services	<b>1</b>	1hr - 2hrs 59mins	5	£217.98	0	0	0	0	0	0
			<b>2</b>	3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0
			<b>3</b>	6hrs - 11hrs 59mins	20	£871.91	0	0	0	0	0	0
			<b>4</b>	12hrs - 24hrs	30	£1,307.87	0	0	0	0	0	0
<b>6</b>	Public IT Facilities	For each library site affected	<b>1</b>	For every full day (or two half-days monthly) Wi-Fi is not available	10	£435.96	0	0	0	0	0	0
			<b>2</b>	For every full day more than one Public Network terminal is not available, per terminal	1	£43.60	0	0	0	0	0	0
			<b>3</b>	OR for every full day (or two half-days monthly) where ALL Public Network terminals are unavailable, per library	10	£435.96	0	0	0	0	0	0
			<b>4</b>	For every full day (or 2 half days) that self-service is not available in one library , per library affected	10	£435.96	0	0	0	0	0	0
<b>8</b>	Hire of Spaces	For any of the following:	<b>1</b>	Events booked outside the scope of conditions of hire	10	£435.96	0	0	0	0	0	0

			2	Failure to rectify breaches of the conditions of hire within 15 minutes of a breach being identified	10	£435.96	0	0	0	0	0	0
			3	Failure to rectify a space/room hire that has an adverse impact on library operations within 15 minute of impact being identified	10	£435.96	0	0	0	0	0	0
9	Local Studies and Archives Availability	Online and physical Local Studies and Archive services are not available (Applied in conjunction with KPI 1)	1	[Online] 1hr - 2hrs 59mins	5	£217.98	0	0	0	0	0	0
			2	[Online] 3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0
			3	[Online] 6hrs - 11hrs 59mins	20	£871.91	0	0	0	0	0	0
			4	[Online] 12hrs - 24hr	30	£1,307.87	0	0	0	0	0	0
			5	[Search Room unavailable during Library Hours] 10mins - 2hrs 59mins	5	£217.98	0	0	0	0	0	0
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£653.93	0	0	0	0	0	0
			7	[Search Room unavailable during Library Hours] 6hrs - full day for that library	30	£1,307.87	0	0	0	0	0	0
13	Home Library Service	Number of beneficiaries who receive a month visit, including new clients receiving their first visit falling below 95%	1	100% - 96%	0	£0.00	0	0	0	0	0	0
			2	95% - 76%	15	£653.93	0	0	0	0	0	0
			3	75% - 51%	30	£1,307.87	0	0	0	0	0	0
			4	50% - 26%	75	£3,269.67	0	0	0	0	0	0
			5	25% - 0%	150	£6,539.35	0	0	0	0	0	0

20	Complaints	Percentage of complaints responded to within specified timeframe (see Appendix 21)	1	100% - 98%	0	£0.00	0	0	0	0	0	0	
			2	97% - 76%	10	£435.96	0	0	0	0	0	0	0
			3	75% - 51%	20	£871.91	0	0	0	0	0	0	0
			4	50% - 26%	50	£2,179.78	0	0	0	0	0	0	0
			5	25% - 0%	75	£3,269.67	0	0	0	0	0	0	0
21	Library Management System and Archive Management System Availability	Systems are not available for a duration within the Minimum Opening Hours	1	1hr - 3hrs 29mins	5	£217.98	0	0	0	0	0	0	
			2	3hrs 30mins - 6hrs 59mins	10	£435.96	0	0	0	0	0	0	
			3	Full day (7hrs or more)	20	£871.91	0	0	0	0	0	0	
22	Annual Stock Plan	Deviation from the annual Stock Plan without written consent	1	Per deviation	10	£435.96	0	0	0	0	0	0	
28	Staff Management	Failure to properly train or manage staff	1	Per identified incident	10	£435.96	0	0	0	0	0	0	
29	Managing the Council's reputation	Per incident related to the management of the Council's reputation	1	Per incident of external communication without consent	30	£1,307.87	0	0	0	0	0	0	
			2	Per incident of misuse of social media by staff or other representatives	15	£653.93	0	0	0	0	0	0	
			3	Per incident of materials displayed outside of the agreed notice display policy	15	£653.93	0	0	0	0	0	0	
30	Responding to Information Requests	Failure to provide information requested by the Client Unit	1	Per day information is provided late	5	£217.98	0	0	0	0	0	0	

