**Appendix 1: Key Performance Indicator Monitoring: July to December 2021 (Q2 & Q3 2022-23)**

**Monthly-Monitored KPIs**

| Month | Performance Adjustment Points Summary |
|---|---|
| July 2021 | None reported |
| August 2021 | See detail below |
| September 2021 | See detail below |
| October 2021 | See detail below |
| November 2021 | See detail below |
| December 2021 | See detail below |

**Quarterly-Monitored KPIs**

| Quarter | Performance Adjustment Points Summary |
|---|---|
| Q2 | None reported |
| Q3 | None reported |

**Summary of Failures:**

7<sup>th</sup> August 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 2 failures (full day) |
| **Performance Adjustment Points per Failure** | 60 Performance Adjustment Points |
| **Financial Penalty per Failure** | £2,364.21 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Saturday 7<sup>th</sup> August, the Bromley Central Library team (the largest team) were required to self-isolate due to COVID restrictions. It was agreed with the Client Team to redirect staff from Burnt Ash and Hayes Libraries to keep Central Library open, but close Burnt Ash and Hayes for the day.<br><br>Both libraries reopened on their next opening day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed and consulted with on the day of the closure and were provided an additional formal report soon after. |

10<sup>th</sup> September 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (less than 30 minutes) |
| **Performance Adjustment Points per Failure** | 15 Performance Adjustment Points |
| **Financial Penalty per Failure** | £591.05 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Friday 10<sup>th</sup> September, an expected staff member had not arrived to help open Mottingham Library. Staffing assistance was requested from the nearest library (Chislehurst). Following the arrival of the additional staff member, Mottingham opened 21 minutes later than its regular opening time. |

| Mitigation Status | **Mitigation Accepted by the Client Team** |
|---|---|
| | The Client Team was informed on the day of the closure and were provided an additional formal report soon after. |

28th September 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (less than 30 minutes) |
| **Performance Adjustment Points per Failure** | 15 Performance Adjustment Points |
| **Financial Penalty per Failure** | £591.05 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Tuesday 28th September, a staff member was delayed by traffic problems on the bus journey, preventing the library from being opened. Posters immediately were placed in the windows to advise customers. The staff member arrived and was able to open the library 15 minutes after its regular opening time. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team** |
| | The Client Team was informed on the day of the closure and were provided an additional formal report soon after. |

8th October 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (1 hour 30 minutes) |
| **Performance Adjustment Points per Failure** | 15 Performance Adjustment Points |
| **Financial Penalty per Failure** | £591.05 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Friday 8th October, a gas leak from an internal wall-mounted heater was detected, which resulted in the closure of the library between 2:30pm to 4pm. A contractor was called immediately and was able to |

| | isolate the gas supply and ventilate the library before it was reopened. |
|---|---|
| **Mitigation Status** | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed on the day of the closure and were provided an additional formal report soon after. |

15<sup>th</sup> October 2021

| **Key Performance Indicator** | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (3 hours 30 minutes) |
| **Performance Adjustment Points per Failure** | 30 Performance Adjustment Points |
| **Financial Penalty per Failure** | £1,182.10 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Friday 15<sup>th</sup> October, Shortlands Library had to close from 2pm until the end of the day due to a report of a positive COVID PCR test. Following government advice, staff were sent home to work remotely while the library building was given a disinfectant 'fog' that afternoon.<br><br>The library reopened as normal the following day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed on the day of the closure and were provided an additional formal report soon after. |

15<sup>th</sup> October 2021

| **Key Performance Indicator** | KPI 6 – Public IT Facilities |
|---|---|
| **No. of Failures** | 1 failure |
| **Performance Adjustment Points per Failure** | 10 Performance Adjustment Points |
| **Financial Penalty per Failure** | £394.03 Financial Penalty (**Not applied**) |

| Failure Summary | On Friday 22nd October, public Wi-Fi (Sky 'The Cloud') and wireless printing facilities went down at Central Library, meaning internet access was not available via personal devices. The library's public PCs were unaffected and still provided internet access to users.

The fault was reported immediately, and an engineer visited and fixed that fault on Monday, following the weekend. |
|---|---|
| Mitigation Status | **Mitigation Accepted by the Client Team**

The Client Team was informed after the weekend following the outage and were provided an additional formal report soon after. |

6th November 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| No. of Failures | 1 failure (less than 30 minutes) |
| Performance Adjustment Points per Failure | 15 Performance Adjustment Points |
| Financial Penalty per Failure | £590.94 Financial Penalty (**Not applied**) |
| Failure Summary | On Saturday 6th November, Burnt Ash Library opened late due to staff sickness that morning. Alternative staffing was arranged immediately, and one member of Central Library staff was sent over to open the library. The branch opened 15 minutes after it was scheduled to open that day. |
| Mitigation Status | **Mitigation Accepted by the Client Team**

The Client Team was informed on the day of the closure and were provided an additional formal report soon after. |

10th November 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (full day) |
| **Performance Adjustment Points per Failure** | 60 Performance Adjustment Points |
| **Financial Penalty per Failure** | £2,363.75 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Wednesday 10th November, Penge Library had to be closed following a positive COVID test. The branch was fogged for disinfection and reopened as normal the following day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |

19th November 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| **No. of Failures** | 1 failure (1 hour) |
| **Performance Adjustment Points per Failure** | 15 Performance Adjustment Points |
| **Financial Penalty per Failure** | £590.94 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Friday 19th November, Penge Library had to be closed over lunch (1pm to 2pm) due to a positive COVID test. The branch was fogged for disinfection during this time, alternative staffing was found, and reopened as normal the following day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| No. of Failures | 1 failure (15 minutes) |
| Performance Adjustment Points per Failure | 15 Performance Adjustment Points |
| Financial Penalty per Failure | £590.94 Financial Penalty (**Not applied)** |
| Failure Summary | On Saturday 27th November, Biggin Hill Library was closed 15 minutes early due to anti-social behaviour from teenagers, who tried to force the door following the closure, for the safety of staff and users. The police were informed of the incident. |
| Mitigation Status | **Mitigation Accepted by the Client Team**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |

The following three incidents were considered by the Client Team as related to Force Majeure due to the significant rise in the Omicron COVID variant at the time.

