

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

**Date:** Tuesday 3 September 2019

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

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

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**Chief Officer:** Sara Bowrey, Director of Housing, Planning and 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 March 2019. 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.

## 2 RECOMMENDATION

- 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 last six months of the contract.
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## Impact on Vulnerable Adults and Children

1. Summary of Impact: A full Equality Impact Assessment previously conducted indicates that there were not expected to be any negative impacts from the performance of GLL on children or vulnerable adults in Bromley. That is because the contract is designed to ensure that the previously existing levels of service 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: £4.325m
  5. Source of funding: Existing Revenue Budget for 2019/20
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## Personnel

1. Number of staff (current and additional): 2.19 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:

## **2. COMMENTARY**

- 2.1 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 and is now in its second year.
- 2.2 The contract is carefully monitored by the Library Client Team ensuring adherence to the contract and specification using a suite of contract specific Key Performance Indicators (KPIs). Financial sanctions are attached to non-compliance with the KPIs.

### **SERVICE PERFORMANCE**

- 2.3 The Contract specification clearly 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 currently provided on a like-for-like basis with that previously in place.
- 2.4 Additionally the contract also makes specific provision for scrutiny by elected members twice a year. The Service Provider is required to present a progress report and their Service Plans for the following year in Quarter 3 of the financial year to the Client Team. They are also required to present their annual report including a summary of their full year performance for the previous year in Quarter 1 of the financial year.
- 2.5 The performance of the Service Provider in relation to the delivery of their obligations as identified in the Contract Specification is monitored rigorously through a series of Service Levels and KPIs. Evidence of how successfully the Contractor is delivering on the prescribed outputs is described in Section 5 of this report.
- 2.6 Between January 2019 and June 2019 (the period covered by this report) there were 4 instances where the KPIs were not met. Two of these were where libraries were closed for under 1 hour at lunch time during the period of industrial action. Two related to malfunctioning IT equipment. Mitigation was accepted in each case. GLL had demonstrated that they had reported the faults immediately and had regularly chased until resolved when it was identified that a third party supplier was required to rectify a line fault. In one instance a notice was issued by the Client team requesting more detail. This was supplied and mitigation accepted.
- 2.7 Good working relationships have been established and maintained throughout the contract term between the Client Team and the GLL Partnership Manager, both through the monthly performance review meetings and regular, ongoing communication relating to service matters. A reporting system ensures that any issues affecting performance are reported to the Client straightaway and usually on the day they occur.

### **BENEFITS AND QUALITY**

- 2.8 The commissioning of the Library Service was carried out with the goal of maintaining and ensuring the delivery of this statutory service whilst achieving lower ongoing revenue costs. This benefit has been delivered by the contract. GLL, a market leader and experienced operator of public libraries, is successfully managing the service whilst driving down the Council's costs.
- 2.9 GLL has been operating for 25 years and is a not-for-profit organisation with charitable status. It is a social enterprise and its legal structure requires it to operate 'for the benefit of the community'. The money it makes through commercial activities is all reinvested to support and promote its social purpose through the services it operates. GLL cannot be bought by another

organisation due to its constitution, giving the Council confidence its current partner will be the same organisation throughout the partnership.

2.10 GLL currently operates over 140 libraries including Bromley Libraries and public library services in Greenwich, Wandsworth, Dudley and Lincolnshire, together with 12 prison libraries, making them the UK's largest public libraries provider. The GLL business model allows for reinvestment into facilities, stock and staff, providing a professional and welcoming environment. Their model is yielding good results too, and this has been reflected in Bromley. Unlike in some parts of the country where public libraries are closing, GLL libraries stay open and record year-on-year increases in stock issues and visitor numbers. GLL libraries have become valuable social hubs, acting as support networks, advice and information resources and social centres, and helping to combat isolation in the community, while constantly working hard to engage new audiences.

## **RISK**

2.11 The main operational service risk relates to GLL's ability to keep all libraries open and full services running during all published opening hours. GLL have recently demonstrated in practice that, with some minor exceptions, they have the capacity to do this, even when faced with industrial action. The current round of continuous industrial action commenced on 6<sup>th</sup> June 2019, and is ongoing at the time of writing: with the exception of the minor interruptions to opening detailed in paragraph 3.5, libraries in Bromley have continued to offer a full service.

2.12 The Library Service is a high profile Council asset. As such there is a potential risk to the Council's reputation in relation to the provision of this service. The industrial action currently taking place at Bromley libraries has attracted a significant amount of media attention including potentially misleading information. This is covered in the contract risk register maintained by the Client Team. The Council has issued several press releases to give clarification and reassurance relating to the future of libraries.