**Part b) Quarterly Performance Monitoring**

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Incident	Financial Penalty per Incident	Number of Incidents	
							Q2	Q3
<b>Total</b>							0	0
2	Meeting CIPFA Benchmarks	Per-day that statistics are submitted late to Client Team	1	Day(s) submitted past deadline	5	£217.98	0	0
4	Service Plan Implementation	Annual aims/actions identified for completion each quarter completed	1	100% - 91%	0	£0.00	•	•
			2	90% - 76%	45	£1,961.80		
			3	75% - 51%	60	£2,615.74		
			4	50% - 26%	100	£4,359.57		
			5	25% - 0%	200	£8,719.13		
			6	Per incomplete Priority 1 item	10	£435.96	0	0
7	Marketing Plan Implementation	Percentage of actions identified delivered each quarter to agreed quality output standard	1	100% - 91%	0	£0.00	•	•
			2	90% - 76%	5	£217.98		
			3	75% - 51%	10	£435.96		
			4	50% - 26%	25	£1,089.89		
			5	25% - 0%	50	£2,179.78		

**Appendix 2**  
**Libraries Contract Monitoring - GLL**  
**Performance Adjustment Points Mitigation**  
**August 2018 to January 2019**

**Monthly-Monitored KPIs:**

<b>Month</b>	<b>Performance Penalty Summary</b>
August 2018	1 reported incident – see below
September 2018	No reported incidents
October 2018	No reported incidents
November 2018	1 reported incident – see below
December 2018	1 reported incident – see below
January 2019	No reported incidents

**Quarterly-Monitored KPIs:**

<b>Quarter</b>	<b>Performance Penalty Summary</b>
Q2	No reported incidents
Q3	No reported incidents

**Summary of Incidents**

30<sup>th</sup> August 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	St Paul's Cray library opened 30 minutes late in the afternoon as a sessional member of staff failed to turn up, meaning the library could not be opened with just the remaining one staff member. GLL informed the Client promptly and sent over a member of staff from another branch in order to re-open the library.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

24<sup>th</sup> November 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	Mottingham opened 1 hour late due to a member of staff taking emergency leave, meaning the branch could not be opened with only the one remaining staff member. GLL notified the Client promptly of the incident and sent replacement staff from another library to open the branch.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

24<sup>th</sup> December 2018

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Incidents</b>	1 incident
<b>Performance Adjustment Points per Incident</b>	15 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£653.93 Financial Penalty
<b>Incident Summary</b>	Shortlands Library opened 10 minutes late on Christmas Eve due to a casual staff member not showing up as expected. GLL informed Client promptly.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

### Appendix 3

## Bromley Libraries Issues

### July 2018 to December 2018

#### Year-to-Year Comparison:

Month	2017 - 18	2018 - 19	% Difference
<b>6-Month Total</b>	<b>745,791</b>	<b>758,427</b>	<b>+1.69%</b>
July	138,042	134,540	-2.54%
August	147,072	145,192	-1.28%
September	127,650	125,092	-2.00%
<b>Q2 Total</b>	<b>412,764</b>	<b>404,824</b>	<b>-1.92%</b>
October	122,170	127,491	+4.36%
November	112,077	119,519	+6.64%
December	98,780	106,593	+7.91%
<b>Q3 Total</b>	<b>333,027</b>	<b>353,603</b>	<b>+6.17%</b>

