

From: **Mike Hill, Cabinet Member for Community & Regulatory Services**

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To: **Growth, Economic Development and Communities Cabinet Committee – 21 June 2017**

Subject: **Libraries Registration and Archives performance against the service specification 2016-2017**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This report outlines the performance that Libraries, Registration and Archives (LRA) has made against its outcome based specification for 2016-2017.

The paper also covers the proposed development of the internal commissioning approach for LRA for 2017-2018 and the priorities LRA has identified for 2017-2018

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made in 2016-17 and endorse the proposed service specification for 2017-2018

1. Introduction and background

- 1.1 LRA is one of the pioneer KCC services to be internally commissioned against the KCC outcomes framework. In December 2016 LRA updated the Growth, Economic Development and Communities Cabinet Committee (GEDC) on progress on delivering against its service specification.
- 1.2 The LRA service specification was endorsed by the GEDC Cabinet Committee in January 2016 and was then subsequently agreed by the Cabinet Member and came into effect on 1st April 2016. This paper summarises LRA's performance in 2016-17.

2. Commissioning LRA against outcomes: Progress to date

- 2.1 The service specification required LRA to use two different approaches in measuring performance:
 - **Key Performance Indicators:** These are mainly outputs; numbers that indicate level of use, for example, the number of people who visit one of

our buildings. This is the traditional way that LRA has been measured and is still an important benchmark of performance.

- **Outcomes:** Outcomes allow a focus on the quality of the experience/services for the customer which is at the heart of what we do. This enables LRA to better demonstrate the positive difference LRA can make to the people of Kent.

2.2 The service specification articulated **what** was required to be delivered and in response the LRA service plan explains clearly **how** it will deliver against this.

2.3 This report is based on the outputs and outcomes LRA has achieved for the full financial year 2016- 2017. LRA continues to develop and refine its approach to outcome evaluation and for 2017-18 has committed to developing an outcome evaluation toolkit. This will enable all staff to easily collect outcome information, ensure this is considered upfront when activities are devised and enable LRA to use feedback to better develop its services, events and activities.

3. LRA performance 2016-2017: key highlights

3.1 In addition to the outputs and outcomes covered in this report LRA can also highlight the following achievements last financial year;

- development of the model of internal commissioning;
- senior management team restructure;
- evidence based redesign of the mobile library service to make it more effective and efficient; and
- successful bid to the ACE library innovation fund to deliver the Kent's digital playground project for this financial year.

3.2 A full progress update paper is included as Appendix 1. The key highlights and activities delivered last financial year are detailed in the following sections of this report.

	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year end target	Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,313,115	1,390,367	1,226,311	1,266,311	Upper 5,051k Lower 4,616k	5,196,104	↓
KPI 1b	Visits to the Archive search room	1,232	1,211	1,087	1,152	n/a	4,682	↓
KPI 2	Library issues	1,200,690	1,334,326	1,143,589	1,163,661	Upper 5,025k Lower 4,595k	4,842,266	↓
KPI 3a	Events across LRA venues	6,027	5,326	5,575	6,069	n/a	22,997	↑
KPI 3b	Attendees at LRA events	53,638	54,824	48,004	54,364	210k	210,820	↑
KPI 4	Active Library and Archive Borrowers	168,208	167,334	163,079	162,792	n/a	162,792	↓

	(rolling year)							
KPI 5a	Customer Satisfaction – Libraries					95%	95%	↑
KPI 5b	Customer Satisfaction – Archives					90%	86%	↑
KPI 5c	Customer Satisfaction – Births and Deaths					95%	95%	↑
KPI 5d	Customer Satisfaction – Ceremonies					95%	97%	↓
KPI 6a	% of Registration appointments booked online	31%	35%	37%	30%	n/a	33%	↑
KPI 6b	% of birth appointments booked online	68%	68%	71%	71%	75%	72%	↑
KPI 6c	% of death appointments booked online	36%	36%	40%	41%	n/a	38%	↑
KPI 7	PC Use in Libraries	125,529	123,021	118,853	125,948	n/a	493,350	↓
KPI 8	Library Community Outreach (Home Library Service)	1,511	1,494	1,458	1,438	1,600	1,438	↓

Key

Green- performing within specification or above

Amber/Yellow- Performing just below target.

Red- Under target

More information on performance, outcomes and actions being taken by LRA is provided in Appendix 1.

3.3 **Progress against Outcomes:** The following are key highlights of performance from 2016-17.

Outcome 1: Children and young people get the best start in life.