4th December 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
|---|---|
| No. of Failures | 1 failure (full day) |
| Performance Adjustment Points per Failure | 60 Performance Adjustment Points |
| Financial Penalty per Failure | £2,363.75 Financial Penalty (**Not applied)** |
| Failure Summary | On Saturday 4th December, Orpington Library was closed following a positive COVID and remained closed for the full day to allow fogging disinfection and deep cleaning to occur.<br><br>The library reopened on its next regular open day. |

| Mitigation Status | **Mitigation Accepted by the Client Team, and considered as Force Majeure**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |
| --- | --- |

20th December 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
| --- | --- |
| **No. of Failures** | 1 failure (full day) |
| **Performance Adjustment Points per Failure** | 60 Performance Adjustment Points |
| **Financial Penalty per Failure** | £2,363.75 Financial Penalty (**Not applied**) |
| **Failure Summary** | On Monday 20th December, Central Library was closed following a positive COVID and was closed between 9:30 – 11:30am to allow fogging disinfection. The library was closed again from 2:45pm to the end of the day following a second positive COVID test. The library was deep cleaned during this time.<br><br>The library reopened on its next regular open day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team, and considered as Force Majeure**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |

20th December 2021

| Key Performance Indicator | KPI 1 – Opening Hours |
| --- | --- |
| **No. of Failures** | 1 failure (full day) |
| **Performance Adjustment Points per Failure** | 60 Performance Adjustment Points |
| **Financial Penalty per Failure** | £2,363.75 Financial Penalty (**Not applied**) |

| | |
|---|---|
| **Failure Summary** | On Monday 20th December, Petts Wood Library was closed following a positive COVID and was closed for the full day to allow fogging disinfection and a deep clean.<br><br>The library reopened on its next regular open day. |
| **Mitigation Status** | **Mitigation Accepted by the Client Team, and considered as Force Majeure**<br><br>The Client Team was informed on the day of the closure and were provided email updates soon after and a formal report later. |

# Bromley Libraries


# Opening Hours

**Overview:**

From March – December 2020, Bromley Libraries operated under restricted opening hours due to the pandemic. The current opening hours were agreed in December 2020 to allow libraries to open with regular, accessible and consistent hours.

Although agreed in December 2020, the hours were introduced in May 2021 for a period of 6 months. Due to further COVID restrictions, the temporary opening hours have remained in place and we began consulting on the opening hours in October 2021.

**Consultation:**

We surveyed members of the public on 3 occasions from October 2021 – February 2022:

- 25th – 31st October 2021
- 24th – 30th January 2022
- 14th – 20th February 2022

We surveyed library staff from:

- 15th February - 9th March 2022

**Findings:**

**Public Survey**

The response to the temporary opening hours was positive, 76% of library users were satisfied with the current opening hours. There were 4% unclear responses. These were comprised of general feedback for libraries and included a lot of positive feedback for individual libraries and staff. The 20% feedback from those dissatisfied with the library opening hours included those would like them to open even longer, some suggested 24 hour opening and Sunday opening. Some responses were from reading groups who would like to continue until 8pm. In addition, a number of suggestions came from Hayes library users to open on Thursday instead of Friday. We received a lot of comments from Mottingham library users that they would like the late night changed from Monday to Wednesday.

**Staff Survey:**

62 staff responded to the opening hours survey, of these 62, 75% (46 staff members) said there had been a positive impact in introducing these standard opening hours. 25% (16 staff members) felt that there had been a negative impact.

**Outcome:**

Following the consultation, it is clear that the majority of staff and customers would like the opening hours to remain in place with the exception of the following two libraries:

Hayes Library – Feedback is to open on Thursday and close on Friday

Mottingham Library – Feedback is to change the 7pm close from Monday to Wednesday and close at 5pm on Monday instead.

We are therefore proposing to keep the current hours and modify the hours at Hayes and Mottingham Libraries in response to the feedback received.

Please see the summary tables below for each consultation:

