

# Libraries, Registration and Archives - Service Plan 2017-18

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## Introduction

Libraries, Registration and Archives (LRA) is an internally commissioned service, supporting the delivery of KCC outcomes as set out in the service [specification](#) and the Growth, Environment and Transport's (GET) cross cutting priorities in [GET's 2017/18 Business Plan](#). This service plan is a response to the service specification and aims to demonstrate how, with outcomes in mind, we are using evidence of community need to develop appropriately targeted services, and evidence the positive impact LRA has on people's lives. This service plan represents how we will work to achieve these outcomes over the course of 2017-18.

- LRA Service Plan 2017-18: focussed on the new activities/initiatives we will undertake to deliver the service specification. This includes all our major projects focussed on ensuring that the organisation is fit for the future and delivers the Medium Term Financial Plan (MTFP) targets.

- Business as Usual Activity: All the services and activities that are delivered day to day in our service points covered via our KPI's.

These elements make up the LRA delivery programme and constitute the priority activities for LRA in 2017/18. LRA has also highlighted GET's cross-cutting priorities as listed in the GET 2017/18 Business Plan and they are included for reference as **Appendix I** and highlighted in **blue** throughout the document.

This service plan will be monitored by LRA SMT and will inform, along with LRA's KPIs, the quarterly reporting against the service specification to the GET commissioner. There will be quarterly reports to the LRA steering group with a full end of year update going to the Growth, Economic Development and Communities Cabinet Committee. LRA's transformation programme will also be monitored by LRA SMT and the key activity progress reported monthly to GET's Portfolio Board.

## Link to KCC's Strategic Statement and GET Business Plan

“Increasing Opportunities, Improving Outcomes: [“Kent County Council's Strategic Statement 2015-2020”](#) links the vision and priorities of the council to a series of strategic and supporting outcomes that will drive commissioning and service delivery across KCC. The three Strategic Outcomes are:

- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life
- Older and vulnerable residents are safe and supported with choices to live independently
- Children and young people in Kent get the best start to life

KCC's Strategic Statement directs and shapes the priorities for the **GET Directorate Business Plan** which are set out under the following:

- **GET's Cross-Cutting Directorate Priorities:** Customers, commissioning and communities are central to GET activity - our approach to customer service coupled with commissioning equips us to build sustainable services for the future meeting the needs of our communities. LRA's service plan is structured to reflect the cross-cutting priorities.

## LRA Overview

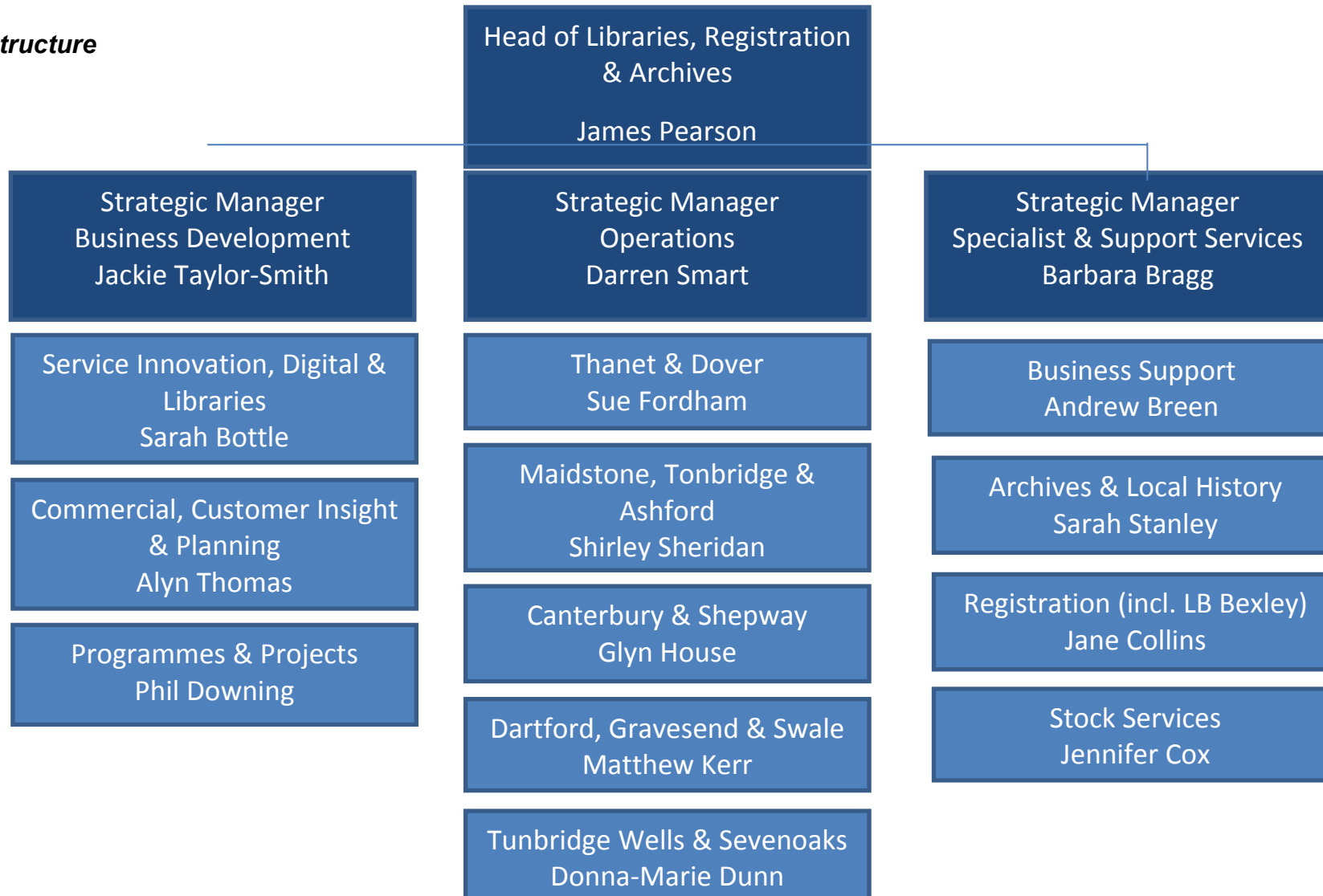
Libraries, Registration and Archives (LRA) is an internally commissioned service which delivers services that support people throughout their lives. LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. The service also contributes to improved health and wellbeing, and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people of Kent. This offer is delivered through three services:

- **Libraries:** The service is delivered through library buildings across the county, the mobile library service, our online offer, and for those unable to use these options, a range of outreach services such as the home library and postal loan services. As well as books, we also offer access to ICT, a place to meet others and a range of events and activities for all ages.
- **Registration:** Through this service people can register a birth or death, get married at one of our KCC or licensed venues across the county, and get their passport or settlement application forms checked. We also offer a welcoming ceremony to new UK citizens in Kent.
- **Archives:** With over 14 kilometres of unique and precious historical archive material, the service works to conserve, protect and provide access to this remarkable collection for current and future generations. Based at the Kent History and Library Centre in Maidstone, the service is working to make more material available to a wider audience and exploring the potential of digitisation to do so.

## LRA Resources

With a net budget of £9.7m (£16m gross – which includes £6.3m income) LRA employs over 800 people covering 428 full time equivalent staff. LRA also utilises over 1,000 volunteers to deliver a range of activities that add real additional value to the service such as home library service volunteers and web wizards who help people using our public access computers.

## LRA Structure



## LRA Staffing

The following table sets out our FTE staffing by grade.

Grade Band	FTE	%
KR6 and below	358	83.8%
KR7 - 9	54	12.7%
KR10 -13	14	3.3%
KR14 - 15	1	0.2%
<b>Total</b>	<b>428</b>	<b>100%</b>

**LRA Budget – 2017/18**

Gross			Income	Net
Staffing £000s	Non Staffing £000s	Total £000s	Total £000s	Total £000s

**Approved  
budget**

<b>11,300</b>	<b>4,700</b>	<b>16,000</b>	<b>(6,300)</b>	<b>9,700</b>
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**Organisational Development**

Developing the organisation to ensure it is fit for purpose, has the right people to deliver our services. This year we will develop an LRA staff development and succession plan. We understand that LRA staff are our most vital resource and will continue to invest in staff training and development to ensure retention and high levels of customer care. We are also committed to delivering our staff engagement action plan to make sure all staff have various online and offline opportunities to engage with managers and colleagues with their ideas, comments and concerns.

During 2016/17 we undertook the following:

- As a county service overall we achieved the following performance levels: visits 5,231,442, items issued 4,928,717, events 22,997, conducted 6,452 ceremonies and produced 30,678 historical documents for customers to use.
- Completed an evidence-based redesign of the mobile library service which delivered an improved service whilst also saving £150k.
- Moved forward the LRA internal commissioning model; activity included launching the new approach in April 2016, a LRA management restructure and developing a reporting mechanism against LRA's Service Specification, which was endorsed by the Growth, Economic Development and Communities Cabinet Committee in December 2016.
- Actively engaged customers and non-users through surveys, social media and face to face events to find effective ways to roll out or improve services and projects.
- Introduced new protocols as a result of the Prevent training, ran a safeguarding webinar for frontline staff and produced a flowchart to guide staff in dealing with Prevent and safeguarding incidents.
- Carried out a major refurbishment of Dartford Library and Museum. The Good Day programme is now at the library and customers can move freely from the library to the museum.
- Completed refurbishment of Snodland library to update the facilities with improved disability access and a new community meeting space. Also mini-refurbishments at Wye and Tenterden libraries.
- Progressed work on the Tunbridge Wells Cultural Hub and the Southborough Community Hub projects.
- Renewal of the Customer Service Excellence Award with a total of 15 areas of best practice.
- The move of the Bexley Register Office to Danson House which now also includes a tea room which customers can now visit and enjoy a heritage tour around the historic rooms.
- 16,769 children took part in the Summer Reading Challenge, an increase of 7% in an activity that helps prevent the "summer dip" in literacy skills
- Progressed proposals for the digitisation of parts of the county archive collection