2.13 Following a month of industrial action, Council officers met with the GLL Managing Director, the GLL National Director of Libraries and other senior managers to discuss the dispute and its impact on the service and the plans that GLL had to seek a resolution in conjunction with Unite.

3.14 As part of its ongoing risk management processes the Council requires internal audits to be carried out on the governance and management of contracts. As agreed by the Audit Sub Committee at its meeting on 26 February 2019, a Post Implementation review of the Libraries Contract is being carried out. This commenced on 29<sup>th</sup> July 2019. It is anticipated that a report will be included in the cycle of audits reported to the Audit Sub Committee on 17<sup>th</sup> October. The audit objective is to address these key risk areas

- Management information is not obtained from the contractor on a timely basis or checked for accuracy
- Contractor performance is not measured or monitored against performance standards and milestones as set out in the contract
- Contractor delivery failures and or/declining contractor performance is not identified at an early stage and dealt with in line with contractual requirements
- The financial position of the contract is not monitored throughout the term of the contract

## **MANAGEMENT**

- 3.15 The Client Team is well established in its role and has demonstrated that it has the capacity to manage and monitor the contract on an ongoing basis.

The Client Team maintains a robust monitoring programme ensuring that the Contractor produces the specified statistics, KPIs and reports on a monthly and quarterly and annual basis. Upon receipt the statistics are then analysed by the Client Team as detailed in section 5.

Regular spot checks are made by the Client Team which involves visiting all of the libraries in turn without prior arrangement to ensure that the required standards are being met.

## **REVIEW OF CONTRACT PURPOSE**

- 3.16 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 as described by the 1964 Public Libraries Act.

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

- 3.17 The Contractor continues to demonstrate a willingness and ability to adapt its processes and approach to the specific needs of Bromley. GLL has identified areas where the service can be developed and improved further as detailed within the body of this report.

## **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 continues to deliver a diverse programme of activities for children and adults. With some exceptions, activities have run normally during industrial action. GLL continues to introduce new activities and events for all, including quiet hour sessions for children during National Autism Week which ran from 1-7<sup>th</sup> April. The popular Dementia Café sessions, which are supported by library staff who are designated Dementia Friends, has been rolled out to Chislehurst Library.

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

- 5.1 As part of the Commissioning process a suite of bespoke Key Performance Indicators (KPIs) were designed to ensure compliance with the method statements and the outputs of the specification with significant financial penalties for KPI breaches.
- 5.2 The contract is continuously monitored using the monthly, quarterly and annual KPIs. Failures of performance in the service are identified and managed 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.
- 5.3 Each month GLL is 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.

- 5.4 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. KPI failures and their mitigation are dealt with on a case by case basis. No financial penalties have been applied in the last 6 month period - see Appendix 2. Mitigation was accepted on 6 occasions as detailed in Appendix 2.
- 5.5 Stock promotion is identified as a key objective in the Annual Library Improvement Plan. The aim is to promote enjoyment of reading and sharing of books and to increase the number of issues. Since the GLL contract commenced there has been an increase in items borrowed which has been sustained and resulted in Bromley Library Service moving to become the third highest issuing authority in London. It was noted that there was an increase of 2.8% across all types of items borrowed in Q1 of 2019 compared to 2018. There was a particular surge in issues of digital items, showing a 111.7% increase in the same period. The trend of increasing issues year-on-year which began in 2016 continues. See Appendix 3 for more detailed comparison.
- 5.6 New Library Users - In order to increase usage and attract new members, GLL continues to develop the activities and events programme and currently delivers a diverse range of events and activities at all fourteen libraries to ensure a broad cultural and inclusive offer for all. Along with improved ICT facilities, this has led to an overall increase in new library members over the last six months as detailed below.

<b>Bromley Libraries-New Members</b>			
<b>Month</b>	<b>2017</b>	<b>2019</b>	<b>% Difference</b>
<b>6-Month Total</b>	<b>7,889</b>	<b>8,206</b>	<b>+4.0%</b>
January	1,260	1,573	+24.8%
February	1,454	1,399	-3.8%
March	1,437	1,459	+1.5%
<b>Q4 Total</b>	<b>4,151</b>	<b>4,431</b>	<b>+6.7%</b>
April	1,349	1,280	-5.1%
May	1,203	1,332	10.7%
June	1,186	1,163	-1.9%
<b>Q1 Total</b>	<b>3,738</b>	<b>3,775</b>	<b>1.0%</b>
<i>Comparison using 2017 and 2019 data due to gaps in 2018 data</i>			

