

Report No.  
DRR20/022

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** **March 25<sup>th</sup> 2020**

**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 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 £40,908,465.
  - 1.2 This report updates Members on the performance of the Contractor since the last report in September 2019.
  - 1.3 The report demonstrates how 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 last six months of the contract.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The findings of the full Equality Impact Assessment which was conducted upon contract award showed that there were not expected to be any negative impacts from the performance of GLL on children or vulnerable adults in Bromley. The contract has been 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
  4. Total current budget for this head: £4.940m
  5. Source of funding: Existing 2019/20 revenue budget
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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 Museum 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 2017 estimate identified that 330,909 people live in the London Borough of Bromley. 39,903 registered users used their library card to borrow an item in 2019, representing 12.1% of the population of Bromley. This does not, however, include additional users who used the library solely for other purposes such as studying, attending activities, or using public PCs.
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## Ward Councillor Views

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

#### **Award and contract background**

- 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 and is now in its third year.
- 3.2 The service areas being managed by GLL include:
- The Frontline/Operational Library service.
  - Specialist and Support functions including Strategic Management, Stock and Reader Development, Children and Families, Information and Learning, IT Support and Development, Improvement, Training and Marketing, Business Support.
  - Bromley Historic Collections
  - Facilities management including cleaning and security.
- 3.3 During the Commissioning process a suite of 26 bespoke Key Performance Indicators (KPIs) with significant financial penalties for KPI breaches not mitigated were developed to ensure compliance with the method statements and the outputs of the specification and submission of data. The Client Team continues to apply and monitor this robust monitoring programme.

#### **SERVICE PERFORMANCE**

- 3.4 As outlined above the Contract specification clearly sets out Bromley Council's requirements for the delivery of 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. This approach has ensured that the service is currently provided on a like-for-like basis with what was previously in place with no reduction to services.
- 3.5 The performance of the Service Provider in relation to the delivery of their obligations as identified in the specification continues to be monitored rigorously through the Service Levels and KPIs. During the unprecedented 8 month period of industrial action which began on 6th June 2019 and ended on Monday 3rd February 2020, GLL ensured that all libraries were kept open despite 50 regular staff (of a team of 110) taking part in the action. Due to the industrial action, between July 2019 and December 2019 (the period covered by this report) there were 9 separate instances where the KPIs were not met relating to KPI 1 - Opening Hours which resulted specifically in late opening of some libraries during industrial action. No failures for any of the other 25 KPIs were reported.
- 3.6 On all 9 occasions mitigation was accepted (see Appendix 2) as GLL provided full evidence to show that they had provided replacement staff as quickly as possible. The mitigation provided included evidence which showed that all the gaps were due to unforeseen circumstance including sickness, family

emergencies and occasions where timetabled staff did not arrive. This resulted in some libraries opening late. Of these 9 exceptions, only 1 resulted in a closure of more than one hour. This was due to scheduled staff not wanting to cross a picket line. Managers were re-directed as soon as possible to open the library. With these 9 exceptions detailed below we were satisfied that the service provider managed to keep all 14 Libraries open during this period when 61 regular staff had initially taken industrial action.

- 1<sup>st</sup> July 2019 – Petts Wood library closed for 1 hour for lunch due to staff shortage
- 1<sup>st</sup> July 2019 – West Wickham Library closed 30 minutes early due to staff emergency
- 23<sup>rd</sup> July 2019 – Penge Library opened 2 hours 45 minutes late as staff would not cross the picket line
- 30<sup>th</sup> July 2019 – Southborough Library opened 30 minutes late due to scheduled staff not arriving
- 19<sup>th</sup> August 2019 – Beckenham Library opened 15 minutes late due to staff shortage
- 14<sup>th</sup> October 2019 – Burnt Ash library opened 10 minutes late due to staff sickness
- 15<sup>th</sup> October 2019 – Chislehurst Library opened 29 minutes late due to staff sickness
- 1<sup>st</sup> November 2019 – Hayes Library closed 30 minutes early due to a staff family emergency
- 19<sup>th</sup> November 2019 – Southborough Library opened 1 hour late due to limited staffing availability

3.7 The period of continuous industrial action taken by some Unite members which commenced on 6<sup>th</sup> June 2019 ended formally on 30<sup>th</sup> January 2020 after GLL agreed terms with Unite the Union to end this 8 month long strike in Bromley Libraries. Following this agreement GLL have begun the process of restructuring to change longstanding working practices and to modernise the library offer across all libraries as set out during strike negotiations. Those involved in industrial action returned to work on 3<sup>rd</sup> February 2020.

## **BENEFITS AND QUALITY**

3.8 GLL is in the main successfully managing the service whilst driving down the Council's costs. 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 which has now entered its third year. Taking this approach has enabled the Council to avoid more extreme measures.

3.9 Two years ago GLL, a not-for-profit charitable social enterprise added London's largest Borough to its suite of contracts in Dudley, Greenwich, Lincolnshire and Wandsworth, making them the UK's largest public libraries provider. GLL has a specialist team of 5 librarians (including the National Director of Libraries) who work across all of its libraries to assist in developing services and bench

marking against other libraries. All members of the specialist team supported Bromley Libraries during the industrial action, working on the frontline to keep libraries open, providing training, changing programming, organising and buying in activities, all to ensure that the highest quality of services could be provided for Bromley residents during this period.

3.10 The Chartered Institute of Public Finance and Accountancy (CIPFA) produces annual Public Libraries comparison profiles known as Public Library Statistics-Actuals which provide Library Services with the most recent data in key areas of Library provision and enables comparison with peers. Published in December 2019 the results of CIPFA's latest annual audit, which uses 2018-19 data, confirms that GLL runs some of the best used libraries in the UK including Bromley Libraries, serving a wide range of customers of all ages. The profiles for the previous service year look at the following key aspects of Service provision for libraries:

- numbers of libraries and service users
- costs of running library services
- levels of staffing and volunteers
- annual book and audio-visual issues
- stock and acquisition levels
- performance in relation to speed of requests

The 2019-20 Actuals, which will be published in December 2020, are not expected to show the sustained increased in performance shown in the 2018-19 Actuals due to the decrease in issues and visits as detailed in section 6 of this report. This is related to the industrial action.

3.11 Number of items issued - A key aim of Bromley Libraries is to promote enjoyment of reading and sharing of books and to increase the number of items issued. Since the GLL contract commenced there has been an increase in items borrowed annually resulting in Bromley Library Service moving to become the third highest issuing outer London authority per 1,000 population last year which has been sustained this year.

3.12 Busiest Central Library – The 2018-19 Actuals Comparative benchmarking data on issue statistics at each London Borough shows Bromley Central Library was ranked first out of 19 Outer London boroughs for total number of issues per annum at their busiest library.

3.13 Total annual issues – Bromley Libraries ranked first out of 19 for adult fiction and non-fiction issues, and second out of 19 for Children's fiction and non-fiction issues in 2018-19.

3.14 In terms of the average cost per book purchased, Bromley pays the least per book within outer London authorities, maximising the value of the stock fund.

- 3.15 Digital Items - Bromley Libraries issued the fifth most eBooks and second most eAudiobooks in London this year, based on analysis of 2018-19 Actuals data, as part of its expanding digital offer.

## **RISK**

- 3.16 The main operational service risk within the Library Service contract relates to GLL's ability to keep all libraries open and full services running during all published opening hours. During the last year, GLL faced a period of 8 months continuous industrial action. Despite this unprecedented industrial action, GLL have demonstrated in practice that they have the capacity to do this. In this 8 month period, there were only 9 occasions during that period when libraries opened late: paragraph 3.6 gives further clarification.
- 3.17 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 their meeting on 26 February 2019, a post implementation review of the libraries contract commenced on 29th July 2019 and resulted in a report which was presented to the Audit Sub Committee on 17<sup>th</sup> October 2019. The report awarded a rating of Substantial Assurance (the highest possible) having assessed the key risk areas of management of the contract. This demonstrates that the library contract is being management effectively.

## **MANAGEMENT**

- 3.18 Now in its third year of operation, the Libraries Client Team which consists of 2.19 FTE staff is well established in its role and demonstrates that it can successfully manage and monitor the contract on an ongoing basis which has been reinforced by the findings of the audit which demonstrated substantial assurance as stated above.
- 3.19 In August 2019 following the procedure outlined in the contract, a new management arrangement was implemented for the Bromley partnership. An interim Head of Libraries was appointed initially for a twelve month period working in Bromley alongside the GLL National Director of Libraries. Good working relationships were quickly established through regular ongoing communication relating to day to day running of the service. The reporting system in place ensures that any issues affecting performance are reported to the Client immediately on the day they occur.
- 3.20 As part of quality control processes, regular spot checks on all libraries are made by the Client Team. This involves members of the team visiting all of the libraries in turn without prior arrangement to ensure that the required standards are being met. As part of this process a checklist of assessment criteria is completed at each visit which is used to inform a summary of findings produced after each round of visits. See Appendix 3 for the summary of the findings of the latest round of Library visits. Any major issues identified are then raised with GLL management for rectification.