**Customer Surveys Tables:**

- 25th – 31st October 2021

|  | Yes | Yes % | No | No % | Unclear response | Unclear response % | Total |
|---|---|---|---|---|---|---|---|
| Beckenham | 19 | 79% | 4 | 17% | 1 | 4% | 24 |
| Biggin Hill | 17 | 89% | 2 | 11% | 0 | 0% | 19 |
| Bromley Central | 43 | 80% | 9 | 17% | 2 | 4% | 54 |
| Burnt Ash | 30 | 73% | 10 | 24% | 1 | 2% | 41 |
| Chislehurst | 8 | 100% | 0 | 0% | 0 | 0% | 8 |
| Hayes | 32 | 64% | 15 | 30% | 3 | 6% | 50 |
| Mottingham | 6 | 26% | 17 | 74% | 0 | 0% | 23 |
| Orpington | 1 | 50% | 0 | 0% | 1 | 50% | 2 |
| Penge | 12 | 80% | 2 | 13% | 1 | 7% | 15 |
| Petts Wood | 41 | 93% | 3 | 7% | 0 | 0% | 44 |
| Shortlands | 26 | 65% | 11 | 28% | 3 | 8% | 40 |
| Southborough | 15 | 83% | 3 | 17% | 0 | 0% | 18 |
| St Paul's Cray | 8 | 80% | 2 | 20% | 0 | 0% | 10 |
| West Wickham | 30 | 88% | 2 | 6% | 2 | 6% | 34 |
| **Total** | **288** | 75% | **80** | 21% | **14** | 4% | **382** |
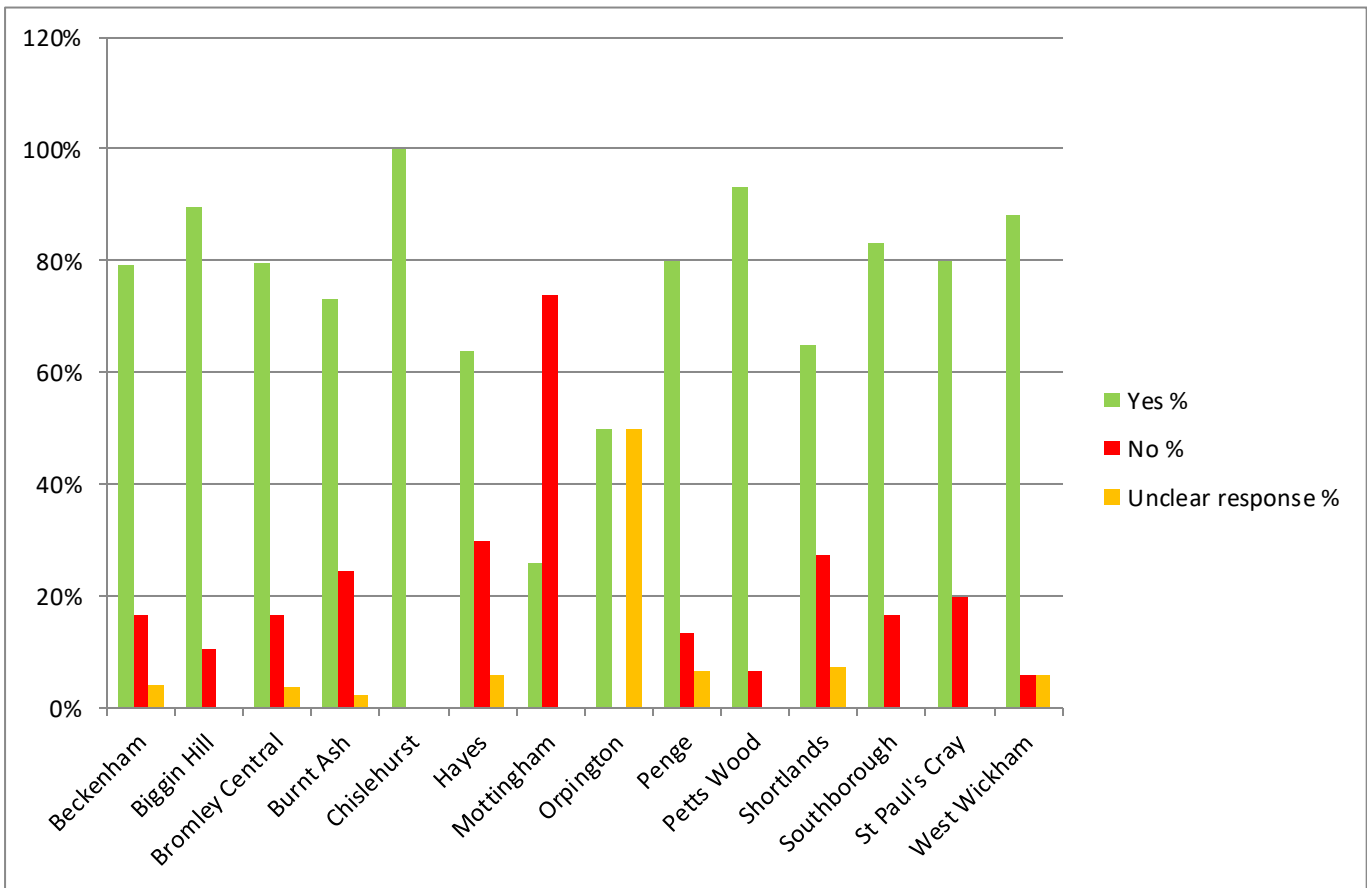
- 24th – 30th January 2021