- 5.7 Attendance at events and activities in Bromley Libraries continues to grow. Comparing the period Apr – Jun in 2018 and 2019, there has been an increase of 10.2% of events and activities run in Bromley Libraries (1,034 total), attracting 8.3% more attendees across the borough (11,898 total). In Apr - Jun 2019, Children’s events attracted 9,799 children and carers across 807 activities, with the average number of attendees per event being 12.2. Children’s activities during this quarter included Baby Bounce and Rhyme, Lego Clubs and Storytimes. Additionally, 2051 adults attended a total of 256 adult events ranging from Reading Groups to

Knit and Natter and one-off Author Events. The programme of events delivered by Libraries and Bromley Historic Collections during the last six months and analysis of their attendance is detailed in Appendix 4.

- 5.8 The Summer Reading Challenge encourages children aged 4 to 11 to read at least six library books during the long summer holiday. The 2019 Reading Challenge is currently in progress. Early indications are that after a successful publicity campaign the Space Chase theme is being enjoyed by those participating. The SRC was delivered by a mixture of Bromley Library staff, SRC Volunteers and a team of GLL Library specialists and sessional staff.

## **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. This approach has been embraced by GLL.
- 6.2 Having reviewed the demographic profile of the borough the Contractor has continued to prioritise the growing elderly population, having identified the health pressures that accompany it. Demonstrating commitment to their existing Dementia offer, Bromley Libraries and Bromley Historic Collections (BHC) participated in Dementia Action Week 2019 hosting several events including a talk and drop-in event which was coordinated in partnership with the Bromley Historic Collections Curator – *The Fabric of Care – Living with Dementia: a daughter's journey*, which was very well received. BHC also participated in Living Well with Dementia running a free museum/archive handling drop in session at Penge Library. Additionally the Bromley Dementia Action Alliance (DAA) awarded Bromley Libraries a “working to become Dementia Friendly” sticker for display in recognition of the high standards of outreach work that has been undertaken in this area.
- 6.3 The Reading Friends Project, funded by the Big Lottery Fund, which connects people by starting conversations through reading, has now been rolled out to London Libraries including Bromley for the first time. Delivered by volunteers and co-produced with older people, Reading Friends meet regularly to chat and share stories in groups or one-to-one sessions. It aims to empower, engage and connect older people who are vulnerable and isolated, people with dementia and their carers. Of the 10 London boroughs participating Bromley was asked to become the lead authority on this exciting project which tackles loneliness through the proven power of reading.
- 6.4 The 2019 Spine Festival, a partnership between London Libraries and Apples and Snakes, England's leading spoken word organisation, took place in Bromley at Petts Wood Library from 7-16<sup>th</sup> March 2019 with the theme of wellbeing. Running for the fifth year, the festival celebrates creativity and community in libraries across London offering creative events and opportunities for young people enabling them to explore their local library. Highlights of the festival which was attended by local schools included a performance entitled *Crowded* and poetry sessions. Exam advice sessions also took place during the festival featuring a school librarian and invigilator who was able to give practical insights and reassurance on the structure and format of exams. The sessions were designed to enable the young people attending to feel less anxious about exams.
- 6.5 The Client Team works with the Contactor to develop strategic plans that deliver the agreed objectives for the Library Service to increase usage and improve performance. Annual Service Plans are required to ensure that performance can be measured at key milestones throughout the contract. Approval of the service plans rests with the Client Team.

A review of the 2018-2019 Annual Service Plan gave updates on all the agreed actions relating to the key offers. These were delivered by staff of all levels resulting in delivery of the agreed outcomes including the following

- The Annual Stock Plan was delivered and the resources budget fully spent, ensuring the provision of high quality new stock and resources to promote reading and library use. Staff have worked to improve presentation of stock by changes to categorisation in libraries to make stock more accessible for customers, this has resulted in a 3.7% increase on annual issues from April 2018-March 2019.
- The Six Step Promise to blind and partially sighted customers was delivered. Bromley Libraries has a designated champion for the reading needs of blind and partially sighted people who ensures that they are connected to the most appropriate service to make full use of an accessible library service.

Bromley Historic Collections successfully delivered all the objectives from their 2018-19 Service Plan, including the following

- Establish Bromley Historic Collections Identity- A Bromley Historic Collections social media profile was created and has been successfully used to advertise forthcoming exhibitions, events, challenges and museum 'discoveries'.
- Provide events- an outreach programme and other activities to promote and enable access by a wider adult audience. Successful events included Just William at 100: A celebration of the life and work of Bromley author Richmal Crompton and her creation took place from 26 April- 07 May 19 in the temporary exhibition space at Central Library.
- The Bromley Historic Collections Emergency Plan was updated in April 2019. The delivery of this plan ensures that the collections are protected in the case of any emergency situation which could occur. The specialist team responsible have received training on the processes outlined within the Plan which includes salvage and evacuation procedures.