## LRA key priorities for 2017/18

**1) Future ambitions for LRA:** work is about to start on this key priority for the year ahead. Towards the end of 2016 the National ambition document - Libraries Deliver was published by the Libraries Taskforce and this sets out clear ambitions for the library service nationally. A new ambition for the Archive service is also needed to ensure the the service adapts to the changing ways customers expect to access services, particularly in relation to technology. For Registration services the modernisation and development of online service delivery will be key drivers along with the need to continue to deliver excellent services at key points in peoples lives. We will consult with Members, staff and customers to establish the ambitions for the whole service. We will continue to work to make our services more accessible to people taking account of all the protected characteristic groups for example age, ability, religious belief, race, sexual orientation and social status. This year we will also pilot new initiatives for example the RFID+ project that enables customers to access our buildings themselves without staff to see if these are viable initiatives for the longer term.

**2) Developing LRA commissioning approach:** Last year was the first year of the service being internally commissioned and as a result of this experience the approach has been refined for this year. This service plan demonstrates an evolution of that model. LRA will develop its outcome evaluation approach to ensure the service can better demonstrate the positive impact it has on the people of Kent.

**3) Review of LRA fees and charges:** The financial challenges facing local government continue and more innovative solutions are needed. The fees and charges across LRA have not been reviewed for many years. LRA will benchmark against charges in other local authorities and by the end of the year will have agreed a new fees and charges approach. This will not be about charging for our core statutory services where these are, and will remain, free.

**4) Archive Accreditation and Digitisation:** The Archive service is the County place of deposit for the rich and exciting historical archive collections of Kent and the service will seek re-accreditation of this status. The service is also keen to ensure customers across the County and wider have better access to our collections accepting that not everyone can drive to Maidstone and therefore LRA will work to make more of our archive collections available online.

**5) Kent's Digital Playground Project:** Having been successful in our bid to the Arts Council Libraries Innovation Fund this year will see the delivery of this exciting initiative focussed around digital and IT programming skills for children with a particular focus on those from disadvantaged communities.

**6) Continue to maintain quality and assurance in the Registration service and adapt to changing National policy:** LRA recognises the important role of registration services not only in delivering quality services that people value at key points in their lives but also the important role it plays for the Home Office preventing things like sham marriages taking place. LRA will continue to ensure this is maintained but also work with the General Register Office and the Home Office on any new pilot initiatives that could be run in Kent and adapt to potential changes to fees and charges and ways of delivery that come forward during the year.

**7) Asset utilisation:** We will continue to engage with KCC Infrastructure and other partners to explore ways that we can work collaboratively to ensure KCC's building assets are utilised as much as possible and explore the potential to join up and co-locate services for customers' benefit.

**8) Equality and Diversity:** In accordance with the 2016-20 [Corporate Equality & Human Rights Strategy](#). The key objective for LRA in the corporate equality strategy is to continue to understand the communities of Kent and shape services accordingly. LRA will do this by;

- Producing Equality Impact Assessments for each decision, policy, procedure, project or service. Each EqlA will be signed off by the Head of Service and submitted to the GET Customer Service Programme for submission to the online library.
- Take account of, and evidence community need when completing this service plan
- Review LMS customer data from an equality and diversity perspective and ascertain if the profile reflects that of Kent and specifically for each district. Undertake analysis and planning phases during 2017/18 to decide if additional action is required for certain protected characteristics.

Over the course of 2017/18, the organisation will continue to **transform** while delivering the **outcomes** as set out in KCC's service specification for LRA – aiming to deliver the right services to the right people in the right way – while achieving the necessary KCC [Medium Term Financial Plan](#) income and savings targets.

LRA will achieve these objectives through a range of activities, which are grouped under three themes, **Customer, Community, and Commissioning**.