| | Yes | Yes % | No | No % | Unclear response | Unclear response % | Total |
|---|---|---|---|---|---|---|---|
| Beckenham | 5 | 63% | 3 | 38% | 0 | 0% | 8 |
| Biggin Hill | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Bromley Central | 9 | 82% | 0 | 0% | 2 | 18% | 11 |
| Burnt Ash | 9 | 56% | 1 | 6% | 6 | 38% | 16 |
| Chislehurst | 1 | 33% | 1 | 33% | 1 | 33% | 3 |
| Hayes | 2 | 17% | 10 | 83% | 0 | 0% | 12 |
| Mottingham | 5 | 50% | 5 | 50% | 0 | 0% | 10 |
| Orpington | 67 | 79% | 17 | 20% | 1 | 1% | 85 |
| Penge | 5 | 63% | 1 | 13% | 2 | 25% | 8 |
| Petts Wood | 5 | 71% | 2 | 29% | 0 | 0% | 7 |
| Shortlands | 29 | 81% | 6 | 17% | 1 | 3% | 36 |
| Southborough | 21 | 95% | 1 | 5% | 0 | 0% | 22 |
| St Paul's Cray | 10 | 77% | 3 | 23% | 0 | 0% | 13 |
| West Wickham | 6 | 86% | 0 | 0% | 1 | 14% | 7 |
| Total | 174 | 73% | 50 | 21% | 14 | 6% | 238 |
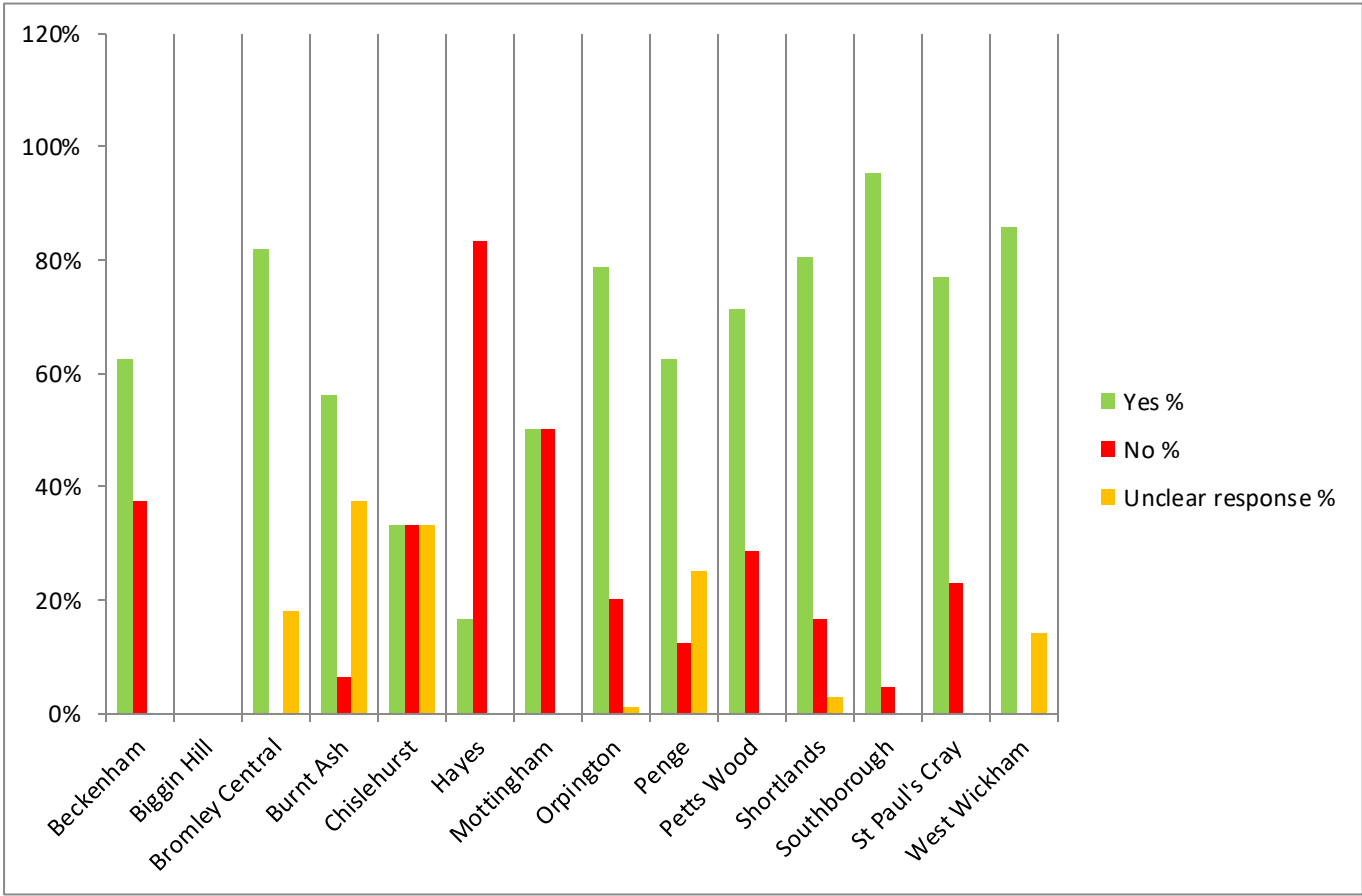
- 14th – 20th February 2021