Additionally the Strategic Service plan for 2019/20 is in place and is currently underway. Key highlights delivered in the first quarter include

- Reading Offer: Promote enjoyment of reading and sharing of books – Country-wide 'Elmer Day' and 'Summer Reading Challenge' activities held to promote reading for children
- Reader Development: To provide fully inclusive services and events in libraries provided for targeted groups including people with additional needs – 'Autism Quiet Hour' enacted in multiple libraries as well as Mental Health Awareness Week
- Health Offer: Develop and deliver additional services and programmes for targeted groups – Dementia Action Week supported by handling history session and outreach events in partnership with Bromley Dementia Support Hub.
- Digital Offer: Deliver an effective E-Library service – Issues of eBooks and eaudiobooks online continuously increasing month-on-month.

All service plans identify quarterly and annual actions which are monitored regularly by the Client Team and discussed at the monthly Client review meetings.

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

- 7.1 As part of its tender position GLL proposed a 3 year strategy to review the staffing model it inherited. This position is currently being reviewed and it is anticipated that GLL will soon be in a position to put forward for consultation its proposals for a new structure that will provide an appropriate staffing model to deliver the best service possible to library users.
- 7.2 Throughout the current contract term, the contractor has reviewed ICT facilities within the library service and identified improvements resulting in efficiencies. Having already replaced two automated returns sorters at Orpington and Central libraries, a third sorter is ready to be installed at Beckenham Library. The sorters identify items by defined categories and deliver them to a designated bin, significantly reducing staff handling time, making staff available instead to support and assist customers.
- 7.3 Hublet tablet loan units have now been purchased for Central and Orpington and are in use. This service enhancement enables customers using their library card to borrow a tablet device for use within the library. The loan sessions are for 2 hours at a time, and are dependent entirely on being linked to the local library Wi-Fi network. If the tablet is removed from the Wi-Fi range it becomes a useless piece of equipment, reducing the theft risk. The tablets are in a protective rubberised case and look smart and bright and are already being enjoyed by customers.
- 7.4 GLL have invested in building improvements at the following libraries
- Burnt Ash- The interior has been redecorated, new chairs provided for use with computers, and some new furniture purchased.
  - Chislehurst- Development of Children's Library and new furniture for other areas
  - Petts Wood- Improvement to Children's and teenage areas, with new furniture ordered for other areas.
  - Shortlands- new kinder boxes and children's furniture have been purchased, new blinds installed and new seating ordered.
- 7.5 Orpington Library – A major development is being implemented in the children's library, to expand the amount of space available for children, and also to provide a sensory area for younger users of the library.
- 7.6 Bromley Central library's main library space has not been redecorated or refurbished for many years. In order to attract and retain customers of all ages, GLL has plans in place which to redecorate, improve the quality of lighting and provide new furniture and equipment. The children's library will be dramatically improved ranging from a sensory area and soft seating for toddlers to a redesigned teen area.

The redesign of the library allows more efficient use of staff within the space. The existing shelves will be retained to minimise costs, but the end panels will be re-clad to enhance the appearance of the library. The Client Team have been fully consulted on the plans for this exciting refurbishment project which contributes to the Council's priorities and outcomes.

## **8. USER / STAKEHOLDER SATISFACTION**

- 8.1 Since the commencement of the contract Bromley libraries have been reviewed periodically through an online survey platform on the GLL library website. Library users have been able to complete regular electronic user surveys which have enabled both the Contractor and Client Team to gain knowledge about library customers, their usage patterns and also their

satisfaction levels with various aspects of the service. The results of these surveys have been included in previous reports.

- 8.2 In order to gather more detailed information from library users, non-library users and residents on their opinion of Bromley libraries, GLL conduct their own Annual User satisfaction survey. Revised for 2019, the annual survey (see Appendix 5) features 30 questions relating to all areas of Library Use which are similar to the questions in the CIPFA Public Libraries Users Survey which was previously used by Bromley Libraries.

GLL identified in their method statements provided as part of their initial tender, the importance of this survey which enables both the Contractor and the Council to gain more detailed information about library customers. The questionnaire also includes a number of questions relating to equalities characteristics which will be used to inform Equality Impact Assessments.