3.21 The contract makes specific provision for scrutiny by elected members twice a year. In addition GLL is required to present to the Client Team a progress report and their Service Plans for the following year in Quarter 3 of the financial year. 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 each financial year. The contractor is fully compliant with this process.

#### **REVIEW OF CONTRACT PURPOSE**

3.22 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 outlined in the 1964 Public Libraries Act.

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

3.23 The contract ensures that the learning and maturity targets of the Contractor are reviewed. The Client Team has identified some areas where the service can be improved further which relate to the accreditation of Bromley Historic Collections outlined in section 6.11 and the improvement in issues and visits as detailed in section 6.6.

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

4.1 The impact of the commissioned library service on vulnerable adults, children and young people was initially evaluated as part of an EIA at various stages during the commissioning progress and continues to be reviewed and considered. No negative impacts were identified as delivery of the service is like-for-like. The service continues to offer a diverse programme of services and activities for children and adults. GLL review and introduce new services which improve outcomes for vulnerable adults. Recent examples include a scheme to enable the small registered number of homeless people in the Borough to borrow books, with the Council acting as guarantor as part of the registration process. Initiatives aimed at improving outcomes for children include singing and signing for Toddlers, a pilot programme which ran at Mottingham Library during January & February, using signs and visual support to help build understanding and knowledge of vocabulary. Bromley Libraries continue to provide a wide range of stock for both Children and Adults in a variety of Community languages based on the demographic profiles of each library.

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

5.1 The suite of KPIs attached to this contract includes a range of monthly, quarterly and annual indicators. Failures of performance in the service are identified and managed through a points based system described as Performance Adjustment (PA) points.

5.2 Performance Adjustment (PA) points are accrued if GLL are unable to perform to the level identified by a KPI. The number of PA points incurred is dependent

on each 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, e.g Failure to open a library is category A. As part of this process GLL must submit to the Client within ten business days following the end of the month, a report outlining achievement against all applicable service levels, reports and KPIs.

- 5.3 The Client team analyses each KPI report and if applicable will issue GLL with a Monitoring Notice for non-performance for each KPI not met. Upon receipt of each notice GLL must then notify the Client Team in writing of any mitigation for consideration concerning KPI non-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 also accrue double the number of points for that KPI. There have been no instances since the contract commenced where this has been applied as reporting procedures have been followed correctly.
- 5.4 KPI failures and their mitigation are discussed at monthly contract monitoring meetings with GLL and dealt with on a case by case basis - see Appendix 1 & 2 for a summary of the reports covering the last six months. No financial penalties have been applied during this period as mitigation was fully accepted on all nine occasions as detailed in 3.6 above and Appendix 2.

## DATA ANALYSIS

- 5.5 New Library Members - The number of new members fell by 12.3% in the last 6 months. In line with GDPR requirements, membership is updated annually to ensure that current information on individuals is retained; GLL are aware that a number of residents find this renewal process onerous, and are currently investigating whether other options could be available to minimise customer impact.

<b>Bromley Libraries - New Members</b>			
<b>Month</b>	<b>2018-19</b>	<b>2019-20</b>	<b>% Difference</b>
<b>6-Month Total</b>	<b>9,950</b>	<b>8,723</b>	<b>-12.3%</b>
July	2,151	1,838	-14.6%
August	2,122	1,829	-13.8%
September	1,618	1,575	-2.7%
<b>Q2 Total</b>	<b>5,891</b>	<b>5,242</b>	<b>-11.1%</b>
October	1,712	1,614	-5.7%
November	1,380	1,129	-18.2%
December	967	738	-23.7%
<b>Q3 Total</b>	<b>4,059</b>	<b>3,481</b>	<b>-14.2%</b>

- 5.6 Despite industrial action, and temporary closure of Central Library for refurbishment during the 6-month period covered in this report, 2,041 events and activities were successfully run across Bromley Libraries with 22,152 attendees in total. This represents only a 4.6% decrease in the number of

events run compared to the same period in 2018. The expanded list of activities taking place is included in Appendix 4. Monitoring in this area has been increased to include more detailed information since the beginning of Q3 on the range of activities taking place including any cancellations.

- 5.7 Children's events attracted 18,720 children and carers across 1,594 activities. Children's activities during these quarters included regular Baby Bounce and Rhyme, Lego Clubs and Storytimes plus additional bought-in events.
- 5.8 3,432 adults attended a total of 447 adult events ranging from Reading Groups to Knit and Natter and one-off Author Events.
- 5.9 In Quarter 3, of the 1,103 events scheduled to take place, 1,075 ran successfully and 28 were cancelled which equates to 2.5% of total events. Reasons for cancellation were primarily due to the pre-planned temporary closure of Central Library for refurbishment. At other libraries cancellations were due to altered staffing at some branches initially after the strike began which impacted slightly on activities programmes. In response to this staffing was increased during the industrial action in order to prevent further cancellations occurring. This was effective as there were no cancellations in the month of December due to staffing issues. Some scheduled activities at Central Library did not run during December due to the refurbishment of the Library.
- 5.10 The Summer Reading Challenge (SRC) encourages children aged 4 to 11 to read at least six library books during the long summer holiday. The theme of the 2019 SRC was Space Chase and was delivered by a mixture of Bromley Library staff, 82 SRC Volunteers and a team of GLL library specialists and sessional staff covering during the industrial action. The number of children taking part was confirmed as 5,724 ranking Bromley 4<sup>th</sup> of all the London boroughs participating. The number of children participating was 3.0% less than last year. 137,486 children's items were issued across the service in Bromley during the SRC.
- 5.11 Bromley Historic Collections: To promote the museum collections 11 loan boxes went out to schools between September 2019 and February 2020. The following two exhibitions took place - George Allen's Orpington Connections and Pakiki Theatre: Local Heroes. Other exhibitions were postponed due to library refurbishment. Two external talks took place to increase the reach of collections which consisted of Treasures from the Collections a lunchtime talk at St Marks Church and Orpington Short Bites: Textile Troves. An Archives event for WEA local History Group took place took place in February to raise awareness of the service. Displays over the last six months included - Bromley Camera Club and Local Ghost Stories/tales (to coincide with the Halloween period) followed by a display on the 1939 Register and how customers can access it from the library via Ancestry.com.

## **6. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE**

- 6.1 The Libraries contract was designed to encourage the Service provider to think innovatively and continually look for ways to develop and improve the performance of the service as described in section 5 above. Plans for ongoing improvements in performance are detailed in paragraphs 6.2- 6.11.
- 6.2 Events and activities - GLL is introducing a programme of STEM (Science, Technology, Engineering and Maths) activities. In January, GLL ran sessions with Lego robots for coding. GLL have trained key staff and are rolling out events this year. GLL have also diversified the current offer to make it more inclusive through providing Chinese New Year Events (in partnership with Snowflake Publishers) and Pantomime Dame story times which have been particularly well received.
- 6.3 Improving issues – There is a need to redress a decline which has occurred for two main reasons.
- Usage figures show that the industrial action does seem to be the major factor in the recent drop in issues in Bromley. There was some misleading information distributed indicating incorrectly that libraries were closed and all activities had been cancelled. Also, members of the public were encouraged to support the industrial action by boycotting libraries. In the 5 months prior to the strike (January – May 2019) issues in Bromley rose by 6.8% when compared to the previous year. Issues declined from the point that the strike began, and the rate of decline grew in the later months of the strike. Issues fell by 0.2% in June 2019 when the strike started, with the drop increasing to 7.2% in November.
  - The other factor was the temporary closure of the busiest library, Central, for refurbishment in December when issues declined by 10.4%. The decline reduced to 4.1% in January 2020 when the Central Library reopened.
  - See Appendix 5 for overall issue figures and trends. Across the other GLL partnerships issues have either been level or increasing in 2019-20. It is anticipated that from February onwards issues will return to the pattern of growth before the strike.
  - Early indications show that the decline is already reversing as newly released figures for February 2020 show that Issues are up by 3% on the previous year (the first increase since the beginning of the strike in June 2019). Issues had consistently increased in early 2019 prior to the dispute. Visits for February 2020 are up 1%, again the first increase since the start of the industrial action. Further trend analysis will be fully reported in the next performance review report.
- 6.4 E-Product issues (e-books, e-magazines, e-audio, music downloads) increased significantly in Bromley (before and during the strike). During the strike the increase in monthly e-issues was up by 85% on the previous year. It is possible that uncertainties about the strike encouraged borrowers to use the online e-book collection instead of visiting their local library.

