

**Open Report on behalf of Richard Wills,
Executive Director for Environment & Economy**

Report to:	Public Protection and Communities Scrutiny Committee
Date:	25 July 2017
Subject:	Performance of the Library Services Contract – Year One Review

Summary:

This report provides an update of the contract performance information to enable the Public Protection and Communities Scrutiny Committee to fulfil its role in scrutinising performance of the first year of the out-sourced Library Contract to Greenwich Leisure Limited.

Actions Required:

Members of the Community and Public Safety Scrutiny Committee are invited to consider and comment on the performance information included in the report and to:

- 1) Support the ongoing development and proposed 'Year 2 Developments' highlighted in the report;
- 2) Highlight any additional priorities for consideration; and,
- 3) Support receiving annual performance updates on the Library Services Contract going forward.

1. Background

In 2015 a procurement exercise was undertaken by Lincolnshire County Council for the delivery of Lincolnshire's library service. Following a number of dialogue meetings and the tender evaluation process, Greenwich Leisure Limited (GLL) was awarded the contract and became the successful provider.

The contract commenced on 01 April 2016 for an initial five year period (with the option of a further five years).

GLL have been contracted to deliver the following elements: -

- **Universal Services:** including
 - (a) a website providing an online public access catalogue, e-books, e-audio, e-magazines
 - (b) telephone access to a range of library services via liaison and co-operation with the Council's Customer Service Centre

- **15 Core Libraries in the following locations:**

Boston, Bourne, Gainsborough, Grantham, Horncastle, Lincoln, Long Sutton, Louth, Mablethorpe, Market Rasen, Skegness, Sleaford, Spalding, Stamford and Woodhall Spa

Grantham has not yet transferred to GLL and is still operating as a LCC library. Whilst we understand that the sale of the Isaac Newton shopping centre has successfully concluded, we are yet to receive confirmation or approval of a sublease arrangement. This is not operationally critical and is out of the team's control. Solutions are being sought and are still being pursued as a priority.

- **Targeted provision:**

(a) the provision of Home Library Services to Eligible Users

(b) services to people who are blind or partially sighted through Listening Lincs

(c) reading development activities with the aim of promoting an increase in the love of books and reading (including the Bookstart Services)

- **Support for up to 40 Community Hubs:**

(a) provide, maintain rotate and renew at least 4,000 books to each Community Library

(b) undertake stock maintenance which requires checking of stock for items to be discarded

(c) undertake stock cataloguing and processing

(d) ensure that Community Library users will be able to access the services through the Library Management System (LMS)

(e) ensure that Community Library users will be able to reserve, collect and return stock at other Community Libraries, the Core Libraries and Mobile Library Vehicles

(f) deliver a range of free training, advice and support to community organisations. This will include day to day operations, including use of the computerised Library Management System (LMS)

- **A mobile library service**

- **The delivery of other paid for services:**

Such as reading, music and drama groups and services to schools

In order to monitor the progression of these elements, a number of Key Performance Indicators (KPI's) were devised, alongside baselines for performance and monthly targets. This was completed in conjunction with GLL as per the contractual agreement.

2. First Year Developments

The contract commenced on 01 April 2016, with a seamless handover. Members of the public experiencing no disruption without any operational issues reported. The GLL Annual User Survey (AUS) held in 10 core libraries over Summer 2016 had nearly 900 responses. Overall satisfaction was rated at 99%, the highest for all of GLL services.

Since contract commencement GLL have had a positive impact within Lincolnshire; increasing the number of events held across the sites and encouraging community use within the service. Regular activities at core libraries, such as messy mornings, job clubs, children's coding clubs, digital drop-ins, knit and natter, increased by 171% between April 2016 and January 2017. Core Libraries participated in national library and literary promotions including Harry Potter Book Night and Where's Wally 30th Anniversary. The 2016 Summer Reading Challenge saw staff double the usual number of activities delivered in core libraries and as a result there was a 30% increase in participation when compared with 2015.

Early 2017 saw the ACE funded interactive story telling production 'A Monkey's Tale', tour Lincolnshire Libraries. The staff delivered production takes Roald Dahl characters as its inspiration and includes storytelling and craft activities aimed at Primary School children. A total of 28 sessions were delivered in core libraries across the county, with over 800 children and adults enjoying the chance to 'monkey' about in their local library.

Core library staff have also started to connect to their local communities and encourage use of the library as a public space. New and existing links have been built upon and there are now a variety of community groups holding both regular and irregular surgeries and community drop-ins. Staff also invite community groups to join in with their scheduled promotions such as Dementia Awareness Week and Local History Month.

