

## How We Developed the Proposed Tiering Model, and the Supporting Data

MCDA tools were developed by Government as a way of fairly comparing and combining different data sets to reach decisions on an evidence-led basis. KCC's Strategic Business Intelligence team worked with Libraries, Registration and Archives on this approach. A Multi Criteria Decision Analysis (MCDA) tool was used to calculate a combined usage score for each library, based on the five data categories selected.

A reminder of these is below:

<b>Criteria</b>	<b>Why have we used this data?</b>
Visits per hour	Visits are a key measure of library use as they record everyone who comes into the library not just those who have borrowed an item or used a public computer. We have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
Loans per hour	It is important that we recognise our core role of providing access to books, DVDs, audio books etc. Again, we have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open
% unique users	There are some libraries where a lot of customers only use that library and others where people use more than one library. This covers the number of users who only use one library.
% public computer use	IT (Information Technology) use is an important part of the modern service and we wanted to ensure this was taken into account. This measure calculates the percentage of available time the PCs have been used for.
% of customers who attend events	Events and activities are another important part of the modern library service.

The five categories were chosen because they reflect the wider use of the modern library service. It ensured that the data we used was fair; for example, visits and issues per hour were used as the primary 'use' measures to allow all size of libraries to be fairly compared.

We did not include individual library cost because the focus was on service performance, and again this was not a fair criteria as library cost would be down to factors such as whether a building happened to be Kent County Council (KCC) owned or not.

You can see in the data table the usage data for every library for each category. To get to the final overall combined usage score, the following approach was taken:

- As the data is in different formats, the data was normalised so that an individual data category didn't contribute disproportionately to the overall score for a library's use.
- Once each data category was normalised, the five categories were weighted by library officers according to their relative importance in assessing a library's performance.
- The categories were weighted in the following order, with the most important at the top:
  1. Visits per hour
  2. Issues per hour
  3. % Unique users
  4. % public computer use
  5. % event activity
- This gave a total combined usage score for each library. The ranking of these combined usage scores informed the tiering process.
- The final consideration for tiers one and two was the library floor area needed for this level of service with a limitation of a minimum of 180M<sup>2</sup> of public floorspace applied. This meant two libraries (Higham & Lenham) were placed in Tier 3 rather than Tier 2

Library	Visits per Hour	Issues per Hour	% Unique Users	% Public Computer Use	% Customers Who Attend Events	Final Ranking	Proposed Library Tier
Allington Library	22.6	26.6	59.6%	26.9%	3.4%	29	3
Ash Library	7.2	19.6	47.4%	8.2%	3.1%	85	5
Ashen Drive Library	6.1	9.5	63.8%	5.2%	8.8%	80	4
Ashford Library	64.0	51.0	73.8%	36.4%	4.0%	3	1
Aylesham Library	4.3	6.9	61.8%	13.9%	11.2%	79	4
Bearsted Library	14.3	23.5	57.9%	21.7%	3.3%	47	3
Birchington Library	34.3	17.0	57.5%	50.5%	1.9%	22	2
Bockhanger Library	5.9	8.9	51.5%	8.8%	8.0%	92	5
Borough Green Library	13.7	19.6	63.6%	17.9%	10.1%	46	3
Boughton Library	3.9	6.8	47.8%	9.9%	1.7%	96	5
Broadstairs Library	37.2	29.2	60.1%	33.9%	2.2%	16	2
Canterbury Library	93.2	48.0	64.6%	38.1%	2.1%	2	1
Charing Library	7.5	13.9	59.1%	6.2%	6.0%	78	4
Cheriton Library	28.3	12.6	59.4%	36.2%	4.0%	36	3
Cliftonville Library	29.5	22.1	54.6%	39.0%	5.9%	28	3
Coldharbour Library	23.6	21.3	56.0%	37.8%	6.6%	31	3
Coxheath Library	15.6	22.0	67.7%	29.2%	11.1%	27	3
Cranbrook Library	22.7	18.0	60.6%	30.8%	1.5%	38	3
Dartford Library	64.6	29.1	69.3%	34.3%	2.7%	10	1
Dashwood Library	3.6	4.2	29.4%	24.2%	33.6%	97	5
Deal Library	50.1	37.9	68.5%	28.6%	1.6%	12	1
Dover Library	37.4	24.5	70.5%	35.2%	3.0%	15	2
East Peckham Library	10.2	14.0	62.0%	6.2%	15.3%	68	4
Edenbridge - The Eden Centre Library	32.2	12.7	77.3%	17.1%	2.2%	25	2