**1. CUSTOMER - improving customer service (DP1, DP2)\***

- Through all its services LRA reaches a large number of customers. Our aim therefore is to put customers at the centre of what we do, and to provide excellent customer service through our commitment to and active involvement in GET's customer service programme. We will be able to share our experience and learn from others to continue to improve our service to our customers, including the development of our digital offer. We are also fully committed to being part of the Customer Service Excellence Award Scheme and putting our service through an annual review by external assessors to ensure we are benchmarked against others and learn from best practice. (DP1, DP2, DP7)\*

**2. COMMUNITY – delivering KCC outcomes through modern, evidence-based, targeted services**

- We aim to strengthen LRA's understanding of local customer and community needs and demand. This insight will be used to develop local plans for targeted services to support the delivery of KCC's outcomes, ensuring that we meet our **Equalities and Diversity Objectives** and that LRA will continue to understand its local communities' needs, and tailor our services accordingly. We will also continue to recognise the important role LRA has in supporting the safeguarding and prevent agendas. (DP4, DP5, DP6)\*

**3. COMMISSIONING - making internal commissioning work**

- LRA will contribute to the development of the internal commissioning model. (DP1)\*
- LRA will complete a service plan to meet the KCC service specification. LRA will facilitate the KCC Commissioner's review of the service specification. (DP1)\*
- With staff dispersed across over 100 locations we will use all available channels to ensure staff feel they are part of LRA and have a voice in shaping the future, and ensure through personal development plans that all staff have the skills and training needed to provide excellent service to our customers. (DODP)\*
- We will innovate and develop new service models, with strategies for maximising the impact and promotion of each LRA service: e.g. in libraries – looking at new ways to widen access to services, working with local communities on the delivery of services, and complete the annual review of the mobile library service. In the Registration service develop a greater role in public protection and counter fraud; and in Archives look at increasing public access to digital materials. (DP1, DP2)\*
- We will work to maximise LRA's opportunities for income generation by, for example working with Infrastructure and partners to ensure LRA benefits from lettings of LRA space, continuing to progress archive digitisation to give wider access to our rich resources while generating income, and working with the General Register Office to explore new opportunities and greater flexibility for charging fees in Registration (DP1, DP2, DP3)\*



## **LRA Service Plan 2017/18**

This service plan – detailed below - responds to the KCC service specification. The aim of this planning process has been to develop activities based on an understanding of customer and community need, using customer information and feedback, community profiles using Mosaic and local knowledge, and indicators based on outcomes rather than outputs. This has been developed through a “bottom up” approach, with targeted activities from Area Service plans and service development activities for Registration, Archives, Service Development, and Stock Services, feeding into the overall LRA service plan. (DP2)\*

### **The core principles used in developing this service plan are;**

- A service that is focussed on making a positive difference to people’s lives and demonstrating through outcomes how we do this.
- A service that increasingly focusses on the local community and has a deeper understanding of what is needed to shape services to reflect that particular community need.
- A service that is held to account as any commissioned service should be to deliver excellent levels of service and value for money to the people of Kent.

The challenge for LRA is to evaluate our contribution to delivering outcomes. This plan includes a mixture of outputs and outcomes, and qualitative and quantitative measures. Our aim is to demonstrate the impact LRA activities have on the people of Kent, and show what difference we make. We therefore propose to report quarterly with an overall commentary and RAG rating for each supporting outcome. This will be based on quarterly commentaries and RAG ratings from owners of each of the individual activities listed in the plan below, an approach that we will learn from and refine over time.