- 6.5 Although the borough wide trend indicates a decline in issues as explained in paragraph 6.2, looking at branches on an individual basis gives a more detailed picture. The temporary closure and reduced provision at Central Library, the borough's busiest library, had a notable negative impact on the borough's total issues. However some smaller community libraries, such as Shortlands and St Paul's Cray, enjoyed increased issues compared to their performance in the previous year.
- 6.6 GLL are working to increase issues and visits by improving library buildings (see section 7.6) and by ensuring that stock reaches customers quicker (as described in 7.4) and by modernising staffing structures to free up staff from back office to frontline to directly assist customers more efficiently.
- 6.7 Other service improvements aimed at driving up usage include the Hublets which were introduced at Central and Orpington in August 2019. Hublets are free loanable tablets that Library visitors can use within libraries and are a simple way to provide access to the internet and digital services for all. Early feedback indicates that they are proving popular with children, particularly those who do not have a tablet of their own. Another popular new service recently introduced is the Freegal music streaming and download service, this is promoted on the GLL Bromley Libraries website. The CIPFA statistics show that very few authorities offer this service and out of the three authorities that do Bromley is the highest lender by a significant margin.
- 6.8 There are several new library schemes under consideration at the moment at Beckenham, Chislehurst, West Wickham and St Pauls Cray, either as mixed schemes or more prominent high street positioning. Due to the previous success of relocating other Libraries to High Street locations e.g. Orpington and Penge Libraries, it is anticipated that the delivery of services from new or remodelled buildings will have a positive impact on usage. When the former Anerley and Penge Libraries were replaced by the current Penge Library in August 2014, issues at the new site increased by 19.1% compared to the previous year at both former sites combined.
- 6.9 In keeping with the demographic profile of the borough GLL has continued to prioritise the growing elderly population and offers a programme of activities which support the health pressures that accompany it. In addition to the successful dementia cafes now running in some libraries and Social Saturdays (a new popular activity at Chislehurst Library where adults meet fortnightly for puzzles, board games quizzes and refreshments), new events are taking place including a hard of hearing club and Newspapers and Chat at Biggin Hill, Orpington and Petts Wood. GLL are currently working with LBB Adult and Social Care Services to promote the free Home Library Service and increase membership. As part of this valuable service RVS volunteers visit housebound customers in their homes to deliver books which combats social isolation and loneliness.
- 6.10 Since the contract began GLL has produced strategic plans which deliver the agreed objectives for the Library Service for the year ahead aimed at improving

performance. Annual Service Plans are an essential requirement to ensure that performance can be measured at key milestones throughout the contract. The final approval for all Service plans rests with the Client Team. All service plans identify quarterly and annual actions which are monitored regularly by the Client Team and discussed at the monthly Client review meetings.

- 6.11 Museum Accreditation - GLL is working with Arts Council England (ACE) and an independent advisor to gain full Museum Accreditation. Temporary accreditation can be awarded by ACE for three periods only and as this has already been awarded to GLL it is unlikely to be extended. Of the 6 action points previously identified by the Assessor for Museum Accreditation at ACE, GLL have completed 5 and are now working on the final action point which is to develop a new Forward Plan. The final version will be written in line with the service changes such as the addition of an education officer to enhance the services provided for Bromley residents. Accreditation cannot be awarded until this has been provided. The expectation is that this may not be achieved as the date has now passed for reasonable time to be given for this to be reviewed by Council Officers. Should this not be achieved there will be a breach of KPI 12 Museum Accreditation which states that the Service Provider will have Museum Accreditation as detailed in the specification. 150 Performance Adjustment points will be awarded to GLL if this is not awarded by 28th April and a further 5 PA points for every month that the service continues to be without accreditation.

## **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. Now the contract has entered its third year, GLL carried out consultation on their proposals for a new structure that will provide an appropriate staffing model to deliver the best service possible to library users and are working on an implementation timetable.
- 7.2 The contract price for Year 3 shows a further decrease as set out in the pricing document for this 10 year contract demonstrating ongoing value for money.

### **Stock Purchasing**

- 7.3 As detailed in KPI 22 relating to stock purchasing , the stock fund for the current financial year stood at £450k per annum which was confirmed in the Stock Policy submitted by GLL for 2019/20. Spend is monitored by the Client Team who analyse monthly stock purchasing reports supplied by GLL to ensure that this ring-fenced stock purchasing fund was used specifically for the purpose intended. Please refer to Appendix 6 for a summary of annual spend up to January 2020.
- 7.4 In December 2019, in order to make efficiencies to the stock supply chain processes, GLL implemented the direct-to-branch delivery of stock at all libraries. Instead of the suppliers delivering stock centrally to the Stock Services Unit for central processing sorting and dispatch to all libraries via the

library transport system, the delivery system has been simplified with stock now delivered directly to each branch by the supplier. Upon delivery branch staff receipt and check-in the stock making it ready for borrowing straightaway. Advantages of this new system include value for money and better use of staff time and resources. Staff reported that it has improved customer service as new books including reserved items reach customers much quicker than when stock was centrally processed.

- 7.5 Online resources - Issues of digital items online have risen significantly and now represent 6.1% of total issues in the borough and are ranked sixth in the table of borrowing statistics equivalent to a branch the size of Petts Wood Library.

### **Building Improvements**

- 7.6 GLL are driving change to ensure library facilities change with the times making sure that customers can access the services they want and need in a 21st Century library. Their focus for 2020 is enhancing and improving the customer experience, freeing up staff to spend more time helping library users get the most out of their visit.
- 7.7 A £320k investment from Bromley Council resulted in the refurbishment of the Central Library (see 7.9 below). Additionally savings from the staffing budget during industrial action, not required for backfilling staff, were invested in the facilities resulting in new furniture and building improvements at several libraries including Mottingham, Southborough, Shortlands and West Wickham.
- 7.8 Shortlands Library has benefited from additional signage to make the library more visible and external decoration in order to protect the fabric of the building and to create a more attractive look for the exterior. Internal redecoration has taken place at Burnt Ash, in order to create a fresher and more welcoming interior. The entrance areas of several libraries have also been improved, with new carpeting and upholstery at Chislehurst Library and new carpeting and noticeboards at West Wickham Library. Almost all libraries have received new seating including adjustable seating for use for PCs and significant quantities of chairs for use at desks and for relaxing. Orpington Library has a new and expanded children's library, and additional work is ongoing in order to accommodate large print and audio material in the more easily accessible ground floor areas. Biggin Hill also has an improved children's area, including an aeroplane kinder box.
- 7.9 The refurbishment of Bromley Central Library commenced on 25<sup>th</sup> November 2019 and, with the exception of the toilets and the children's play area, were available to the public by 31<sup>st</sup> December. The work was completed in stages as detailed in the table below to minimise disruption. A marketing campaign kept customers informed as to the project timescales. The client team was fairly satisfied with the management of the refurbishment period.

25 <sup>th</sup> -30 <sup>th</sup> November	Library closed for initial building work to take place as agreed and publicised
2 <sup>nd</sup> -7 <sup>th</sup> December	Pop up library available on 4 <sup>th</sup> floor offering a selection of books from all areas, a small amount of IT resources and Wi-Fi available during normal library opening hours. Floors 1 and 2 remain closed
9 <sup>th</sup> -21 <sup>st</sup> December	Pop up library available on 1 <sup>st</sup> Floor which partially re-opened. Some areas on Level 1 and Level 2 (excluding local studies) remained closed to allow the refurbishment work to continue
21 <sup>st</sup> -31 <sup>st</sup> December	Floor 1 is fully open to the public . Floor 2 remains closed for snagging work to continue with staff providing access to stock requested by the public before opening on the 31 <sup>st</sup> December <i>Library closed for Christmas 24<sup>th</sup>-26<sup>th</sup> December for Christmas</i>
1 <sup>st</sup> January–mid March	Installation of toilets, the inclusion of a picket fence to the Children’s themed play area and snagging taking place .

The refurbishment has transformed the Central Library into a flagship facility which brings together Bromley Historic Collections together with an excellent Central Library facility as an integrated offer for residents of the Borough as well as visitors to the area. The library has been redesigned to allow books and other library materials to be displayed clearly and effectively, along with an improved IT offer with more PCs, tablets and improved printers. Re-modelled staff service points which are cost efficient and maximise staff resources have been introduced.