Beyond this, GLL have updated the garden, children's area and teenage area in Lincoln Central, provided a new look at Boston and improvements to Skegness, Sleaford, Gainsborough, and Stamford.

Over the coming year, GLL are reviewing the current opening hours for the core sites with the intention of extending, where possible, to ensure the provision matches need. They are also implementing the ACE Innovation funded project 'ForgingLincs' which will see a £230k investment in core libraries to work with local young people to improve employability skills and combat social isolation.

3. Contract Performance

It is important to understand the context of the initial focus for the contract was upon ensuring a smooth transition and continued operational delivery with minimal interruption or impact; with formal performance monitoring implemented in Q2 (July 2016 onwards). There was no reporting on Quarter 1 of 2016/17 as agreed as part of the transition programme.

Performance is monitored on a monthly basis with contractual clauses available to impose financial penalties should targets be missed. In the instance where targets are not achieved, GLL will provide explanation and remedial action.

Throughout the first year GLL have consistently exceeded the targets associated with a number of their KPI's, particularly around the percentage of books delivered within the specified number of days; the percentage of scheduled events delivered in core sites and number of hours community use at all core sites. The initial few months of the contract did see performance fluctuate slightly with regards to some KPI's. This was to be expected as with any new contract.

The KPI's are bespoke to the GLL contract and therefore the service is not comparing like for like from previous years. The methodology for collating performance prior to April 2016 is not the same process that GLL are now undertaking. This is to increase validity of the data and to ensure robust collection methods are utilised.

The concluding quarters of 2016/17 (quarter 3 and quarter 4) did see a dramatic improvement across areas. With March experiencing a 13.9% increase against target for number of visits to sites and an 18.7% increase for stock issues. As a result all KPI's bar one achieved their end of year performance target. Please see Appendix A for full performance breakdown.

The only KPI that did not achieve its annual target and thus has incurred a financial penalty relates to the percentage of scheduled mobile stops that are achieved. There have been months where the target has successfully been achieved, however due to road traffic accidents/closures or unexpected breakdowns other months have been missed. GLL are currently reviewing the mobile service delivery to rectify this issue and remedial actions have been put in place to improve performance.

Key Performance Indicator (KPI)	Baseline (July 2016 – March 2017)	Target (July 2016 – March 2017)	Actual Cumulative Performance July 2016 – March 2017
Number of visits to Core Libraries and Mobile Library Services in a contract year.	1,118,524	1,174,450	1,198,910
Percentage of scheduled events at Core Libraries in a Contract Year which are delivered	100%	100%	100%
Number of hours of use of access to the internet from public access computers in Core Libraries and Mobile Library vehicles in a Contract year	110,986	116,536	117,890

Key Performance Indicator (KPI)	Baseline (July 2016 – March 2017)	Target (July 2016 – March 2017)	Actual Cumulative Performance July 2016 – March 2017
Number of visits to the library website in a Contract Year	266,649	279,981	296,726
Total number of Stock Issues across Core Libraries, Mobile Libraries and E services	1,265,110	1,290,412	1,305,137
Percentage of books Requested delivered within 7 days	65%	65%	71%
Percentage of books Requested delivered within 15 days	75%	75%	84%
Percentage of books Requested delivered within 30 days	85%	85%	89%
Percentage of mobile library stops scheduled in any Contract Year which are delivered	100%	100%	98.11%
Aggregate number of hours of Community Use at all Core Libraries	1,163	1,221	3,222.5

It is anticipated that performance will continue to improve throughout the lifetime of the contract.

4. Community Hubs

There are currently 36 Community Hubs in operation across Lincolnshire, all of which are supported by both LCC and GLL. Performance reporting is not a requirement of the hubs Grant Agreements however all have been reported to having been utilised frequently by its customers and embedded within the local communities.

5. Conclusion

Building on the successes and foundations of year one a variety of developments are planned for year two (April 2017- March 2018) of the contract:

- Staff training and development
- Analyse stock performance and further re-profile book fund spend to reflect demand

- Review stock layout in core libraries in light of customer demand
- Modernise Listening Linc's to create capacity to increase service uptake and usage
- Achieve a 5% increase in Summer Reading Challenge participation
- Deliver the Arts Council funded 'ForgingLincs' project
- Increase customer engagement via social media and the virtual catalogue website
- Implement the exit from Lexicon House
- Implement revised District Mobiles routes and build on usage of the Community and Access Mobiles

It is proposed that the committee receive an annual report on the Library Services contract in order to provide continued reassurance, performance monitoring and review continued future developments.

6. Consultation

a) Have Risks and Impact Analysis been carried out?

N/A

b) Risks and Impact Analysis

N/A

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	GLL Year One Performance 2016/17
Appendix B	Library Services Developments and Improvements 2016/17

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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