The Summer Reading Challenge 2016: Not only was there an overall 7% increase in those taking part and a 17% increase in those completing it in Kent, but it is also evident from the comments received that this does make a difference to children in maintaining reading skills ahead of the new school year in September, as illustrated by this parent's comment:

"I'm convinced that the Summer Reading Challenge inspired her to read more frequently and more confidently than she had done before. Thank you so much!"

LRA also runs a range of events and activities that make a difference as illustrated by this comment:

“very heartfelt thanks for running an amazing Harry Potter Book Night last week. Our children and their friends thoroughly enjoyed it, were inspired by the characters and activities and are eagerly re-reading the first 3 books in the series. We also now have a family Quidditch Pong league, which is hotly contested (Ravenclaw are currently top of the table, but Gryffindor are close behind...). The library books we borrowed that night have also been read by our 5 year old, with previously unseen eagerness, and friends, who were not there but who heard about it, have now joined the library”.

Outcome 2: Kent Communities feel the benefit of economic growth by being in work, health and enjoying a good quality of life.

Customer Service Excellence Award 2016: LRA has once again achieved this award which is a good external benchmark of customer service. An example of the feedback we received from the assessor was;

“The commitment to ensure access to services for the harder to reach and more vulnerable was exemplified by local library staff developing services aimed at specialist needs within their local communities”

Completed the modernisation of Dartford and Snodland libraries with mini-refurbishments of Wye and Tenterden libraries;

“The new children’s area is open an and?? accessible space with lots of light streaming in from the park”

“New refurbishment is excellent, appears more spacious and a good library system”

Feedback from the Scotney Castle Archive group following a visit to the Kent History and Library Centre:

“An excellent opportunity for us as a team to have an insight in to where our Scotney Castle documents will be deposited”.

From a customer about their visit to the Register office at Archbishops Palace, Maidstone:

“Lovely venue, quite a treat to visit this historical palace. Excellent and outstanding members of staff, as they were very helpful with our Nationality Checking Service”.

Feedback from a customer about a death registration:

“Registration of my mother's death was dealt with promptly and efficiently. I also felt that I was treated very considerately and sensitively given the circumstances of my visit”.

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently.

LRA is a service for all and, as well as helping everyone who comes into our service points, there are also a number of outreach services to help combat social isolation and these continue to make a positive difference to customers;

“Having access to the library has opened up some new and exciting opportunities for me”

“I would like to thank you for this wonderful service, without which my mother’s life would be almost unbearable”

“can’t get out much so this is a very convenient way of keeping in touch. I don’t feel so isolated”.

“One of our home library service customers passed away, at the funeral service the customer’s son mentioned how valuable the service was to his mother, and what great joy it gave to her when she was unable to get out the house”.

4. Service Specification for 2017-18

- 4.1 Having completed delivery against the service specification for the last financial year, a revised version of the specification has been prepared. This is included in Appendix 2. It is proposed that LRA prepares an annual progress report for GEDCC.
- 4.2 The main changes to the specification have been to simplify the outcome table and to reiterate KCC’s expectations for LRA to manage robustly within its resources and to explore potential for partnerships across KCC and the wider community.

5. LRA priorities for 2017-18

- 5.1 In response to the KCC service specification LRA has developed a service plan of all the key development activity for 2017-2018. This is included as Appendix 3.
- 5.2 The key priorities for this financial year are;
 - 1. **Future Vision for LRA:** With the publication of the National Libraries Ambition documents and, given the wider technological, demographic and societal changes in Kent, now is timely to look at the ambition for the whole LRA service.
 - 2. **Developing LRA commissioning approach:** This is ongoing and the proposed specification and service plan demonstrates an evolution of this model.
 - 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 and it is timely to do so.

4. **Archive Accreditation and Digitisation:** The Kent History and Library Centre is the county place of deposit for the rich and exciting historical archive collections of Kent and this year LRA will seek re-accreditation of this status. The service is also keen to ensure customers across the county have wider and better access to our collections through making more 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 in piloting new initiatives and preventing for example sham marriages taking place.
7. **Asset collaboration:** We will continue to engage with KCC Infrastructure and other partners to explore ways to work collaboratively to ensure KCC's building assets are utilised as effectively and efficiently as possible.
8. **Equality and Diversity:** Ensure LRA continues to evaluate its impact on customers, the impact of new initiatives, and takes action to mitigate, as far as is reasonable, any barriers people have to accessing an LRA service.

6. Recommendation

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made in 2016-17 and endorse the proposed service specification for 2017-18

7. Attachments

Appendix 1- LRA end of year performance report
Appendix 2- Proposed KCC service specification 2017-18
Appendix 3- LRA service plan 2017-18

8. Contact details

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