The following key questions have now been included which give customers the opportunity to comment on whether they have noticed changes in the Library Service since GLL assumed management of the Service

- How would you rate this Library overall?
- How can we improve our service to you?
- Over the last 12 months would you say the service has
  - Improved
  - Stayed the same
  - Deteriorated

The 2019 annual survey has now commenced online for the following eight core Libraries at Bromley Central, Chislehurst Biggin Hill, Beckenham, Petts Wood, Penge and West Wickham. When customers access the GLL Libraries web pages, a pop up screen will appear enabling participants to complete the online survey by selecting their preferred library from a drop down menu.

In order to offer a wider reach, customers at the six Community Libraries which are Burnt Ash, Hayes, Mottingham, Shortlands, Southborough and St Paul's Cray will have the opportunity to complete the survey within the library using an electronic touchscreen device. This approach has been taken to maximise response rates as the key users at these libraries are identified as children and the active elderly. It is anticipated that they will be more likely to participate in the survey in the library rather than online.

Commencing on August 12<sup>th</sup> 2019 at Hayes and Mottingham Libraries the two devices will rotate between the community libraries remaining, in each library for a two week period until 27<sup>th</sup> September. Following the completion of this consultation cycle, the devices will then move to the eight core libraries to further maximise participation. The devices will be installed at Central and Orpington Libraries on 30<sup>th</sup> September 2019 and the consultation will end at West Wickham and Biggin Hill Libraries where the survey devices will be available from 28<sup>th</sup> October to 4<sup>th</sup> November 2019.

The online survey will run until the end of December 2019. After this period the results of both survey methods will be collated and analysed and key trends identified. The results will also be benchmarked against other GLL authorities and where possible comparisons on satisfaction and reasons for Library use will be made with previous CIPFA data. This will then be presented to the Client for review ahead of a meeting to discuss the findings. The survey results will be included in the next Contract review report in March 2020.

8.3 In addition to the satisfaction survey, the Contactor continues to use a variety of techniques to obtain a rounded opinion on the libraries it operates including the following methods

- Customer Feedback Forms: Each library displays customer feedback forms. Which are reviewed by managers on a monthly basis.
- 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. Each Library has a Facebook champion. In May 2019 Library posts reached the milestone of 10,000 followers on Facebook.
- Suggestion books- Each Bromley library has a suggestions book which customers can use to make suggestions for new stock to be purchased. This is regularly reviewed.
- 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 customer complaints.

8.4 The number of complaints received has varied throughout the year, see table below

<b>Complaints January- June 2019</b>			
<b>Month</b>	<b>Complaints</b>	<b>Compliments</b>	<b>Other</b>
January	5	4	0
February	3	1	2
March	9	3	0
April	4	3	1
May	2	1	1
June	3	0	1

8.5 Since the industrial action began 14 related complaints were received by GLL. An additional 27 complaints were received by the Council and were dealt with by the Client Team who responded to each complaint. The Client team were made aware that an additional 2 complaints were made directly to Councillors.

8.6 In addition to complaints, compliments and general comments are also received about the Library service proving what a positive difference the Library service continues to make in the lives of customers in the community Bromley Libraries serve. Below are several examples from the selection of compliments received by the Contractor over the last 6 months relating to all Service areas.

This comment relates to Bromley Central Library

*“Very glad that we have this decent sized facility. Automated check in and check out is very convenient.”*

Another involved an event at Orpington Library

*“Thank you so much for the presentation by Joan Kendall, it was a moving insight into dementia care, given by a wonderful lady and her handicrafts were beautiful to see”*

These three comments related to the Exam advice sessions at Spine Festival at Petts Wood Library

“It was a great chance to speak about how exams make you feel. Also gave some great tips to help with preparation for exams”

“It was very informative and eye-opening. I learnt some good techniques to handle exam stress”

This comment relates to the performance of Crowded at the Spine Festival

“It was unique and told the story in a very interesting and fun way. It was very Informative on mental Health”.

## **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 continue to 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. PROCUREMENT CONSIDERATIONS**

- 11.1 This is the second year of a ten year contract with the option to extend for a further five years. This report demonstrates that the contractor is performing well, improving key outcomes for borough residents and increasing issues, taking Bromley into the top 3 of London boroughs. This demonstrates that there is no current need to consider alternative provision.

## **12. FINANCIAL CONSIDERATIONS**

- 12.1 The Library Services contract is expected to be within the 2019/20 budget of £4.325m.