- 7.10 Children have their own safe space within the library, complete with a creative play area which is about to open to the public. A picket fence has been erected to keep the soft play area separate from the children’s library and to control this new facility. The manufacturers recommended age range for supervised use of this facility is 3-8 years of age and is insured for this age group. Although it is primarily expected to be used by school groups visiting the library, the Client Team has asked GLL to quickly develop a workable approach to managing this new facility so that it is available to more children other than just school groups. GLL are currently running some testing sessions with children from a variety of age groups from age three upwards to establish the suitability of this area for their needs and will evaluate their feedback which will determine the length of time for the play slots and what further considerations GLL need to take into account when fully programming this space. Once this is complete the Client team are expecting GLL to produce and publicise a timetable of use for the different age groups. GLL are planning to offer two sessions for 3-5 year olds each day, one in the morning and another in the afternoon along with one session for 5-8 year olds after school from 3.30-5.pm. On Saturdays they are planning to offer morning and afternoon sessions for both age groups. Parental supervision will be required for all sessions.

- 7.11 Teenagers have their own area, with soundproofed 'houses'. Across the library, there are improved study facilities which are proving extremely popular. Bromley Historic Collections have been upgraded too, with new furniture in the archives area and a new book scanner for public use. The refurbishment has been undertaken with a green agenda in mind and care has been taken to select lighting, paint, carpets and furniture which have clear sustainable credentials. Furniture no longer required in the Central Library is now being moved to other libraries within the Borough, and is improving the visual aesthetic in local libraries.
- 7.12 Bromley Historic Collections - The Archive Service held an audit of their records during the two week closure of Bromley Central Library for the refurbishment. They have begun a digitisation process to make more information accessible online. The Museum is currently undergoing a period of change with an education officer being appointed to develop school programmes. GLL's current offer is to provide loan boxes to schools. Additionally, they are developing activities for school classes on site. In addition, GLL have entered into a partnership with Earth Museum which will allow Bromley residents to have access to more resources and will highlight the John Lubbock Collection.

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

- 8.1 In order to gather up to date opinions of Bromley Libraries, GLL carry out their own Annual User Satisfaction Survey. Revised for 2019, the annual survey now features 30 questions relating to all areas of Library use chosen to be equivalent to the questions in the CIPFA Public Libraries Users Survey used previously by Bromley Libraries. Results from the 21 quantitative questions are summarised in Appendix 7. The Client Team were consulted about the questions included in the new questionnaire and were able to make suggestions relating to content.
- 8.2 The 2019 Annual Survey ran from 4<sup>th</sup> June to 30<sup>th</sup> December 2019 online. To increase participation electronic devices were also placed in all libraries, widening the cross-section of users surveyed. A total of 357 responses were collected through the use of both survey methods. Unfortunately many libraries collected few to none responses. The GLL Libraries Division took advice from in-house specialists in relation to undertaking surveys by using staff to distribute paper copies of surveys. It was advised that a change in methodology could skew the results, and so it was felt better to maintain the standard approach across all library locations even if response rates remained low.
- 8.3 The survey results show improvements in a number of areas including satisfaction with computer facilities and cleanliness of the Children's areas. Satisfaction with opening hours had decreased since the last survey which could be attributed to the temporary closure of the Central Library for refurbishment. Similarly, the decline in satisfaction related to information and ICT availability is attributed mainly to Central Library. Any concerns relating to customer satisfaction are raised by the Client Team and discussed in meetings

with the contractor and addressed. Key headlines of the satisfaction survey are detailed in the table below with full findings in Appendix 7.

<b>Key Headlines from 2019 Annual User Satisfaction Survey</b>		
<b>Metric</b>	<b>% 'Satisfied' or better</b>	<b>Difference from 2018</b>
Library Staff - giving a friendly welcome & being helpful	96	+2
Cleanliness of children's library	100	+6
How would you rate the opening hours?	90	-2
What do you think of the computer facilities available?	97	+8
Choice and quality of the activities for children on offer	97	+6
<b>How would you rate the library overall?</b>	<b>96</b>	<b>+1</b>

8.4 Participation rates of surveys at the GLL Library partnerships are detailed in the table below and, with the exception of Lincolnshire which has a higher participation rate due to the size of the County, do not exceed 1,000 participants.

<b>Partnership</b>	<b>Number of completed surveys</b>
Bromley	357
Dudley	461
Greenwich	314
Lincolnshire	1,499
Wandsworth	574

8.5 Social Value - Due to low take up rates in the survey, GLL are looking to explore other ways of measuring the value of Library services. GLL use the concept of social value in order to give additional information on the evaluation of services which they provide. This is a new area for library services and GLL is working with Sheffield Hallam University to develop and test a methodology relating to the social impact of libraries. Initially, the methodology has been applied only to the regular borrowing of books. Appendix 8 identifies areas in Bromley where social impact of libraries are greater.

8.6 The number of complaints directly received by GLL is reported to the Client on a monthly basis as part of the KPIs. The number of complaints received and answered by GLL directly are recorded in the table below. A full summary is included in Appendix 9.

<b>GLL Complaints Summary</b>		
<b>Month</b>	<b>No. of Complaints</b>	<b>Complaints Category</b>
July	17	Activities and Events - strike
August	5	Customer Service
September	4	ICT
October	3	Activities and Events, Customer Service, Digital Services
November	4	Activities and Events, Customer Service, Environment/Premises, Stock
December	3	Stock
<b>Total</b>	<b>36</b>	-

- 8.7 The Contractor works with the Council in accordance with its complaints procedure to respond to and resolve customer complaints. 30 complaints had been received by the Council in the July-December period, the majority shortly after the start of the industrial action, and responded to by the Client Team as detailed below.

<b>Council Complaints Summary</b>		
<b>Month</b>	<b>No of Complaints</b>	<b>Complaints Category</b>
July	27	Industrial Action/Contract
August	0	N/A
September	0	N/A
October	1	Industrial Action/Contract
November	2	ICT & Stock
December	0	N/A
<b>Total</b>	<b>30</b>	Industrial Action/Contract

- 8.8 In addition to complaints, compliments and comments are also received about Bromley Libraries proving what a positive difference the Library service continues to make in the lives of customers. Subjects include satisfaction with the range of stock and activities available, suggestions for improvement to borrowing services, and the friendliness and helpfulness of staff. Eight written compliments and comments were received by the Contractor over the last 6 months.

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

- 9.1 The Client Team continue to monitor impact on an ongoing basis and to ensure that any risks are recorded within the contract risk register and are fully considered and addressed.

## **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 and 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 third 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, and provides evidence of how GLL continue to improve key outcomes for borough residents. This report demonstrates that there is no current need to consider alternative provision.

## 12. FINANCIAL CONSIDERATIONS

12.1 The annual cost of the library services contract is met from the Library Service revenue budget of £4.980m. No variations are projected this financial year.

## 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.

<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)

## Appendix 1: Key Performance Indicator Monitoring: 2019-20

### Part a) Monthly Performance Monitoring

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Failure	Penalty per Failure	Number of Failures to Meet Service Level						Total
							Jul	Aug	Sep	Oct	Nov	Dec	
<b>Total</b>							<b>4</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>9</b>
1	Opening Hours	Failure to open a library	1	10mins - 2hrs 59mins	15	£648.17	4	1	0	2	2	0	9
			2	3hrs - 5hrs 59mins	30	£1,296.34	0	0	0	0	0	0	0
			3	6hrs - a full library day	60	£2,592.68	0	0	0	0	0	0	0
5	Public Web Access	Unavailability of web services	1	1hr - 2hrs 59mins	5	£216.06	0	0	0	0	0	0	0
			2	3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0
			3	6hrs - 11hrs 59mins	20	£864.23	0	0	0	0	0	0	0
			4	12hrs - 24hrs	30	£1,296.34	0	0	0	0	0	0	0
6	Public IT Facilities	For each library site affected	1	For every full day (or two half-days monthly) Wi-Fi is not available	10	£432.11	0	0	0	0	0	0	0
			2	For every full day more than one Public Network terminal is not available, per terminal	1	£43.21	0	0	0	0	0	0	0
			3	OR for every full day (or two half-days monthly) where ALL Public Network terminals are unavailable, per library	10	£432.11	0	0	0	0	0	0	0
			4	For every full day (or 2 half days) that self-service is not available in one library , per library affected	10	£432.11	0	0	0	0	0	0	0