Library	Visits per Hour	Issues per Hour	% Unique Users	% Public Computer Use	% Customers Who Attend Events	Final Ranking	Proposed Library Tier
Faversham Library	36.7	31.3	68.8%	31.7%	3.5%	14	2
Fleetdown Library	15.3	13.7	63.7%	24.2%	13.9%	45	3
Folkestone Library	39.0	20.6	62.3%	42.9%	1.5%	17	2
Gravesend Library	62.5	28.9	63.6%	48.2%	3.9%	9	1
Greenhithe Library	6.0	10.3	50.4%	79.1%	4.4%	39	3
Hadlow Library	9.3	10.2	56.7%	13.4%	14.6%	74	4
Hartley Library	8.8	13.4	58.6%	14.3%	33.1%	57	4
Hawkhurst Library	9.7	12.1	55.3%	22.1%	0.2%	73	4
Headcorn Library	14.1	16.8	62.2%	20.0%	1.5%	54	4
Herne Bay Library	50.0	34.6	68.8%	45.5%	2.3%	8	1
Higham Library	14.3	13.4	70.2%	42.8%	22.4%	23	3
Hildenborough Library	7.0	14.7	50.6%	10.3%	0.7%	89	5
Hive House Library	2.7	2.9	50.0%	46.4%	37.4%	63	4
Hythe Library	38.3	26.7	60.7%	25.5%	2.9%	21	2
Kemsing Library	8.0	10.2	63.1%	10.7%	22.5%	66	4
Kings Farm Library	11.7	7.9	63.9%	23.4%	15.5%	56	4
Larkfield Library	32.8	30.6	65.0%	25.2%	3.0%	18	2
Lenham Library	12.9	35.3	68.5%	16.8%	6.8%	24	3
Longfield Library	5.2	8.7	49.0%	16.7%	15.4%	88	5
Lydd Library	5.3	8.6	71.3%	13.8%	17.5%	60	4
Lyminge Library	15.7	19.3	67.5%	18.9%	19.1%	33	3
Madginford Library	14.4	21.0	59.5%	27.7%	7.5%	42	3
Maidstone - Kent History & Library Centre	51.4	43.7	62.4%	28.9%	5.8%	11	1
Marden Library	18.6	15.7	65.3%	28.8%	6.2%	37	3