#### Issues: 12 month Moving Average

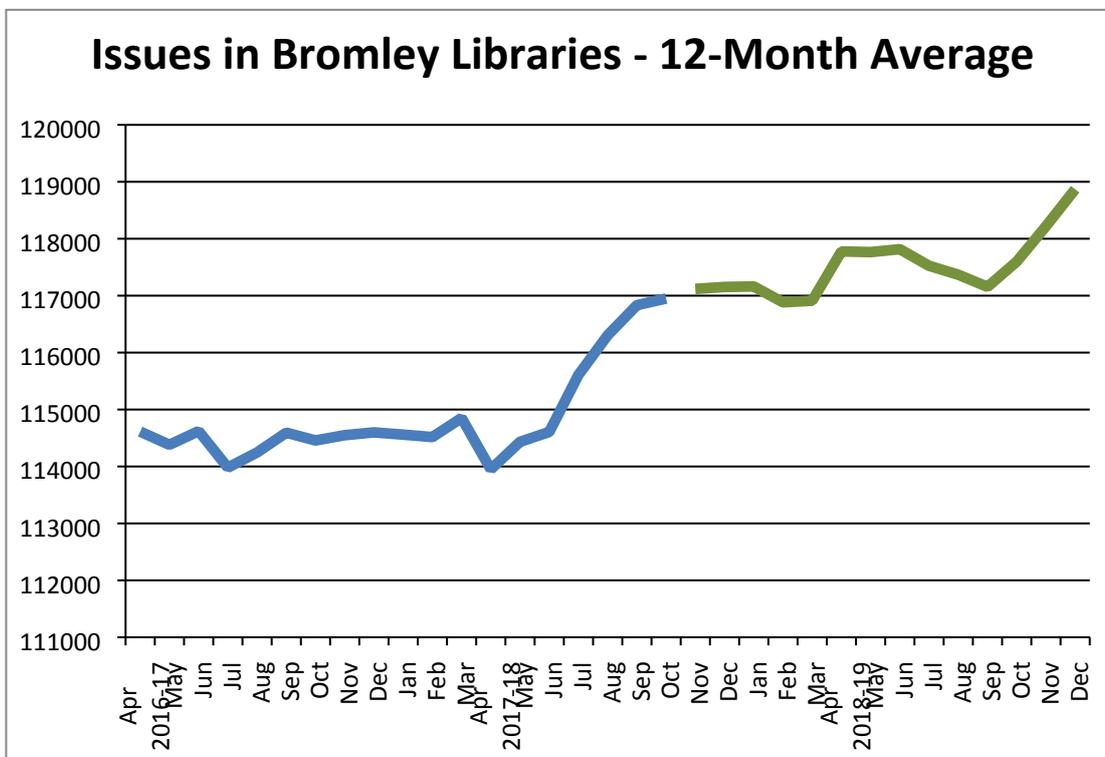


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since April 2016 (in blue). There is a slight upward trend of item issues over time, which is continued under GLL management (in green).

## Appendix 4

### Bromley Libraries Events- Quarter 3 October-December 2018

Bromley Libraries Events- Quarter 3 October-December 2018																
<u>Q3 Totals</u>		BHI	BEC	BAS	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	WWI	Total
<b>Children's Events</b>																
<b>Regular</b> (Chatterbooks, Craft sessions, Lego club, etc.)	No. of Events	52	61	47	70	75	40	76	68	43	61	47	52	56	75	<b>823</b>
	Total No. of Attendees	491	1,406	332	1,404	894	333	735	1,065	414	775	401	403	589	997	<b>10,239</b>
<b>One-off or Seasonal</b> (World Book Day, Halloween, etc.)	No. of Events	11	7	5	3	8	3	8	4	4	15	0	4	15	12	<b>99</b>
	Total No. of Attendees	163	121	46	88	800	25	168	48	37	98	0	54	116	193	<b>1,957</b>
<b>Adults Events</b>																
<b>Regular</b> (Reading groups, Knit and Natter, etc.)	No. of Events	21	21	9	31	8	12	18	39	9	29	13	5	9	6	<b>230</b>
	Total No. of Attendees	237	95	109	132	161	117	237	366	44	135	147	66	70	118	<b>2,034</b>
<b>One-off or Seasonal</b>	No. of Events	3	4	0	2	1	2	2	3	1	2	0	0	2	2	<b>24</b>
	Total No. of Attendees	123	53	0	96	60	7	36	49	40	3	0	165	18	42	<b>692</b>
<b>Totals:</b>																
<b>No. of Events</b>		87	93	61	106	92	57	104	114	57	107	60	61	82	95	<b>1,176</b>
<b>Total No. of Attendees</b>		1,014	1,675	487	1,720	1,915	482	1,176	1,528	535	1,011	548	688	793	1,350	<b>14,922</b>