8	Hire of Spaces	For any of the following:	1	Events booked outside the scope of conditions of hire	10	£432.11	0	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	£432.11	0	0	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	£432.11	0	0	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	£216.06	0	0	0	0	0	0	0	
			2	[Online] 3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0	0
			3	[Online] 6hrs - 11hrs 59mins	20	£864.23	0	0	0	0	0	0	0	0
			4	[Online] 12hrs - 24hr	30	£1,296.34	0	0	0	0	0	0	0	0
			5	[Search Room unavailable during Library Hours] 10mins - 2hrs 59mins	5	£216.06	0	0	0	0	0	0	0	0
			6	[Search Room unavailable during Library Hours] 3hrs - 5hrs 59mins	15	£648.17	0	0	0	0	0	0	0	0
			7	[Search Room unavailable during Library Hours] 6hrs - full day for that library	30	£1,296.34	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	0	
			2	95% - 76%	15	£648.17	0	0	0	0	0	0	0	0
			3	75% - 51%	30	£1,296.34	0	0	0	0	0	0	0	0
			4	50% - 26%	75	£3,240.84	0	0	0	0	0	0	0	0
			5	25% - 0%	150	£6,481.69	0	0	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	0	
			2	97% - 76%	10	£432.11	0	0	0	0	0	0	0	0
			3	75% - 51%	20	£864.23	0	0	0	0	0	0	0	0
			4	50% - 26%	50	£2,160.56	0	0	0	0	0	0	0	0
			5	25% - 0%	75	£3,240.84	0	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	£216.06	0	0	0	0	0	0	0	
			2	3hrs 30mins - 6hrs 59mins	10	£432.11	0	0	0	0	0	0	0	0
			3	Full day (7hrs or more)	20	£864.23	0	0	0	0	0	0	0	0
22	Annual Stock Plan	Deviation from the annual Stock Plan without written consent	1	Per deviation	10	£432.11	0	0	0	0	0	0	0	
28	Staff Management	Failure to properly train or manage staff	1	Per identified incident	10	£432.11	0	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	£1,296.34	0	0	0	0	0	0	0	
			2	Per incident of misuse of social media by staff or other representatives	15	£648.17	0	0	0	0	0	0	0	0
			3	Per incident of materials displayed outside of the agreed notice display policy	15	£648.17	0	0	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	£216.06	0	0	0	0	0	0	0	

**Part b) Quarterly Performance Monitoring**

KPI	Description	Monitored Criteria	Stage	Incident Description	Penalty Points per Failure	Penalty per Failure	Q2	Q3	Total
<b>Total</b>							<b>0</b>	<b>0</b>	<b>0</b>
<b>2</b>	Meeting CIPFA Benchmarks	Per-day that statistics are submitted late to Client Team  (See Issues, Visits and Users & Members sheets in this spreadsheet)	<b>1</b>	Day(s) submitted past deadline	5	£216.06	0	0	<b>0</b>
<b>4</b>	Service Plan Implementation	Annual aims/actions identified for completion each quarter completed	<b>1</b>	100% - 91%	0	£0.00	0	0	<b>0</b>
			<b>2</b>	90% - 76%	45	£1,944.51	0	0	<b>0</b>
			<b>3</b>	75% - 51%	60	£2,592.68	0	0	<b>0</b>
			<b>4</b>	50% - 26%	100	£4,321.13	0	0	<b>0</b>
			<b>5</b>	25% - 0%	200	£8,642.25	0	0	<b>0</b>
			<b>6</b>	Per incomplete Priority 1 item	10	£432.11	0	0	<b>0</b>
<b>7</b>	Marketing Plan Implementation	Percentage of actions identified delivered each quarter to agreed quality output standard	<b>1</b>	100% - 91%	0	£0.00	•	•	<b>0</b>
			<b>2</b>	90% - 76%	5	£216.06			<b>0</b>
			<b>3</b>	75% - 51%	10	£432.11			<b>0</b>
			<b>4</b>	50% - 26%	25	£1,080.28			<b>0</b>
			<b>5</b>	25% - 0%	50	£2,160.56			<b>0</b>
<b>11</b>	Local Studies and Archive Plan Implementation	Percentage of actions identified in the Local Studies and Archives Plan delivered	<b>1</b>	100% - 91%	0	£0.00	•	•	<b>0</b>
			<b>2</b>	90% - 76%	20	£864.23			<b>0</b>
			<b>3</b>	75% - 51%	40	£1,728.45			<b>0</b>
			<b>4</b>	50% - 26%	60	£2,592.68			<b>0</b>
			<b>5</b>	25% - 0%	100	£4,321.13			<b>0</b>
			<b>6</b>	Per incomplete Priority 1 item	5	£216.06			<b>0</b>

25	Cleaning and Housekeeping	Failure to maintain satisfactory cleanliness and safety	1	Unsatisfactory cleanliness at a library that is not resolved in a specified rectification period	30	£1,296.34	0	0	0
			2	Any service area is not available due to the level of cleanliness	30	£1,296.34	0	0	0
			3	Risk assessments or COSHH sheet relating to cleaning are not up-to-date	30	£1,296.34	0	0	0
26	Health and Safety and Safeguarding	Breach of the contract terms or lease terms relating to Health and Safety	1	Breach of terms	100	£4,321.13	0	0	0
27	Building Maintenance	Failure to maintain library properties and undertake maintenance	1	Per substantial incident of failure to maintain the properties	30	£1,296.34	0	0	0
			2	Per issue not resolved in a specified rectification period	30	£1,296.34	0	0	0

**Appendix 2  
Libraries Contract Monitoring - GLL**

**Performance Adjustment Points Mitigation**

**July 2019 to December 2019**

**Monthly-Monitored KPIs:**

<b>Month</b>	<b>Performance Adjustment Points Summary</b>
July 2019	See detail below
August 2019	See detail below
September 2019	None reported
October 2019	See detail below
November 2019	See detail below
December 2019	None reported

**Quarterly-Monitored KPIs:**

<b>Quarter</b>	<b>Performance Adjustment Points Summary</b>
Q2	None reported
Q3	None reported

**Summary of Failures:**

1<sup>st</sup> July 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (1 hour)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Petts Wood was closed for 1 hour at lunch time to allow the 2 working staff their lunch break, and lone working was not permitted for safety reasons. A third member of staff had been scheduled but due to personal circumstances did not arrive.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

1<sup>st</sup> July 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (30 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. West Wickham was closed 30 minutes early as one of the two working staff had to leave for family reasons. Lone working was not permitted for safety reasons.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

23<sup>rd</sup> July 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (2 hours 45 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Regular permanent staff working at Penge refused to cross the picket line outside the library. Sessional staff were not able to access the building. The library could not open until a Manager arrived.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

30<sup>th</sup> July 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (30 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Southborough opened 30 minutes late due to a staff scheduling error.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

19<sup>th</sup> August 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (15 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Beckenham opened 15 minutes late due to late changes made to the staff timetable, which resulted on there being too few staff to open the branch. This was resolved following transferring staff from Central as soon as possible.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

14<sup>th</sup> October 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (10 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Burnt Ash opened 10 minutes late due to staff sickness.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

15<sup>th</sup> October 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (29 minutes)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Chislehurst opened 29 minutes late due to staff sickness.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

1<sup>st</sup> November 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>Performance Adjustment Points per Failure</b>	1 failure (30 minutes)
<b>Financial Penalty per Failure</b>	15 Performance Adjustment Points
<b>Failure Summary</b>	£648.17 Financial Penalty
<b>Incident Summary</b>	Occurred during industrial action. Hayes was closed 30 minutes early due to a family emergency relating to one of the staff.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

19th November 2019

<b>Key Performance Indicator</b>	KPI 1 – Failure to open a library
<b>No. of Failures</b>	1 failure (1 hour)
<b>Performance Adjustment Points per Failure</b>	15 Performance Adjustment Points
<b>Financial Penalty per Failure</b>	£648.17 Financial Penalty
<b>Failure Summary</b>	Occurred during industrial action. Southborough opened 1 hour late due to limited staffing availability.
<b>Mitigation Status</b>	Mitigation accepted by Client Team

## Appendix 3

### Libraries Contract Monitoring – GLL

#### Summary of Client Visits to Libraries – July to December 2019

#### Summary

The Client Team have visited all 14 libraries between 2 - 3 times over the last six months. The visits are not pre-arranged and the client team work through a checklist which covers all areas ranging from environment and appearance of libraries to quality of stock, IT and staffing. The aim of the exercise is for the Client to view each Library through the eyes of the customer.

#### Environment and Appearance of Library Buildings

- All Libraries are maintaining a tidy and clean environment, with some new furniture giving a fresher appearance
  - New furniture (reading chairs, sofas, and computer chairs) noticed by Client at BAS, BHI, CHI, MOT, PWO, SHO and WWI, as well as new kinder boxes noticed at SOU.
  - Events during visits appear to be well-attended with a 'buzzing atmosphere'
- Mixture of busy and quiet times noted during visits
- Updated signage inside and outside of branches
- Branch specific comments:
  - BHI – Some customer litter from café (used coffee cups) in library area. One torn chair.
  - CEN – The refurbishment of the library took place between the end of November and throughout December, so the library was not fully available to customers. During refurbishment small pop-up libraries were set up either on Floor 1 or Floor 4 with a small selection of books, ICT facilities, self-service and a customer help desk. On the first floor some noise from refurbishment efforts affected the customer area.
  - ORP – The children's library has been renovated and looks more attractive and the updated layout is much better suited for library needs.
  - SHO – New external signage and external woodwork have been painted, however new cracks have begun forming in plaster walls.
  - WWI – Children's/Teen area has been re-presented and has opened up the area, appearing more accessible

## Stock & Resources

- Plenty of new books are available and obvious at all libraries
- Stock is well presented, in good condition, and tidy at all libraries showing that shelf tidying programmes and stock maintenance programmes are being followed offering the following to customers
  - Plenty of new books available in all categories
  - Summer reading challenge displays to encourage participation and good range of new children's stock
  - Innovative stock displays, such as the Polish book displays at MOT promoting stock for children and adults
- Staff in multiple libraries expressed excitement and approval at the newly introduced 'direct delivery' system which allows branches to receive new books quicker which are then available to the public.