## **13. LEGAL CONSIDERATIONS**

The report demonstrates the Council’s compliance with Contract Procedure Rule 23, to monitor contract performance, costs, user satisfaction and risk management and report annually to the Executive

The provision of library services contract enables the Council to fulfil its statutory duty under the Public Libraries Act 1964

<b>Non-Applicable Sections:</b>	Personnel Implications
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: 2019-20

### Part a) Monthly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Incident	Financial Penalty per Incident	Number of Incidents					
							January	February	March	April	May	June
<b>Total</b>							<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>6</b>
<b>1</b>	Opening Hours	Failure to open a library	<b>1</b>	10mins - 2hrs 59mins	15	£653.93	0	0	0	0	0	<b>3</b>
			<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	<b>3</b>
			<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	<b>7</b>	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	0	
			3	[Online] 6hrs - 11hrs 59mins	20	£871.91	0	0	0	0	0	0	0	
			4	[Online] 12hrs - 24hr	30	£1,307.87	0	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	0	0
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£653.93	0	0	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	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	1	100% - 98%	0	£0.00	0	0	0	0	0	0
			2	97% - 76%	10	£435.96	0	0	0	0	0	0
			3	75% - 51%	20	£871.91	0	0	0	0	0	0
			4	50% - 26%	50	£2,179.78	0	0	0	0	0	0
			5	25% - 0%	75	£3,269.67	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	
							Q4	Q1
<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		
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		
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**  
**January 2019 to June 2019**

**Monthly-Monitored KPIs:**

Month	Performance Adjustment Points Summary
January 2019	None
February 2019	None
March 2019	None
April 2019	See detail below
May 2019	None
June 2019	See detail below

**Quarterly-Monitored KPIs:**

Quarter	Performance Adjustment Points Summary
Q4	No reported incidents
Q1	No reported incidents

**Summary of Incidents**

1<sup>st</sup> April 2019

<b>Key Performance Indicator</b>	KPI 6 – Public IT Facilities
<b>No. of Incidents</b>	5 incidents (5 days)
<b>Performance Adjustment Points per Incident</b>	10 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£432.11 Financial Penalty
<b>Incident Summary</b>	The sole self-service kiosk at St Paul's Cray Library went out of order for 5 business days. The issue was reported to GLL's IT support immediately and an engineer was dispatched quickly, but they were not able to resolve the issue as third party systems were involved. GLL worked alongside support services from Bibliotheca, Capita and Sky over a few days to bring the kiosk back into service. The kiosk was operational again on 9 <sup>th</sup> April.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

17<sup>th</sup> April 2019

<b>Key Performance Indicator</b>	KPI 6 – Public IT Facilities
<b>No. of Incidents</b>	2 incidents (2 days)
<b>Performance Adjustment Points per Incident</b>	10 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£432.11 Financial Penalty
<b>Incident Summary</b>	One of the self-service kiosks at Orpington Library went out of order for 2 business days (other kiosks remained operational). Incident was reported immediately by staff, which was then referred to Bibliotheca Support for action. Bibliotheca dispatched an engineer 3 days later. The kiosk was working again on the afternoon of 20 <sup>th</sup> April.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

14<sup>th</sup> June 2019

<b>Key Performance Indicator</b>	KPI 6 – Public IT Facilities
<b>No. of Incidents</b>	3 incidents (3 days)
<b>Performance Adjustment Points per Incident</b>	10 Performance Adjustment Points
<b>Financial Penalty per Incident</b>	£432.11 Financial Penalty
<b>Incident Summary</b>	Mottingham Wi-Fi unavailable due to line fault requiring third party BT engineer to rectify
<b>Mitigation Status</b>	Mitigation accepted by Client Team

18<sup>th</sup> June 2019

<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>	£648.17 Financial Penalty
<b>Incident Summary</b>	During strike action, Petts Wood Library was closed for 1 hour at lunchtime to allow the two working staff members to break for lunch. The alternative option of leaving a single staff member to keep the library open for an hour was deemed unsafe.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

24<sup>th</sup> June 2019

<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>	£648.17 Financial Penalty
<b>Incident Summary</b>	Identical to previous incident: During strike action, Petts Wood Library was closed for 1 hour at lunchtime to allow the two working staff members to break for lunch. The alternative option of leaving a single staff member to keep the library open for an hour was deemed unsafe.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

29<sup>th</sup> June 2019

<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>	£648.17 Financial Penalty
<b>Incident Summary</b>	During strike action, West Wickham Library was closed for 1 hour at lunchtime. A senior staff member could not be secured that day due to family reasons. Remaining staff closed library for lunchtime for safety reasons.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