## Summary: Event Analysis

Month	No. of Events Held	No. of Attendees	Avg. Attendees per Event
<b>6-Month Total</b>	<b>2,140</b>	<b>24,575</b>	<b>11.5</b>
July	342	3,393	9.9
August	246	2,597	10.6
September	376	4,233	11.3
<b>Q2 Total</b>	<b>964</b>	<b>10,223</b>	<b>10.6</b>
October	431	5,118	11.9
November	410	5,261	12.8
December	335	3,973	11.9
<b>Q3 Total</b>	<b>1,176</b>	<b>14,352</b>	<b>12.2</b>

Note: Attendees are counted by the event held, not by the attendee's age. The Summer Reading Challenge ran from 14<sup>th</sup> July until 15<sup>th</sup> September using the Beano "Mischief Makers" theme. In Bromley **5,900** children participated in the Summer Reading Challenge



# **Bromley Libraries**

## **Strategic Objectives Service Plan**

### **April 2019 – March 2020**



## Strategic Objectives Service Plan : April 2019-March 2020

### Reading Offer: Stock Development (adults & children)

- Promote enjoyment of reading and use of the library by providing attractive and relevant stock.
- Adhere to the conditions of the current Stock Management Policy
- Ensure the resources budget fully spent and value for money obtained
- Adhere to recommendations from recent library audits.
- Promote enjoyment of reading and sharing of books

### Reader Development (adults & children)

- To help create a more literate and confident society by developing, delivering and promoting reading activities in libraries
- Deliver calendar of special events responding to national initiatives e.g. National Libraries Week, Black History Month, etc.
- To encourage the sharing of books by families with young children and improve the delivery of Book Trust Bookstart offer for Bromley, working through partnership with health services and pre-school settings
- Aim to establish a partnership with Bromley Children's Project to promote family learning and library membership through Children's Centres
- To increase Young Adult usage of library services
- Provide opportunities for young people to develop skills and confidence and to contribute to their local communities
- To provide fully inclusive services and events in libraries provided for targeted groups including people with additional needs
- Work in partnership with the Royal Voluntary Service (RVS) to provide a high-quality home library delivery service to those who by reason of disability, illness, age or 'carer' status cannot access the library to select their own materials

### Digital Offer

- Deliver an effective E-Library service
- To maintain provision of IT services and promote new and existing initiatives

### ICT Offer

- To implement People’s Network self-service extension booking at all sites.
- To implement Cloud-based printing, which will allow customers to print from hand held devices such as mobile phones and tablets.

### **Health Offer**

- Develop and deliver additional services and programmes for targeted groups, e.g. dementia sufferers, visually impaired readers.
- Improve access to library services for members of targeted groups
- Work in partnership with local health organisations

### **Information Offer**

- Provide a range of high-quality print and electronic reference and information resources for customers including the provision of Bromley Community information

### **Learning Offer**

- Encourage local communities to make greater use of the Library Service through establishing programmes and activities to promote and encourage learning opportunities and encourage increased use of library facilities by all members of the community.

### **Bromley Historic Collections**

- To promote and raise awareness of the Museum and Archive services for all by Community engagement and participation
- To develop the identity of the Museum collections to reflect the population of the borough
- To investigate and identify options to improve the development care and conservation of the Museum Collections
- To continue to review Museum Collection documentation and management methods e.g accessioned objects
- Increase and maximise Income and external funding opportunities
- To achieve Museum accreditation

### **Communications, Marketing and Brand**

- To raise awareness of the service
- Run outreach and promotion activities to raise awareness of the library service in the community, extending out to non-users and hard-to-reach communities
- Improve our online presence and better promote the library service online

<b>Our Staff</b>
<ul style="list-style-type: none"><li>▪ To ensure that all frontline staff are highly trained in order to give an excellent service to library customers</li></ul>
<b>Our Buildings</b>
<ul style="list-style-type: none"><li>▪ Ensure our libraries are a safe and welcoming environment for customers and staff</li><li>▪ Maximise income generation from the letting of library halls and rooms</li></ul>
<b>Our Customers</b>
<ul style="list-style-type: none"><li>▪ Listen to our customers and investigate new ways of engaging with them</li><li>▪ Undertake Customer Satisfaction surveys in line with CIPFA in frequency and question type</li></ul>