**\*refer to Appendix 1**

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
<b>Outcome 1: Children and young people in Kent get the best start in life</b>					
	Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people				
	Service delivery	Develop Code Clubs using young volunteers at another two venues in Ashford and Shepway using the successful model used at Gravesend last year.	Improved digital access and literacy	Targeted locations countywide to include: Lydd Library Ashford or Stanhope Makerspace	Lydd Library – Dec 2017
	Service delivery	Work with Children's Centres to address low attainment and evolve the registration referral system to ensure benefit for both LRA & Children's centre customers.	Helping everyone achieve their full potential	Targeted locations countywide Bockhanger potential relocation	March 2018
	Archives	Local History Collections - create uniform approach to collection management and new spaces for collections when libraries are being refurbished. Guidance will be developed and preservation advice and funding for bespoke conservation repackaging materials and resources for town centre libraries. This work will also support development of the new LRA vision.	Cultural and creative enrichment	Countywide - Tonbridge ref refresh Ashford move downstairs Community History layout improvement KHLC	March 2018
	Service development	Review LRA offer to schools. Working with education and consulting with Schools to create a new proposed offer This work will also support development of the new LRA vision.	Increased reading and literacy	Countywide	Offer developed by September 2017
	Service delivery	Offer a new Chill with Dads session. This is a Homestart partnership project aimed at encouraging fathers and their children attending the library together.	Increased reading and literacy	Ashford Gateway	July 2017
	Service development	Library Opportunities for everyone Innovations Fund ACE bid. Deliver Kent's Digital playground Project by May 2018. This will be delivered from 5 locations across the County. Locations chosen to reach disadvantaged children and young people	Improved digital access and literacy	Targeted locations countywide	May 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
The attainment gap between disadvantaged young people and their peers continues to close					
Service delivery		Roll out Big Talk - small play. These are chat sessions for adults where children come along to play. To be rolled out to 2 additional county locations	Helping everyone achieve their full potential	Sandwich and a location in Thanet to be finalised	December 2017
Service delivery		Review the quality of Baby Bounce and Rhyme sessions across the Maidstone, Ashford and Tonbridge districts using outcome evaluation approach.	Helping everyone achieve their full potential	Stanhope, Shepway, Hildenborough and Headcorn	December 2017
Service development		Explore and establish new activity pilots in LRA venues for example, Film Club and Lego clubs – work with Operations team to identify locations to pilot	Cultural and creative enrichment	To be decided	March 2018
Children and young people have better physical and mental health					
Service delivery		Host an Internet Safety Day for families in Ashford	Improved digital access and literacy	Ashford	February 2018
Service delivery		Implement weekly Woolcraft sessions for children for the duration of the Summer Reading Challenge and school holidays. These are volunteer led wool related craft sessions for children aged 4 – 12.	Cultural and creative enrichment	Sevenoaks	July 2017
All children and young people are engaged, thrive and achieve their potential through academic and vocational education					
Service development		Work in partnership with schools to improve younger persons engagement with our service in particular promote Summer Reading Challenge award for best school participation in 4 locations in Maidstone, Ashford and Tonbridge districts	Increased reading and literacy	Countywide – (Snodland, Wye, Bockhanger and Stanhope to promote SRC award)	Summer 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
		Kent young people are confident and ambitious with choices and access to work, education and training opportunities			
	Service development	Working with the operations team, stock services to support, promote and roll-out the Summer Reading Challenge 2017 "Animal Agents". This will include recruiting young volunteers to support the delivery of the challenge. The summer reading challenge is a key yearly event designed to keep children reading over the summer so they are in a better position when they go back to school in September. Kent increased those taking part this year and our aim is that this year we at least maintain those levels.	Increased reading and literacy	Countywide	Summer 2017
	Archives	Work with heritage partners to widen access to archive collections targeting those customers that we are not currently engaged with e.g. SASE funded exhibition on Coast and related events	n/a	Countywide	March 2018
	Service delivery	Actively engage with KCC to recruit young apprentices to a range of roles across LRA. All vacancies will be considered as to the potential to recruit an apprentice. LRA will also explore opportunities for existing staff to take up an apprentice standard qualification	Helping everyone achieve their full potential (DODP) *	Countywide	March 2018
	Archives	To provide opportunities with the Archives services for young people to develop workplace skills both general and related to archives <ul style="list-style-type: none"> <li>• HLF funded Skills for the Future - 3 conservation technician trainees</li> <li>• Christchurch University work experience project</li> <li>• Apprentices to work in the archive team</li> <li>• Countywide catalogue listing volunteer project</li> </ul>	Helping everyone achieve their full potential (DODP) *	KHLC	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
<b>Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life</b>					
	Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing				
	Service development	Develop joint strategy with service development teams on additional stock support for the health and wellbeing initiatives. Review the impact of health zones and pursue opportunities for partnership working with public health. This work will also support development of the new LRA vision.	Healthier and happier lives	Countywide Tonbridge and Larkfield	March 2018
	Service delivery	Evaluate colouring groups for adults currently taking place at Broadstairs, Birchington, Westgate and Sandwich libraries. Lessons from these groups to be used to consider wider rollout of this initiative.	Healthier and happier lives	Targeted locations in Dover and Thanet	September 2017
	Service delivery	Work with local public health to host weekly poetry workshops focussed on improving mental health for 40 weeks	Healthier and happier lives	Canterbury	From October 2017
	Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure				
	Service development	Complete an audit of IT Buddies skills. Using the results from this deliver appropriate training to ensure quality and consistency of our offer across LRA.	Greater prosperity	Countywide	Audit complete Sept 2017.
	Service development	Assisted Digital: LRA is part of framework agreement with Society of Chief Librarians to bid for contracts to support people acquiring IT skills/accessing on-line services. LRA will respond to any bids as they arise.	Improved digital access and literacy	Dependent upon contract on offer	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities				
	Service development	Review and maximise the potential to develop our e-library stock as part of the formal procurement process.	Increased reading and literacy	Countywide	March 2018
	Service delivery	Support BBC Local Radio 50th birthday celebrations in November by delivering local quilting events and projects	Cultural and creative enrichment	Faversham and Sandwich libraries	November 2017
	Service delivery	Celebration of key anniversaries in local communities: Borough Green 40 years- July 2017 The Beaney 5 years- September 2017 Lyminge 30 years- Date TBC Wye relaunch- May 2017 Aylesham- 90 <sup>th</sup> Anniversary of the village	Cultural and creative enrichment	Countywide	March 2018
	Service delivery	Promote our services to local "Fresher Fairs" to engage with students at Canterbury universities during Autumn term. This will include promotion of Eduroam a new development rolled out by ICT that enables students working in our libraries to connect to their university system and files through our Wi-Fi. This will form a key part of our offer to students alongside offering space to study, access to IT and the book material.	Increased reading and literacy	Targeted locations countywide Canterbury	Autumn 2017
	Service delivery	Organise a Heritage Open Day to showcase the facility and share the history of the Archbishops Palace	Cultural and creative enrichment	Maidstone	September 2017
	Income generation	Create and develop a series of 'TED' style talks that offer a diverse range of topics that focus on people and experience to promote greater social and cultural links at Canterbury Library monthly	Cultural and creative enrichment	Canterbury	From July 2017