| | Yes | Yes % | No | No % | Unclear response | Unclear response % | Total |
|---|---|---|---|---|---|---|---|
| Beckenham | 5 | 63% | 3 | 38% | 0 | 0% | 8 |
| Biggin Hill | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Bromley Central | 22 | 88% | 2 | 8% | 1 | 4% | 25 |
| Burnt Ash | 8 | 67% | 4 | 33% | 0 | 0% | 12 |
| Chislehurst | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Hayes | 13 | 68% | 6 | 32% | 0 | 0% | 19 |
| Mottingham | 51 | 78% | 10 | 15% | 4 | 6% | 65 |
| Orpington | 15 | 94% | 1 | 6% | 0 | 0% | 16 |
| Penge | 3 | 100% | 0 | 0% | 0 | 0% | 3 |
| Petts Wood | 15 | 83% | 3 | 17% | 0 | 0% | 18 |
| Shortlands | 18 | 86% | 2 | 10% | 1 | 5% | 21 |
| Southborough | 15 | 83% | 2 | 11% | 1 | 6% | 18 |
| St Paul's Cray | 5 | 50% | 5 | 50% | 0 | 0% | 10 |
| West Wickham | 2 | 100% | 0 | 0% | 0 | 0% | 2 |
| Total | 172 | 79% | 38 | 18% | 7 | 3% | 217 |
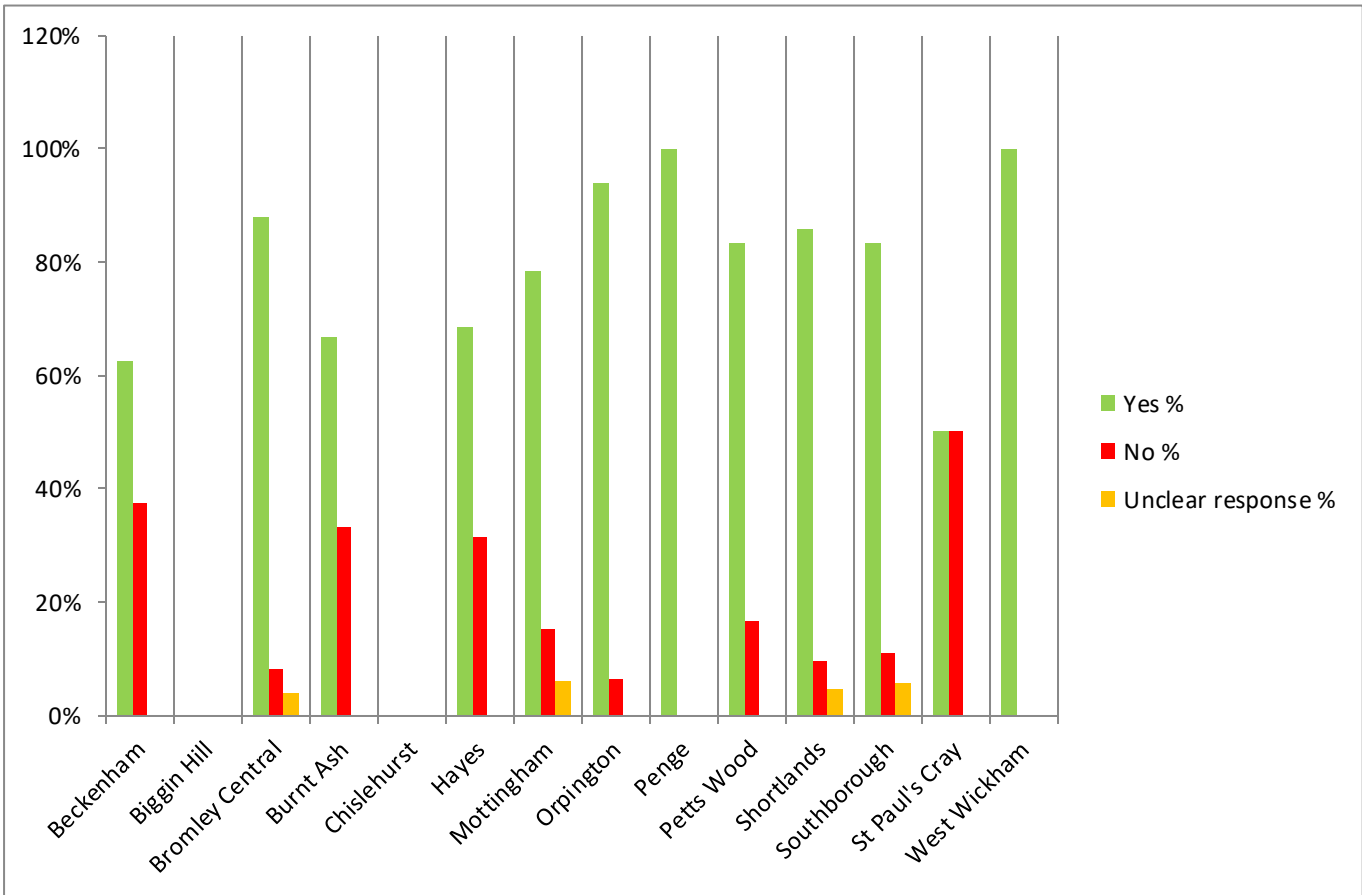
**Public Survey Combined results:**