## IT and Equipment

- No particular IT issues noticed by Client during visits
- New service noted – 'Hublet' tablets have been made available for customers at CEN and ORP for use within the library and self-issued via library card.
- Wi-Fi and internet speeds generally favourable when tested.
- At least one form of self-service was available at all libraries.
- ORP has had a slow/unsteady line for a long time, which causes some issues with customers' PN sessions timing out.
  - The line upgrade work is about to progress. It had been delayed by the changes to the Walnuts management.

## Staffing

- Some branches did not have any regular branch staff at all on the day of visit as a result of strike action.
- It was noted that sessional staff and senior managers are filling gaps in frontline staffing as needed to maintain appropriate staffing levels
- All libraries had appropriate numbers of staff during visits
- Good levels of customer care observed from all staff

## Appendix 4

### Events and Activities

**Note:** Monitoring arrangements and reporting for events and activities were changed between Quarters 2 and 3 to increase detail including individual events and event cancellations. This is reflected in the additional tables produced for Quarter 3 in this Appendix.

<b>Q2 Totals</b>		<b>BAS</b>	<b>BEC</b>	<b>BHC</b>	<b>BHI</b>	<b>CEN</b>	<b>CHI</b>	<b>HAY</b>	<b>MOT</b>	<b>ORP</b>	<b>PEN</b>	<b>PWO</b>	<b>SHO</b>	<b>SOU</b>	<b>SPC</b>	<b>WWI</b>	<b>Total</b>
<b>Children's Events</b>																	
<b>Regular</b> (Chatterbooks, Craft sessions, Lego club, etc.)	No. of Events	48	21	0	33	42	90	28	85	26	27	31	50	43	57	35	<b>616</b>
	Total No. of Attendees	234	203	0	316	985	816	159	978	403	275	401	402	387	478	543	<b>6580</b>
<b>One-off or Seasonal</b> (World Book Day, Halloween, etc)	No. of Events	3	4	0	40	5	6	19	2	5	10	4	6	1	1	22	<b>128</b>
	Total No. of Attendees	18	98	0	396	165	142	244	49	110	62	61	75	37	16	543	<b>2016</b>
<b>Adults Events</b>																	
<b>Regular</b> (Reading groups, Knit and Knatter, etc.)	No. of Events	1	14	0	37	9	12	6	15	42	8	30	10	1	9	8	<b>202</b>
	Total No. of Attendees	4	78	0	285	99	97	60	150	373	25	124	105	6	80	149	<b>1635</b>
<b>One-off or Seasonal</b>	No. of Events	0	0	0	0	0	0	0	0	0	0	0	1	0	19	0	<b>20</b>
	Total No. of Attendees	0	0	0	0	0	0	0	0	0	0	0	43	0	120	0	<b>163</b>
<b>Totals:</b>																	
<b>Totals:</b>	No. of Events	<b>52</b>	<b>39</b>	<b>0</b>	<b>110</b>	<b>56</b>	<b>108</b>	<b>53</b>	<b>102</b>	<b>73</b>	<b>45</b>	<b>65</b>	<b>67</b>	<b>45</b>	<b>86</b>	<b>65</b>	<b>966</b>
	Total No. of Attendees	<b>256</b>	<b>379</b>	<b>0</b>	<b>997</b>	<b>1249</b>	<b>1055</b>	<b>463</b>	<b>1177</b>	<b>886</b>	<b>362</b>	<b>586</b>	<b>625</b>	<b>430</b>	<b>694</b>	<b>1235</b>	<b>10394</b>

<b>Q3 Totals</b>		<b>Number of events run as scheduled</b>														
		<b>BAS</b>	<b>BEC</b>	<b>BHI</b>	<b>CEN</b>	<b>CHI</b>	<b>HAY</b>	<b>MOT</b>	<b>ORP</b>	<b>PEN</b>	<b>PWO</b>	<b>SHO</b>	<b>SOU</b>	<b>SPC</b>	<b>WWI</b>	<b>Total</b>
<b>Children's Events</b>	<b>Bounce &amp; Rhyme</b>	9	10	12	13	21	6	15	26	11	22	21	14	15	6	<b>201</b>
	<b>Story Time</b>	1	4	12	8	21	1	15	26				13	15		<b>116</b>
	<b>Lego Club</b>	8		6			9	15	5	6	6	9	12	15	10	<b>101</b>
	<b>Books Aloud</b>			12	6	9	5				10					<b>42</b>
	<b>Chatterbooks</b>			3	1	7	2	3		3	6	3			6	<b>34</b>
	<b>Stay and Play</b>	13	11			10	6	15		12	11	11	14	15	7	<b>125</b>
	<b>Crafty Kids Club/Craft Saturdays</b>	11	11				10			7					6	<b>45</b>
	<b>Teenage Reading Group</b>			3						5					2	<b>10</b>
	<b>Science club</b>			6						6		4				<b>16</b>
	<b>School visits</b>									2	18					<b>20</b>
	<b>Other Children's activities</b>	5	5	3	6	42	2	12	15	9	7	12		15	7	<b>140</b>
<b>Adult's Events</b>	<b>Adult Reading Groups</b>	2	13	5	4	6	4	3	30	6	3	2	3		1	<b>82</b>
	<b>Knit and Natter</b>	2	1	6				3	3		11					<b>26</b>
	<b>Computer Club/IT Training</b>			13					3	2						<b>18</b>
	<b>Tea/Coffee Morning</b>	2		3		5				3	3				1	<b>17</b>
	<b>Hard of Hearing Club</b>			6					3	3	3					<b>15</b>
	<b>Newspapers &amp; Chat</b>			6					2		12					<b>20</b>
	<b>Other Adult activities</b>		3	1	2	6		12				11		12		<b>47</b>
<b>Total</b>		<b>53</b>	<b>58</b>	<b>97</b>	<b>40</b>	<b>127</b>	<b>45</b>	<b>93</b>	<b>119</b>	<b>69</b>	<b>116</b>	<b>69</b>	<b>56</b>	<b>87</b>	<b>46</b>	<b>1,075</b>

<b>Q3 Totals</b>		<b>Number of attendees at scheduled events</b>														
		<b>BAS</b>	<b>BEC</b>	<b>BHI</b>	<b>CEN</b>	<b>CHI</b>	<b>HAY</b>	<b>MOT</b>	<b>ORP</b>	<b>PEN</b>	<b>PWO</b>	<b>SHO</b>	<b>SOU</b>	<b>SPC</b>	<b>WWI</b>	<b>Total</b>
<b>Children's Events</b>	<b>Bounce &amp; Rhyme</b>	22	300	153	701	72	76	219	955	163	434	267	60	193	693	<b>4,308</b>
	<b>Story Time</b>	2	10	46	30	63		86	122				30	107		<b>496</b>
	<b>Lego Club</b>	45		52			46	67	17	56	43	41	30	64	168	<b>629</b>
	<b>Books Aloud</b>			123	17	39					88					<b>267</b>
	<b>Chatterbooks</b>			8	7	18	22	16		13	35	37			30	<b>186</b>
	<b>Stay and Play</b>	54	184			72	68	131		68	76	102	32	103	160	<b>1,050</b>
	<b>Crafty Kids Club/Craft Saturdays</b>	49	118				204			46					181	<b>598</b>
	<b>Teenage Reading Group</b>			13						13					17	<b>43</b>
	<b>Science Club</b>			78						186		20				<b>284</b>
	<b>School visits</b>									60	464					<b>524</b>
<b>Other Children's events</b>	31	124	29	103	606		123	88	230	42	25		100	238	<b>1,739</b>	
<b>Adult's Events</b>	<b>Adult Reading Groups</b>	17	89	52	40	42	46	34	250	26	13	14	24			<b>647</b>
	<b>Knit and Natter</b>	8	4	62				25	22		39					<b>160</b>
	<b>Computer Club/IT Training</b>			14					18	2						<b>34</b>
	<b>Tea/Coffee Morning</b>	45		43		18				13	79				11	<b>209</b>
	<b>Hard of Hearing club</b>			82					26		25					<b>133</b>
	<b>Newspapers &amp; chat</b>			6					20		37					<b>63</b>
	<b>Other Adult activities</b>		22	2	40	52		74				126		72		<b>388</b>
<b>Total</b>		<b>273</b>	<b>851</b>	<b>763</b>	<b>938</b>	<b>982</b>	<b>462</b>	<b>775</b>	<b>1,704</b>	<b>690</b>	<b>1,395</b>	<b>612</b>	<b>176</b>	<b>639</b>	<b>1,498</b>	<b>11,758</b>