<b>Outcome</b>	<b>Supporting outcome/ Function</b>	<b>Activity</b>	<b>Further links to relevant outcomes</b>	<b>District</b>	<b>Target date for delivery</b>
	Archives	Improving access to our archive collections available online: Licence Internet Agreement - to provide digital access to some of the archive's most well used collections through a commercial supplier	Improved digital access and literacy	KHLC	Confirm way forward June 2017
	Archives	Digitisation and cataloguing of postcard collections held throughout the county. These will be imported on to CALM for wider access, not only in Kent but worldwide. Possible potential of income generation through sales	Cultural and creative enrichment	Countywide	March 2018
	Service development	Celebratory officers trained by volunteers and staff to promote LRA services at Approved Premises	Cultural and creative enrichment	Ashford, Maidstone and Tonbridge	March 2018
	Service development	Continue to support the development of the Tunbridge Wells Cultural Hub project.	Stronger and more resilient communities	Tunbridge Wells	Ongoing- HLF bid submitted summer 2017
	Service development	Continue to support the development of the Southborough Hub project. This year it is expected to see the start of construction.	Stronger and more resilient communities	Tunbridge Wells	March 2018
	Service development	Due to the building of new School buildings at Meopham secondary school LRA with infrastructure will complete the relocation of Meopham library to a new building on the same site.	Stronger and more resilient communities	Gravesham	Expected completion Autumn 2017
	Service development	Bearsted – review condition following the current Survey work (April 2017) and take appropriate action once next steps are clear to ensure library services are maintained at Bearsted	n/a	Maidstone	May 2017
	Service development	Ashford - improve access by relocating services to ground floor		Ashford	End of 2017

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Tonbridge Library Improvement works. Work with infrastructure team to ensure works to address the condition and appearance of the external front façade take place. LRA to also work up plans for a mini-refurbishment of Tonbridge Library to improve layout, stock and look of this key town centre library.	n/a	Tonbridge	March 2018
	Service development	Continue the work to streamline music stock collections and work up plans for the creation of music stock centre of excellence	Cultural and creative enrichment	Countywide	March 2018
All Kent's communities benefit from economic growth and lower levels of deprivation					
	Service delivery	Local staff to review existing provision of Meet and Practice English groups and roll out to meet local demand in locations.	Stronger and more resilient communities	Countywide area	October 2017
	Service delivery	Evaluate existing artisan pop up shops at Broadstairs and Deal. Using the lessons learned, roll out to a further location	Greater prosperity	Dover and Thanet	October 2017
	Service delivery	Work in partnership with Nat West to run a Business Startup session	Greater prosperity	Tunbridge Wells	December 2017
	Service development	Develop new collection policy, stock and delivery of the community language collections shifting from county reserve to circulating collections on the open shelf	Increased reading and literacy	Countywide	December 2017
<b>Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently</b>					
Families and carers of vulnerable and older people have access to the advice, information and support they need					
	Service delivery	Work in partnership with Age UK and hold 2 local studies sessions to promote our services	Healthier and happier lives	Tunbridge Wells	July 2017



Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service delivery	Deliver 4 new, Reminiscence Box talk time sessions throughout the district	Healthier and happier lives	Tunbridge Wells and Madginford	March 2018
People with mental health issues and dementia are assessed and treated earlier and are supported to live well					
	Service delivery	Actively contribute to Clinical Commissioning Group's Social Prescribing initiative by engaging with those referred, providing details of activities and events and adapting activities based on demand and feedback	Healthier and happier lives	Canterbury	March 2018
	Service development	Work with ACE to use Touch a New World as a pilot case study to develop work for those with dementia and their carers	Healthier and happier lives	Countywide	December 2017
	Service delivery	Following a successful pilot in Gravesend develop a programme of monthly social events for volunteers to improve engagement and opportunities for consultation and training	Healthier and happier lives	Countywide	September 2017
Older and vulnerable residents feel socially included					
	Service delivery	Improve choice and opportunity for independent selection of books for Home Library Service customers	Increased reading and literacy	Ashford, Maidstone and Tonbridge	March 2018
	Service development	Develop a clear service offer to support the homeless access LRA services	Stronger and more resilient communities	Countywide	July 2017
<b>Outcome 4: KCC complies with all legislation relating to Libraries, Registration Services and Archives</b>					
	Service delivery	Embed customer service training across the service – all staff to complete mandatory training Customer Service Parts 1 and 2. LRA also to play a key role supporting the GET customer service programme and will develop additional initiatives based on how this develops throughout the year.	n/a	Countywide	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Refresh kent.gov.uk/ for all elements of LRA. Our aim working with comms and Agilisys will be to develop a more customer focussed site that encourages exploration and browsing.	n/a	n/a	March 2018
	Service development	Customer engagement and marketing strategy to be developed. This will set out our priorities for the next 18 months along with an action plan to work to. This will support the development of the LRA Vision work.	n/a	n/a	June 2017 – may want to move to later date
	Service development	Develop income generation strategy. This will support the development of the LRA vision work and will also enable LRA to pilot potential new income initiatives.	n/a	n/a	June 2017 – see above
	Income generation	Review all LRA fees, fines and charges	n/a	n/a	March 2018
	Income generation	Organise a Murder Mystery event	n/a	Archbishops Palace Maidstone	November 2017
	Service development	Pilot of RFID+ assisted opening hours in three locations across the County. This is an approach either implemented or being explored in a number of local authorities. It enables customers to access a library at specific times to access the majority of our services when staff are not present and is thus a natural potential extension of our self-service technology. This is to compliment other times when the library has a staff member to assist.	n/a	Dover, Gravesham and Tunbridge Wells	March 2018
	Service development	Continue to explore the potential for local communities to be more involved in the active delivery of library services. This includes working with Birchington Parish Council to deliver the local library service.	n/a	Thanet	March 2018

<b>Outcome</b>	<b>Supporting outcome/ Function</b>	<b>Activity</b>	<b>Further links to relevant outcomes</b>	<b>District</b>	<b>Target date for delivery</b>
	Service Development	Review of Citizenship Ceremony Offering with regards to scripting, delivery and gifting	n/a	Maidstone, Bexley and Ramsgate	September 2018
	Service development	Review Welcoming Ceremonies and Renewal of Vows in line with reviewing the fees and charges. Consider if there is scope for development of the ceremonies or whether they should no longer be offered.	n/a	Countywide	March 2018
	Service Development	Develop a staff training strategy for Public Protection and Counter Fraud to meet the new Home Office requirements. All registration staff to be trained to ensure they have a full understanding of their responsibility with regards to Public Protection and counter fraud	n/a	Countywide	September 2017
	Service development	Review European Passport Return Service delivery	n/a	Maidstone and Bexley	July 2017
	Income generation	Explore potential for new business development opportunities at Bexley Register Office e.g. Christmas Carols, actively seeking joint working opportunities with tea room	n/a	Bexley	March 2018
	Service development	Confirmation and rollout to staff the new collection development policy, including core stock principles and policies for selection, acquisition and disposal	Increased reading and literacy	Countywide	March 2018
	Service development	New stock disposal policy and guidelines/ procedures for decommissioned and withdrawn stock	Increased reading and literacy	Countywide	March 2018
	Service development	Review of DVD collection strategy. This work will inform the LRA vision work.	n/a	Countywide	March 2018
	Service development	Review the County reserve collections – specifically related to the Tunbridge Wells hub	Increased reading and literacy	Countywide	March 2018

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Rollout the Library Management System Spydus 10 upgrade	n/a	Countywide	Autumn 2017
	Service development	Rollout upgraded self service equipment to 44 sites across the county to include 21 sites with Netloan and print release	n/a	Countywide	Underway-completion August 2017
	Service development	<p>Contribute to ongoing conversations to ensure all KCC sites are fully utilised and explore new ways of working with other partners e.g. Community Learning &amp; Skills (CLS), Families and Social Care (FSC) and Children's centres (CC)</p> <p>To develop but current initiatives include;</p> <ul style="list-style-type: none"> <li>• Faversham Library with FSC</li> <li>• Folkestone library with CLS</li> <li>• Herne Bay with Canterbury City Council</li> <li>• Bockhanger with CC</li> <li>• Cranbrook Library with FSC</li> </ul>	Stronger and more resilient communities	Faversham, Folkestone, Herne Bay, Bockhanger & Cranbrook	March 2018
	Service development	<ul style="list-style-type: none"> <li>• ICT upgrade projects;</li> <li>• TNS Pay: Rollout of new staff chip and pin and contactless devices</li> <li>• Registration Booking and management system</li> <li>• Archive Management system</li> <li>• Total Refresh Programme for staff: Replacement of staff PCs, Skype &amp; Windows</li> <li>• 10. LRA to review equipment.</li> <li>• New Customer comments database</li> </ul>	Improved digital access to LRA services	Countywide	<p>July 2017</p> <p>December 2017</p> <p>CALM upgrade May 2017. Phase II work December 2017</p> <p>Autumn 2017</p> <p>July 2017</p>