## Appendix 3 Bromley Libraries Issues

January 2019 to June 2019

### Year-to-Year Comparison:

Month	2018	2019	% Difference
<b>6-Month Total</b>	<b>667,929</b>	<b>706,064</b>	<b>+5.7%</b>
January	108,250	119,917	+10.8%
February	103,163	111,630	+8.2%
March	117,668	124,984	+6.2%
<b>Q4 Total</b>	<b>328,081</b>	<b>356,531</b>	<b>+8.7%</b>
April	115,803	120,674	+4.2%
May	113,682	118,713	+4.4%
June	110,363	110,146	-0.2%
<b>Q1 Total</b>	<b>339,848</b>	<b>349,533</b>	<b>+2.8%</b>

### Issues: 12 month Moving Average

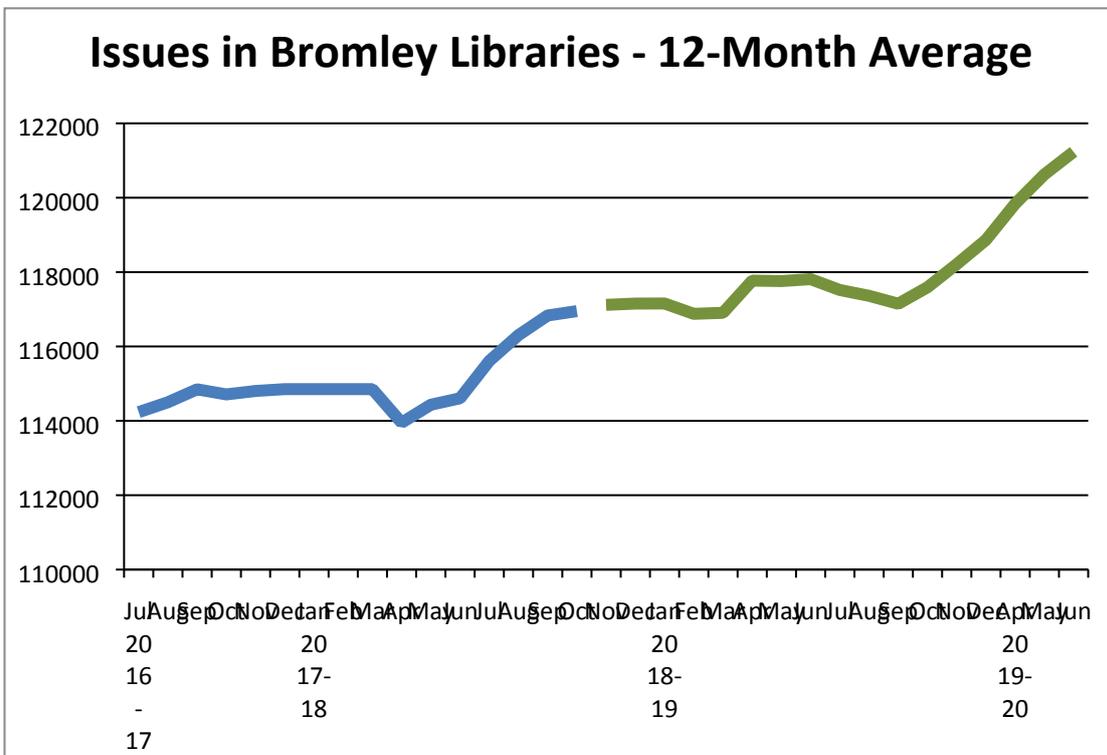


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since July 2016 (in blue). There is a slight upward trend of item issues over time, which is continued under GLL management (in green).