<b>Q3 Totals</b>		<b>Number of events cancelled</b>														<b>Total</b>	<b>% Cancelled</b>
		<b>BAS</b>	<b>BEC</b>	<b>BHI</b>	<b>CEN</b>	<b>CHI</b>	<b>HAY</b>	<b>MOT</b>	<b>ORP</b>	<b>PEN</b>	<b>PWO</b>	<b>SHO</b>	<b>SOU</b>	<b>SPC</b>	<b>WWI</b>		
<b>Children's Events</b>	<b>Bounce &amp; Rhyme</b>				3											<b>3</b>	<b>1%</b>
	<b>Story Time</b>				3											<b>3</b>	<b>3%</b>
	<b>Lego Club</b>															<b>0</b>	<b>0%</b>
	<b>Books Aloud</b>				3											<b>3</b>	<b>7%</b>
	<b>Chatterbooks</b>				3				2	1						<b>6</b>	<b>15%</b>
	<b>Stay and Play</b>															<b>0</b>	<b>0%</b>
	<b>Crafty Kids Club/Craft Saturdays</b>															<b>0</b>	<b>0%</b>
	<b>Teenage Reading Group</b>															<b>0</b>	<b>0%</b>
	<b>Science Club</b>								2							<b>2</b>	<b>11%</b>
	<b>School visits</b>															<b>0</b>	<b>0%</b>
	<b>Other Children's activities</b>				3											<b>3</b>	<b>2%</b>
<b>Adult's Events</b>	<b>Adult Reading Groups</b>				3											<b>3</b>	<b>4%</b>
	<b>Knit and Natter</b>	1														<b>1</b>	<b>4%</b>
	<b>Computer Club/IT Training</b>															<b>0</b>	<b>0%</b>
	<b>Tea/Coffee Morning</b>															<b>0</b>	<b>0%</b>
	<b>Hard of Hearing club</b>															<b>0</b>	<b>0%</b>
	<b>Newspapers &amp; chat</b>								1							<b>1</b>	<b>5%</b>
	<b>Other Adult activities</b>				3											<b>3</b>	<b>6%</b>
<b>Total</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	
<b>% Cancelled</b>		<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>34%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>		<b>2.5%</b>

<b>Reasons for cancellations</b>			
	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>BAS</b>	1 x No attendees	-	-
<b>CEN</b>	-	7 x Closed for refurbishment	14 x Closed for refurbishment
<b>ORP</b>	2 x Industrial Action/Staffing Issues	3 x Industrial Action/Staffing Issues	-
<b>PEN</b>	1 x Industrial Action/Staffing Issues	-	-

## Appendix 5 Bromley Libraries Issues

July 2019 to December 2019

Year-to-Year Comparison:

Month	2018	2019	% Difference
<b>6-Month Total</b>	<b>768,829</b>	<b>725,170</b>	<b>-5.1%</b>
July	134,540	131,386	-2.3%
August	145,411	141,974	-2.4%
September	126,130	119,417	-5.3%
<b>Q2 Total</b>	<b>406,081</b>	<b>392,777</b>	<b>-3.3%</b>
October	129,041	123,646	-4.2%
November	120,520	111,820	-7.2%
December	108,187	96,927	-10.4%
<b>Q3 Total</b>	<b>357,748</b>	<b>332,393</b>	<b>-7.1%</b>

Issues: 12 month Moving Average

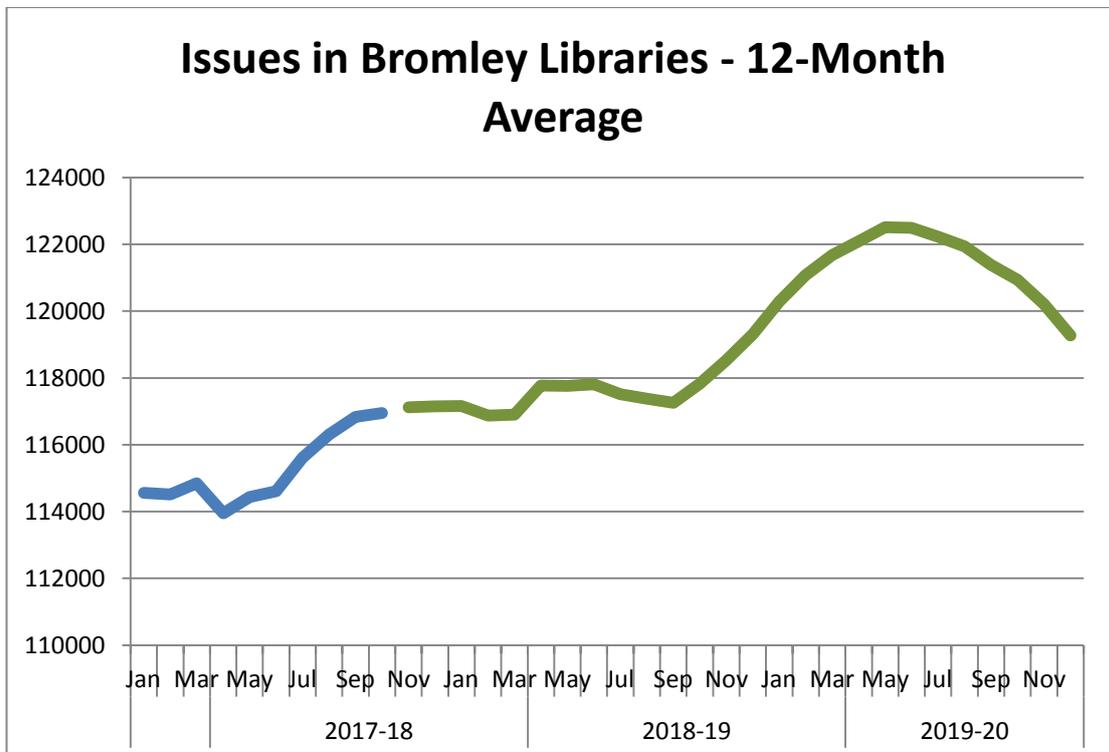


Figure 1: 12-month average (each data point representing average issues over the previous 12 months) of item issues in Bromley Libraries since January 2017. Issues under LBB management is shown in blue, and under GLL management (in green).

**Appendix 6  
Libraries Contract Monitoring – GLL**

**2019/20 Stock Budget Update – 20<sup>th</sup> January 2020**

Budget	Budget name	Current Allocation £	Committed orders on Soprano	Invoices paid to date (ex VAT)	Available funds
AF	Adult Fiction	£19,350.00	£4,161.72	£15,008.42	£179.86
AFS	Adult Fiction (Supplier)	£60,000.00	£33,591.35	£47,689.23	£21,280.58
ALP	Adult Large Print	£6,650.00	£1,256.65	£5,171.89	£221.46
ANF	Adult Non-Fiction	£75,000.00	£22,375.85	£43,038.40	£9,585.75
AUB	Audio Books	£20,000.00	£3,315.52	£15,794.54	£889.94
BIB	Bibliographic Resources	£13,125.00	£0.00	£7,038.99	£6,086.01
CD	Music CDs	£2,000.00	£34.27	£1,406.02	£559.71
CYAUB	Children's Audiobook	£1,000.00	£450.00	£875.45	£325.45
CYEBO	Children's Ebooks	£0.00	£0.00	£0.00	£0.00
CYF	Children's Fiction	£30,000.00	£1,136.49	£16,001.18	£12,862.33
CYFS	Children's Fiction (supplier)	£30,000.00	£12,013.21	£23,024.48	£5,037.69
CYLP	Children's Large Print	£1,000.00	£0.00	£0.00	£1,000.00
CYNF	Children's Non-Fiction	£6,000.00	£35.96	£3,807.64	£2,156.40
CYNFS	Children's NF (Supplier)	£15,000.00	£6,545.91	£11,117.72	£2,663.63
DEBT	Debt Recovery	£9,000.00	£0.00	£0.00	£9,000.00
DEVT	Development	£7,000.00	£0.00	£6,883.52	£116.48
DVD	DVDs	£0.00	£6.87	£78.04	£84.91
DVDS	DVDs (Supplier)	£7,000.00	£1,226.51	£5,137.40	£636.09
EAUD	E-Audio	£0.00	£0.00	£0.00	£0.00
EBOO	E-Books	£0.00	£0.00	£0.00	£0.00
ELIB	E-Library Contract (Overdrive)	£14,000.00	£0.00	£14,000.00	£0.00