| | Yes | Yes % | No | No % | Unclear response | Unclear response % | Total |
|---|---|---|---|---|---|---|---|
| Beckenham | 29 | 73% | 10 | 25% | 1 | 0% | 40 |
| Biggin Hill | 17 | 89% | 2 | 11% | 0 | 0% | 19 |
| Bromley Central | 74 | 82% | 11 | 12% | 5 | 6% | 90 |
| Burnt Ash | 47 | 68% | 15 | 22% | 7 | 10% | 69 |
| Chislehurst | 9 | 82% | 1 | 9% | 1 | 9% | 11 |
| Hayes | 47 | 58% | 31 | 38% | 3 | 4% | 81 |
| Mottingham | 62 | 63% | 32 | 33% | 4 | 4% | 98 |
| Orpington | 83 | 81% | 18 | 17% | 2 | 2% | 103 |
| Penge | 20 | 77% | 3 | 12% | 3 | 12% | 26 |
| Petts Wood | 61 | 88% | 8 | 12% | 0 | 0% | 69 |
| Shortlands | 73 | 75% | 19 | 20% | 5 | 5% | 97 |
| Southborough | 51 | 88% | 6 | 10% | 1 | 2% | 58 |
| St Paul's Cray | 23 | 70% | 10 | 30% | 0 | 0% | 33 |
| West Wickham | 38 | 88% | 2 | 5% | 3 | 7% | 43 |
| **Total** | **634** | 76% | **168** | 20% | **35** | 4% | **837** |
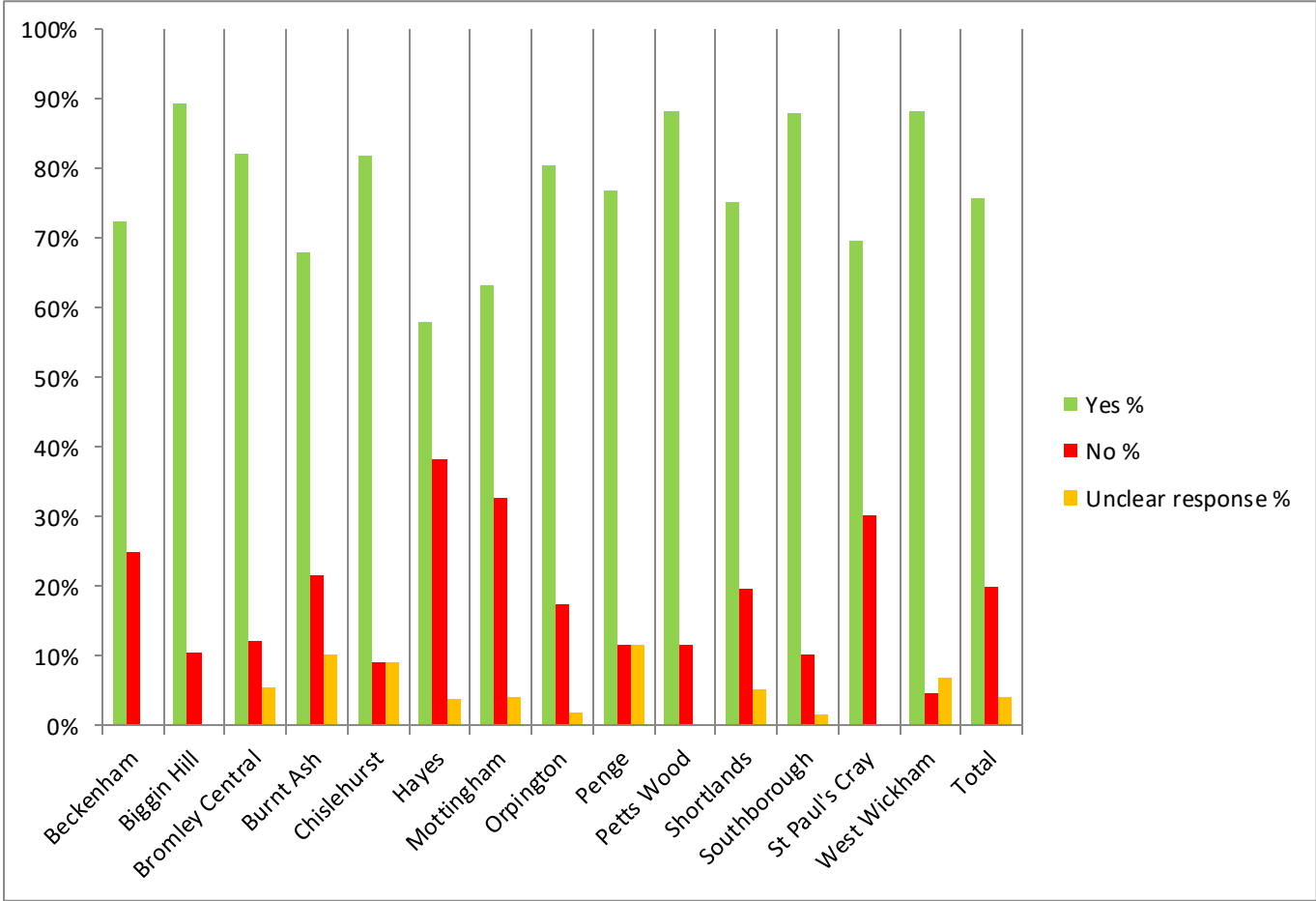
**Staff Survey:**

- 15<sup>th</sup> February - 9<sup>th</sup> March

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# Current Temporary Hours:

Temporary Opening Hours – in operation since May 2021

| Branch | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|---|---|---|---|---|---|---|
| Beckenham | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Central | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 17:00 | - |
| Biggin Hill | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 17:00 | 10:00 - 13:00 |
| Burnt Ash | 9:30 - 13:00 14:00 - 17:30 | - | - | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:00 | - |
| Chislehurst | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Hayes | - | 9:30 - 13:00 14:00 - 17:30 | - | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| Mottingham | 9:30 - 13:00 14:00 - 19:00 | - | 9:30 - 13:00 14:00 - 17:00 | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| Orpington | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Penge | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Petts Wood | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Shortlands | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| Southborough | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| St Paul's Cray | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:00 | - |
| West Wickham | 9:30 - 19:00 | 9:30 - 17:30 | - | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:00 | - |

# Proposed changed hours following consultation:

Permanent Opening Hours Proposal

| Branch | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|---|---|---|---|---|---|---|
| Beckenham | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Central | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 17:00 | - |
| Biggin Hill | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 19:00 | 9:30 - 17:00 | 10:00 - 13:00 |
| Burnt Ash | 9:30 - 13:00 14:00 - 17:30 | - | - | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:00 | - |
| Chislehurst | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Hayes | - | 9:30 - 13:00 14:00 - 17:30 | - | - 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:00 | - |
| Mottingham | 9:30 - 13:00 14:00 - 17:00 | - | 9:30 - 13:00 14:00 - 19:00 | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| Orpington | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Penge | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Petts Wood | 9:30 - 17:30 | 9:30 - 17:30 | - | 9:30 - 19:00 | 9:30 - 17:30 | 9:30 - 17:00 | - |
| Shortlands | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| Southborough | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:00 | - |
| St Paul's Cray | 9:30 - 13:00 14:00 - 17:30 | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:30 | - | 9:30 - 13:00 14:00 - 17:00 | - |
| West Wickham | 9:30 - 19:00 | 9:30 - 17:30 | - | 9:30 - 17:30 | 9:30 - 17:30 | 9:30 - 17:00 | - |

**Appendix 3: Start Up Bromley Project Key Performance Indicators and Targets – End of Year Summary**

## Project KPIs

Seven KPIs was written to represent day-to-day operational standards expected to be maintained. The KPIs were agreed between LBB and GLL at the commencement of the project and were observed monthly, quarterly, or annually depending on the KPI. The tables below show how many times between May 2021 and March 2022 an incident was recorded against each KPI.