Outcome	Supporting outcome/ Function	Activity	Further links to relevant outcomes	District	Target date for delivery
	Service development	Review of all LRA offers for customer groups to ensure these are up to date and still meet customer needs.	n/a	Countywide	March 2018
	Service development	Retain Place of Deposit status from the National Archives and meet BS 5424 for security and storage of Archives with an application for Archive accreditation	Cultural and creative enrichment	KHLC	Accreditation to be sought Autumn 2017
	Service development	Continue the 4 year National Archives funded Manorial Records Project to end in March 2019	Cultural and creative enrichment	KHLC	March 2018
	Service development	Procure and develop a collections management system with online search functionality with a roadmap to establish online document ordering and online purchase of services	n/a	KHLC	Autumn 2017
	Income generation	Generate income to achieve target through: <ul style="list-style-type: none"> <li>• Provision of digitisation services</li> <li>• Provision of conservation services</li> <li>• Provision of research services</li> <li>• Licence Internet agreement</li> <li>• Funding for HLF/BFI for Coast Exhibition</li> <li>• HLF Skills for the future</li> <li>• Sales of Kent History Project publications</li> </ul>	n/a	KHLC	March 2018
	Service development	Work to improve customer service and customer satisfaction levels by reviewing KHLC operations including search room delivery, front desk and staff training ensuring that it functions effectively and enables excellent customer service.	Cultural and creative enrichment (DODP)*	Maidstone	March 2018
	Service development	Complete the work to review the current financial apportionment of the Prisons contract. Once completed carry out a review of Prison library services.	n/a	Maidstone and Swale	Pricing work completed October 2017

<b>Outcome</b>	<b>Supporting outcome/ Function</b>	<b>Activity</b>	<b>Further links to relevant outcomes</b>	<b>District</b>	<b>Target date for delivery</b>
	Service delivery	Realignment of opening hours to make best use of staff time whilst retaining the total number of hours each building is open. Sites to be considered and local consultation to take place for each site where realignment proposed.	n/a	Countywide	September 2017
	LRA environment specification	Work to reduce business mileage by 10% to encourage greater use of teleconferencing and skype. Timetable of training webinars. Public transport, car sharing.		Countywide	March 2018

## LRA's KPIs for 2017/18

LRA's **Key Performance Indicators** have been revised in to reflect a wider range of LRA activity:

### Performance Indicators relating to Customer Service

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
LRA06	Customer satisfaction with Birth and Death Registration	95%	96%	90%	95%
LRA07	Customer satisfaction with ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	96%	90%	95%
LRA13	Customer satisfaction with Archives	90%	-	82%	90%
LRA18	Customer satisfaction with Citizenship Ceremonies - <b>NEW</b>	95%	-	90%	95%
DT11	% of automated book renewals (online, self-service and automated phone)	75%	72%	71%	75%
DT12	Birth Registration appointment booked online	75%	70%	69%	75%

### Performance Indicators relating to Business Activity

Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
LRA14	Number of customers using outreach services (Home Library Service, and Touch a New World)	1,600	1,460	1,350	1,500
LRA15	Total number of customers attending events in Libraries and Archives – 000s	210	203	190	210
LRA16	Number of archival documents utilised by the public – physical and digital	42,500	27,500	27,500	45,000
LRA17	Number of volunteer hours adding extra value to the LRA service - <b>NEW</b>	-	44,000	40,500	45,000
ENV 1	Reduce business mileage by 10% in line with KCC Environmental strategy	n/a	n/a		

### Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2017/18 Expected
LRA01	Number of visits to static libraries (excluding mobiles due to current redesign of service) - 000s	Upper	1,270	1,380	1,210	1,210	4,850
		Lower	1,160	1,270	1,100	1,100	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,155	1,310	1,210	1,100	4,485
		Lower	1,055	1,210	1,020	1,000	
LRA04	Number of online contacts to Libraries, Registration and Archives - 000s	Upper	350	340	340	350	1,320
		Lower	320	310	310	320	
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,900	2,800	1,300	800	6,500



## **Appendix 1**

### **Directorate Priorities for 2017-18**

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**DP1** Further develop and refine GET's approach to commissioning services

**DP2** Deliver and embed our Customer Service Programme

**DP3** Explore and develop multi-agency approaches to improve delivery of GET's services

**DP4** Develop and deliver GET's county-wide strategies

**DP5** Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners

**DP6** Strengthen the County's resilience

**DP7** Plan and deliver appropriate growth in the County and in doing so, explore and utilise smart technology to support delivery of better outcomes

#### **DODP Directorate Organisational Development Priorities**

- Apprenticeships for all
- Leadership and management capabilities and culture
- Staff engagement for resilience
- Digitally enabled workforce
- Partnership working and integration
- Sustains transformation and new operating model
- Workforce planning, succession planning and talent management
- Workforce development