EMAG	E-Magazines	£8,000.00	£0.01	£3,327.14	£4,672.85
GRA	Grants & Subscriptions	£2,900.00	£150.00	£3,348.60	£598.60
INONL	Online Resources	£43,000.00	£0.00	£17,722.33	£25,277.67
INPER	Newspapers and Periodicals	£45,000.00	£0.00	£34,360.42	£10,639.58
INREF	Reference Books	£500.00	£245.00	£134.02	£120.98
INSUB	Subscriptions & Sos	£2,000.00	£744.97	£3,654.49	£2,399.46
LSCON	Local Studies Conservation	£2,325.00	£0.00	£465.63	£1,859.37
LSLOA	Local Studies Loan Collection	£0.00	£0.00	£0.00	£0.00
LSOVL	Local Studies Online	£7,900.00	£0.00	£8,010.00	£110.00
LSREF	Local Studies Reference	£500.00	£0.00	£648.34	£148.34
REQ	Requests	£7,750.00	£473.28	£6,352.07	£924.65
SEC	Stock Security	£8,000.00	£0.00	£5,648.31	£2,351.69
SUP	Supplier Selection Fees	£6,000.00	£0.00	£6,000.00	£0.00
<b>TOTAL Acquisitions budget</b>		<b>£450,000.00</b>	<b>£87,763.57</b>	<b>£305,744.27</b>	<b>£56,492.16</b>

**Notes:**

Soprano is the Library Management System used by GLL on which orders are placed

The Library Bookfund runs April to March to be consistent with the Council's financial year and year end processes.

Some budgets are over committed because orders are placed three months in advance once publication dates are received. There are orders on the system for books which are not due to be published until the next financial year. Towards the end of the financial year the supplier cancels anything ordered more than six months ago which has slipped in publication date. The stock fund aims to be 10% over committed on physical stock funds.

## Appendix 7 Libraries Contract Monitoring - GLL

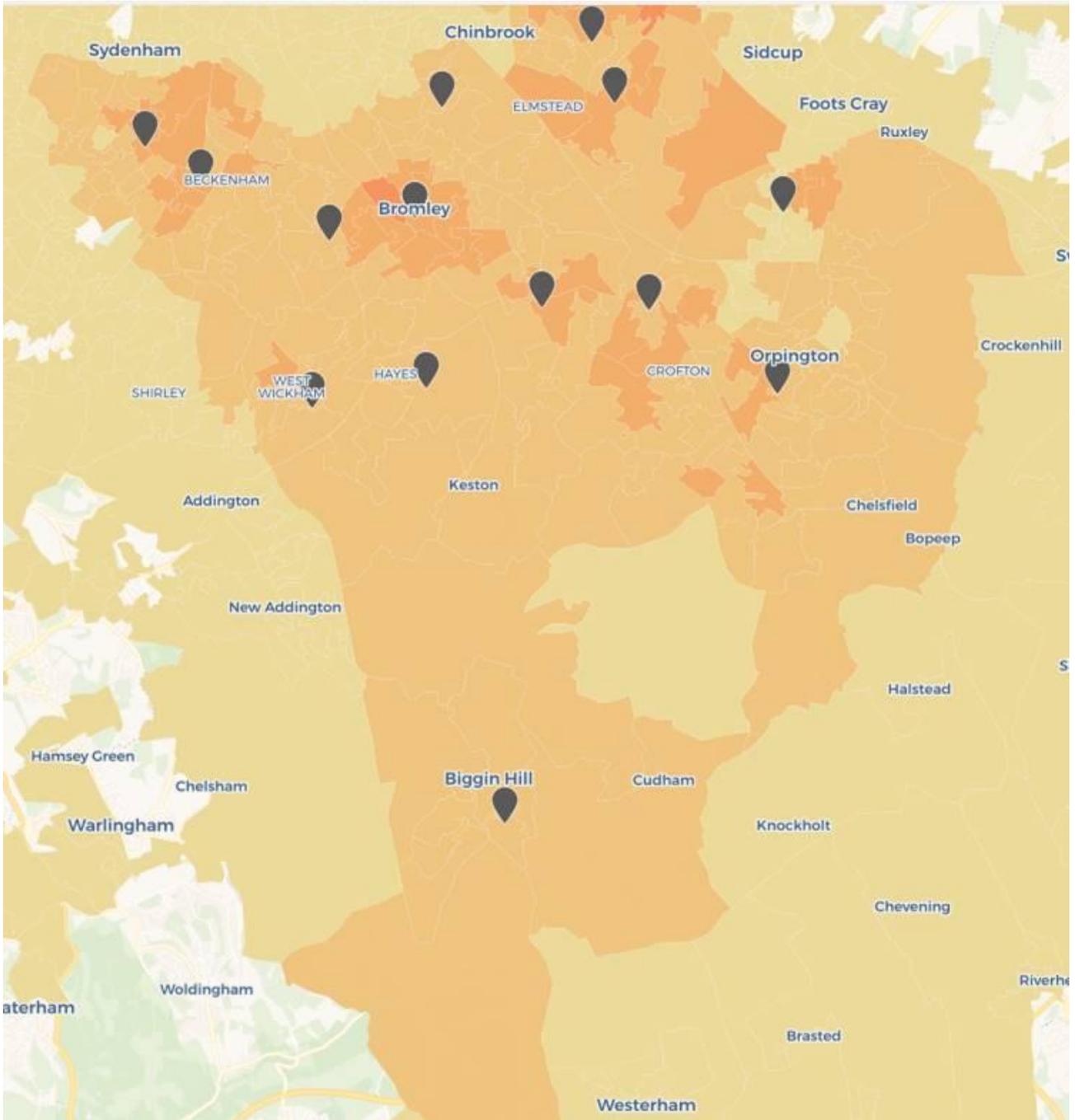
### GLL Annual User Survey 2019

Figures given below indicate the percentage of 'Satisfactory or better' responses given to each question. Response options available were: Excellent, Good, Satisfactory, Poor, Very Poor, and Not Applicable.

<u>Survey Period</u>	<u>2018</u> <u>(Jan to Dec)</u>	<u>2019</u> <u>(Jun to Dec)</u>
Library staff - well presented, efficient & professional	96	97
Library staff - promptness of service	96	95
Library Staff - giving a friendly welcome & being helpful	94	96
Library staff - service & activity knowledge	94	95
Cleanliness of toilets	72	78
Cleanliness of computer / study areas	95	87
Cleanliness of adult library	97	98
Cleanliness of children's library	94	100
How would you rate the customer information?	96	91
How would you rate the range of activities?	94	83
How would you rate the opening hours?	92	90
How would you rate the study facilities? ( New for 2019)	Not Available	88
What do you think of the computer facilities available?	89	97
How do you rate the Wi-Fi access available?	80	96
Choice & quality of the audio visual items on offer	100	98
Choice and quality of the activities for adults on offer	89	91
Choice and quality of the activities for children on offer	91	97
Rate the variety and choice of books	96	94
Rate the availability of books <i>This question was removed from the new set of questions so no comparable figures.</i>	95	Question no longer in survey
Books for loan - Stock Condition	98	98
How would you rate the library overall?	95	96
*How likely are you to recommend this library to a friend?	+52	+59
<b><u>No. of survey responses</u></b>	<b><u>288</u></b>	<b><u>357</u></b>

\*This question is rated between -100% and +100% in line with the Net Promoter Score measurement

**Appendix 8**  
**Libraries Contract Monitoring - GLL**  
**Bromley Social Value Map**



*Darker Super Output Areas indicate greater social value impact*

**Appendix 9**  
**Libraries Contract Monitoring - GLL**

**Complaints Made to GLL – July to December 2019**

**Complaints by Month:**

Month	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action/ Contract	Other Customers	Prices and Fees	Stock	Total
Jul-19	15	1				1					17
Aug-19		2					1	1		1	5
Sep-19		1		1		2					4
Oct-19	1	1	1								3
Nov-19	1	1		1						1	4
Dec-19				1						2	3
<b>Total</b>	<b>17</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>36</b>

## Complaints by Branch:

Branch	Activities and Events	Customer Service	Digital Services	Environment /Premises	Furniture	ICT	Industrial Action /Contract	Other Customers	Prices and Fees	Stock	Total
Beckenham											
Biggin Hill											
Bromley Historic Collections		2									2
Burnt Ash	5										5
Central	10	2		3		3		1		3	22
Chislehurst											
Hayes											
Mottingham											
Orpington			1				1			1	3
Penge	1										1
Petts Wood	1	1									2
Shortlands											
Southborough		1									1
St Paul's Cray											
West Wickham											
N/A											
<b>Total</b>	<b>17</b>	<b>6</b>	<b>1</b>	<b>3</b>		<b>3</b>	<b>1</b>	<b>1</b>		<b>4</b>	<b>36</b>