Library	Visits per Hour	Issues per Hour	% Unique Users	% Public Computer Use	% Customers Who Attend Events	Final Ranking	Proposed Library Tier
Margate Library	108.5	15.4	59.5%	40.6%	0.2%	7	1
Marling Cross Library	7.8	11.2	50.9%	14.9%	35.7%	71	4
Meopham Library	21.9	16.5	62.2%	16.2%	1.7%	51	3
Minster-in-Sheppey Library	11.9	14.7	62.0%	36.2%	5.3%	44	3
Minster-in-Thanel Library	7.0	6.7	62.3%	12.3%	6.5%	81	4
New Ash Green Library	17.0	14.3	62.6%	38.8%	12.5%	34	3
New Romney Library	14.1	14.1	66.6%	32.1%	1.9%	40	3
Newington Library	6.0	4.1	53.2%	21.3%	6.5%	90	5
Otford Library	9.7	12.7	49.3%	14.2%	16.1%	82	4
Paddock Wood Library	15.3	18.2	57.2%	19.2%	1.2%	61	4
Pembury Library	10.2	8.6	57.5%	20.9%	3.4%	75	4
Queenborough Library	3.9	4.0	49.9%	28.0%	14.2%	87	5
Ramsgate Library	28.9	22.1	62.9%	44.6%	2.7%	19	2
Riverhead Library	7.8	11.1	42.2%	19.5%	8.1%	91	5
Riverview Park Library	15.2	9.3	63.7%	30.1%	2.9%	52	4
Rusthall Library	8.2	12.2	51.2%	15.3%	9.7%	83	4
Sandgate Library	11.3	5.2	45.3%	18.7%	24.4%	86	Out of Scope
Sandwich Library	20.6	20.1	53.3%	26.4%	5.3%	49	3
Seal Library	5.9	8.0	39.3%	8.2%	23.2%	95	5
Sevenoaks Library	72.2	57.4	65.4%	22.1%	5.3%	4	1
Sheerness Library	25.0	14.9	69.5%	34.5%	2.7%	26	2
Shepway Library	12.0	13.6	59.4%	33.4%	1.8%	53	4
Sherwood Library	2.3	3.2	32.5%	8.6%	0.0%	99	5
Showfields Library	5.6	7.8	46.1%	12.1%	7.3%	93	5
Sittingbourne Library	55.0	39.9	78.3%	40.5%	3.0%	5	1

Library	Visits per Hour	Issues per Hour	% Unique Users	% Public Computer Use	% Customers Who Attend Events	Final Ranking	Proposed Library Tier
Snodland Library	11.1	11.5	72.5%	24.1%	6.8%	43	3
Southborough Library	31.8	17.9	49.4%	34.2%	2.6%	41	Out of Scope
St Margarets Library	6.5	23.5	54.4%	11.1%	9.9%	67	4
Stanhope Library	3.2	3.6	49.4%	19.6%	3.0%	94	5
Staplehurst Library	15.1	13.0	63.5%	20.0%	6.6%	55	4
Sturry Library	9.3	11.3	60.0%	31.2%	2.3%	62	4
Summerhouse Library	6.2	6.6	71.4%	28.3%	16.8%	48	3
Sutton-at-Hone Library	8.3	5.9	61.3%	7.8%	11.0%	84	4
Swalecliffe Library	11.0	14.3	53.5%	36.9%	5.3%	59	4
Swan Valley Library	4.5	6.3	61.0%	24.6%	1.9%	77	4
Swanley Library	100.3	20.3	75.7%	24.8%	0.7%	6	1
Temple Hill Library	9.1	4.8	57.9%	27.9%	3.5%	76	4
Tenterden Library	26.4	18.9	67.9%	21.3%	2.0%	30	3
Teynham Library	4.8	6.5	46.9%	54.0%	20.4%	64	4
Tonbridge Library	47.5	38.0	60.0%	27.4%	3.2%	13	2
Tonbridge North Library	10.9	13.9	53.8%	20.5%	6.0%	72	4
Tunbridge Wells Library	87.4	50.0	64.5%	44.5%	3.7%	1	Out of Scope
Vigo Library	5.0	4.6	43.9%	5.2%	16.5%	98	5
West Kingsdown Library	9.4	13.5	61.1%	14.7%	11.0%	65	4
West Malling Library	9.3	16.6	59.5%	25.0%	5.0%	58	4
Westerham Library	9.2	6.6	71.9%	25.1%	12.0%	50	3
Westgate Library	20.7	18.4	57.2%	37.2%	9.0%	35	3
Whitstable Library	34.8	24.9	63.4%	29.3%	3.1%	20	2
Wood Avenue Library	8.4	5.5	58.6%	36.0%	0.4%	70	4
Wye Library	9.7	15.2	59.8%	54.1%	9.7%	32	3
Yalding Library	7.7	10.9	61.1%	15.5%	14.2%	69	4