**Monthly KPIs:**

| KPI | Description | Monitored Criteria | Incident Description | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Opening Hours | Service available during business hours 10am to 5pm, Monday to Friday.<br><br>Appointments and facilities available outside these hours with booking (Linked to Library Contract KPIs) | Service unavailable for at least 10 minutes during business hours in a day | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | Bookable Rooms | Availability of rooms for booking<br><br>3 rooms at Central<br>1 rooms at Orpington | A room is not available for use/booking | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 | 0 | 0 | 10 |
| 3 | Public IT Facilities | Availability of Public IT equipment (Linked to Library Contract KPIs) | For every full day (or two half-days monthly) Wi-Fi is not available | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | For every full day more than one Public Network terminal is not available, per terminal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | OR for every full day (or two half-days monthly) where ALL Public Network terminals are unavailable, per library | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 | 0 | 0 | 10 |

| 4 | Online Resources | Availability of online resources | For every full day (or two half-days monthly) an online resource is not available | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| 7 | Financial Reporting | Monthly spreadsheet detailing project expenditure produced and shared with Client | Failure to provide Client with project expenditure spreadsheet within 10 working days from the start of the month | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Quarterly KPIs:**

| KPI | Description | Monitored Criteria | Incident Description | Q1 | Q2 | Q3 | Q4 |
|-----|-------------|--------------------|--------------------|----|----|----|----|
| 5 | Annual Service Plan | Key Start Up Bromley performance indicators and operational targets to be added to the current Service Plan 2021/22 (Libraries Contract) and quarterly updates provided alongside libraries targets (Linked to Library Contract KPIs) | Quarterly updates not provided in Service Plan | 0 | 0 | 0 | 0 |

**Annual KPIs:**

| KPI | Description | Monitored Criteria | Incident Description | 2021-22 |
|-----|-------------|--------------------|--------------------|---------|
| 6 | Customer Satisfaction Survey | Annual customer satisfaction survey for Start Up Bromley run, with questions agreed with Client ahead of time | Failure to agree questions with Client before the survey goes live | 0 |
| | | | Failure to run at least one customer satisfaction survey per year | 0 |

All incidents that occurred in December and January were related to the unavailability of physical spaces and equipment within libraries as a result of the library branches closing at this time, running a click and collect service only, in response to the surge in Omicron-variant COVID cases. The decision to close these spaces was a library decision and was made in conjunction with the Libraries Client Team.

## Annual Performance Targets

GLL reported monthly to the Client, within 10 working days from the start of each month, on the progress made towards these ten annual performance targets that had been set at the beginning of the project (4th May 2021), to achieve by the end of the project (31st March 2022).

The end of year targets vs. what was achieved is shown below:

| No. | Performance Target | Total Achieved | End of Project Target | % of Target Achieved | |
|---|---|---|---|---|---|
| 1 | Number of aspiring entrepreneurs registered with Start Up Bromley. | 122 | 150 | 89% | |
| 2 | Number of businesses registered with Start Up Bromley. | 151 | 50 | 336% | ✔ Achieved |
| 3 | Total hours of business support (including 121s, webinars, workshops etc.) received by aspiring entrepreneurs. | 330 | 500 | 72% | |
| 4 | Total hours of business support (including 121s, webinars, workshops etc.) received by businesses. | 583 | 200 | 319% | ✔ Achieved |
| 5 | Number of aspiring entrepreneurs who have received 6 hours of support from Start Up Bromley. | 21 | 60 | 38% | |
| 6 | Number of businesses who have received 6 hours of support from Start Up Bromley. | 35 | 30 | 130% | ✔ Achieved |
| 7 | Total hours of use of business lounges for booked meetings by aspiring entrepreneurs. | 71 | 100 | 178% | ✔ Achieved |
| 8 | Total hours of use of business lounges for booked meetings by businesses. | 165 | 150 | 275% | ✔ Achieved |
| 9 | Number of aspiring entrepreneurs who have registered a business as result of support received by Start Up Bromley. | 4 | 50 | 9% | |
| 10 | Number of aspiring entrepreneurs who have registered a business that is actively trading as result of support received by Start Up Bromley. | 5 | 30 | 19% | |

## Usage Statistics

Additional assorted usage statistics for the service were collected monthly. See below table for end-of-year totals:

| Metric | Total |
|---|---|
| New membership registrations | 274 |
| New enquiries | 148 |
| Number of visits to the Business Lounges | 392 |
| Number of room bookings made at Central | 68.5 |
| Number of people receiving 1:1 support (by phone or in person) | 67.5 |
| Hours delivered of 1:1 support | 109.6 |
| Number of "Coaching Programme" Sessions (online or in person) | 133 |
| Number of room bookings made at Central (by Coaches for Coaching Programme) | 86 |
| Number of events run (e.g. webinars/workshops/talks) | 28 |
| Total number of people attending webinars | 52 |
| Total number of people attending workshops | 132 |
| Total number of people attending other events | 362 |