## Appendix 4

Bromley Libraries Events- Quarter 1: April - June 2019																	
<u>Q1 Totals</u>	BHI	BEC	BAS	CEN	CHI	HAY	MOT	ORP	PEN	PWO	SHO	SOU	SPC	BHC	WWI	Total	
<b>Childrens Events</b>																	
<b>Regular</b> (Chatterbooks, Craft sessions, Lego club, etc.)	No. of Events	59	42	44	67	18	48	76	45	44	51	38	46	69	0	79	<b>731</b>
	Total No. of Attendees	512	1046	243	1135	765	464	756	485	436	572	295	364	604	0	1137	<b>8,798</b>
<b>One-off or Seasonal</b> (World Book Day, Halloween, etc)	No. of Events	7	3	14	0	9	2	2	9	11	5	3	1	2	2	6	<b>76</b>
	Total No. of Attendees	71	32	158	0	196	16	33	98	81	72	15	0	26	40	167	<b>1,001</b>
<b>Adults Events</b>																	
<b>Regular</b> (Reading groups, Knit and Knatter, etc.)	No. of Events	30	19	11	15	9	12	18	43	22	22	11	11	8	0	9	<b>232</b>
	Total No. of Attendees	249	100	50	75	167	116	180	343	39	147	103	103	68	0	190	<b>1,847</b>
<b>One-off or Seasonal</b>	No. of Events	0	4	0	0	1	1	0	8	6	1	0	0	0	3	0	<b>24</b>
	Total No. of Attendees	0	23	0	0	4	3	0	88	33	3	0	0	0	50	0	<b>204</b>
<b>Totals:</b>																	
<b>Totals:</b>	<b>No. of Events</b>	<b>96</b>	<b>68</b>	<b>69</b>	<b>82</b>	<b>37</b>	<b>63</b>	<b>96</b>	<b>105</b>	<b>83</b>	<b>79</b>	<b>49</b>	<b>58</b>	<b>79</b>	<b>5</b>	<b>94</b>	<b>1,034</b>
	<b>Total No. of Attendees</b>	<b>832</b>	<b>1,201</b>	<b>451</b>	<b>1,210</b>	<b>1,132</b>	<b>599</b>	<b>969</b>	<b>1,014</b>	<b>589</b>	<b>794</b>	<b>358</b>	<b>467</b>	<b>698</b>	<b>90</b>	<b>1,494</b>	<b>11,898</b>

## Appendix 5

### GLL Annual User Survey 2019 questions

1. Thinking of this library, out of 10, how likely are you to recommend a friend? (0 = would not recommend, 10 = highly recommend)

*(Multiple Choice, select one only)*

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

2. Please rate our library staff on the following:

*(Tabular, select one only)*

1. Being well presented, efficient and professional
2. Answering the phone promptly
3. Giving a friendly welcome and being helpful
4. Service & activity knowledge

- Excellent
- Good
- Satisfactory
- Poor
- Very poor
- Not applicable

3. How would you rate the cleanliness of the following areas:

*(Tabular, select one only)*

1. Adult library
2. Computer / study areas
3. Children's library
4. Toilets

- Excellent
- Good
- Satisfactory
- Poor
- Very poor
- Do not use / Not Applicable

4. How would you rate the following?

*(Tabular, select one only)*

1. Customer Information
2. Range of activities
3. Opening hours

- Excellent
- Good
- Satisfactory
- Poor
- Very poor
- Not applicable

5. How would you rate the following services, please rate all that you use.

*(Tabular, select one only)*

1. Computer use
2. Wi-Fi use
3. Audio visual for loan
4. Activities for Adults
5. Activities for Children
6. Books for loan (Choice & Availability)
7. Books for loan (Stock Condition)
8. Study facilities

- Excellent
- Good
- Satisfactory
- Poor
- Very poor
- Not applicable

6. Which online library services have you used?

*(Multiple Choice, multiple answers allowed)*

- The Library catalogue
- Reserved an item
- Renewed my items
- Downloaded an eBook
- Used an online information resource (E.g. Ancestry, Encyclopaedia, or Driving Theory Test)
- I haven't used any of the online resources

7. How would you rate the library overall?

*(Multiple Choice, select one only)*

- Excellent
- Good
- Satisfactory
- Poor
- Very poor

8. Please tell us how we can improve our service to you:

*(Open Ended)*

*Free Format Text*

9. Over the past 12 months would you say the service has...

*(Multiple Choice, select one only)*

- Improved
- Stayed the same
- Deteriorated

10. Has using the library helped you with...?

*(Multiple Choice, select one only)*

- Leisure
- Study
- Work
- Health
- Family
- Other

11. Are you...

*(Multiple Choice, select one only)*

- Male
- Female
- Not specified

12. Which age group do you fit into?

*(Multiple Choice, select one only)*

- Under 11
- 11 to 15
- 16 to 19
- 20 to 24
- 25 to 30
- 31 to 40
- 41 to 50
- 51 to 60
- Over 60

13. How would you describe your ethnic origin?

*(Multiple Choice, select one only)*

- White
- Mixed / multiple ethnic groups
- Asian / Asian British
- Black / African / Caribbean / Black British
- Other
- Prefer not to say

14. Do you consider yourself to have a health condition or disability which limits your daily activities or the work you can do?

*(Multiple Choice, select one only)*

- Yes
- No
- Prefer not to say

15. Which best describes your current employment status?

*(Multiple Choice, select one only)*

- Employed
- Unemployed
- Self-employed
- Look after family / children
- Retired
- Student / School pupil
- Prefer not to say