**Appendix 4: 2021/22 End of Year Stock Budget and Spend – March 2022**

| Budget | Budget name | Current Allocation £ | Invoices paid to date (ex VAT) | Difference |
|---|---|---|---|---|
| AF | Adult Fiction | £25,000.00 | £41,569.59 | £16,569.59 |
| AFS | Adult Fiction (Supplier) | £48,000.00 | £50,852.81 | £2,852.81 |
| ALP | Adult Large Print | £4,500.00 | £3,072.27 | -£1,427.73 |
| ANF | Adult Non-Fiction | £55,000.00 | £73,925.98 | £18,925.98 |
| ANFB | Adult Non-Fiction Bestseller | £5,050.00 | £4,817.09 | -£232.91 |
| AUB | Audio Books | £15,000.00 | £13,438.90 | -£1,561.10 |
| BIB | Bibliographic Resources | £14,000.00 | £10,680.65 | -£3,319.35 |
| CD | Music CDs | £1,500.00 | £1,609.55 | £109.55 |
| CYAUB | Children's Audiobook | £3,000.00 | £2,582.42 | -£417.58 |
| CYEBO | Children's Ebooks | £3,000.00 | £3,094.75 | £94.75 |
| CYF | Children's Fiction | £30,000.00 | £26,104.84 | -£3,895.16 |
| CYFS | Children's Fiction (supplier) | £30,000.00 | £29,857.68 | -£142.32 |
| CYLP | Childrens Large Print | £1,000.00 | £0.00 | -£1,000.00 |
| CYNF | Children's Non-Fiction | £5,500.00 | £5,725.82 | £225.82 |
| CYNFS | Children's NF (Supplier) | £15,000.00 | £14,118.95 | -£881.05 |
| DEBT | Debt Recovery | £1,000.00 | £0.00 | -£1,000.00 |
| DEVT | Development | £8,000.00 | £6,385.00 | -£1,615.00 |
| DVD | DVDs | £500.00 | £8.00 | -£492.00 |
| DVDS | DVDs (Supplier) | £6,500.00 | £7,568.02 | £1,068.02 |
| EAUD | E-Audio | £4,000.00 | £12,085.35 | £8,085.35 |
| EBOO | E-Books | £23,000.00 | £17,090.53 | -£5,909.47 |
| ELIB | E-Library Contract (Overdrive) | £14,000.00 | £4,000.00 | -£10,000.00 |
| EMAG | E-Magazines | £14,900.00 | £14,093.00 | -£807.00 |
| GRA | Grants & Subscriptions | £2,500.00 | £2,213.72 | -£286.28 |
| INONL | Online Resources | £50,000.00 | £58,955.81 | £8,955.81 |

| | | | | |
|---|---|---:|---:|---:|
| INPER | Newspapers and Periodicals | £29,000.00 | £22,636.47 | -£6,363.53 |
| INREF | Reference Books | £900.00 | £405.76 | -£494.24 |
| INSUB | Subscriptions & SOs | £2,000.00 | £2,444.53 | £444.53 |
| LSCON | Local Studies Conservation | £2,396.18 | £5,089.21 | £2,693.03 |
| LSLOA | Local Studies Loan Collection | £0.00 | £0.00 | £0.00 |
| LSONL | Local Studies Online | £16,150.00 | £15,888.18 | -£261.82 |
| LSREF | Local Studies Reference | £1,603.82 | £1,769.17 | £165.35 |
| REQ | Requests | £7,000.00 | £3,404.10 | -£3,595.90 |
| SEC | Stock Security | £5,000.00 | £2,699.76 | -£2,300.24 |
| SUP | Supplier Selection Fees | £6,000.00 | £6,000.00 | £0.00 |
| Prepaid invoices from 2020-2021 | | | -£19,846.91 | -£19,846.91 |
| Howes eMagazines 20-21 invoice* | | | £5,659.00 | £5,659.00 |
| **TOTAL Acquisitions budget** | | **£450,000.00** | **£450,000.00** | **£0.00** |

* Accounted in 2020-21 budget spend. Discovered not paid until 2021-22 so unavailable to spend this year.

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**Notes:**

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

The Library Book fund 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 fund.

**Appendix 5: Bromley Libraries Annual Satisfaction Survey 2021-22 – Results Summary Report**

| How would you rate your overall experience at your local Better library? Where 1 denotes strong disagreement, 3 denotes a neutral opinion and 5 denotes strong agreement |
| --- |

| Response Option | Count of How would you rate your overall experience at your local Better library? |
| --- | --- |
| 1 | 3% |
| 2 | 3% |
| 3 | 8% |
| 4 | 25% |
| 5 | 60% |
| Average | 4.37 |

| Thinking of this library, out of 10, how likely are you to recommend a friend to use our services? (0 = would not recommend, 10 = highly recommend) |
| --- |

| Response Option | Thinking of this library, out of 10, how likely are you to recommend a friend to use our services? |
| --- | --- |
| 1 | 1% |
| 2 | 1% |
| 3 | 0% |
| 4 | 1% |
| 5 | 2% |
| 6 | 2% |
| 7 | 5% |
| 8 | 10% |
| 9 | 14% |
| 10 | 63% |
| Average | 9.05 |

**NPS = Scores 10 & 9, minus scores 6 and under)**

**Please rate the following statements based on your experience at your local Better library.**

Where 1 denotes strong disagreement, 3 denotes a neutral opinion and 5 denotes strong agreement

| Response Option | On considering our library colleagues - please answer the following statement: "Staff were welcoming" | How would you rate the overall cleanliness of your local Better library? |
|---|---|---|
| 1 | 1% | 1% |
| 2 | 1% | 0% |
| 3 | 7% | 8% |
| 4 | 22% | 26% |
| 5 | 69% | 64% |
| **Average** | **4.57** | **4.50** |

**Have you visited your local Better library in the last 12 months?**

| Response Option | Have you visited your local Better library in the last 12 months? Government restrictions permitting |
|---|---|
| No | 4% |
| Yes | 96% |

**On considering what we offer at your local Better library - please rate the following:**

Where 1 denotes very poor, 3 denotes satisfactory and 5 denotes excellent

| Response Option | Customer information available at your local Better library | Range of activities available at your local Better library | Access to computers, Wi-Fi and study areas | The choice and availability of books to loan |
|---|---|---|---|---|
| 1 | 3% | 3% | 5% | 2% |
| 2 | 2% | 5% | 3% | 6% |
| 3 | 17% | 31% | 25% | 13% |
| 4 | 36% | 33% | 30% | 34% |
| 5 | 42% | 28% | 38% | 44% |
| Average | 4.11 | 3.78 | 3.92 | 4.11 |

| Response Option | The overall condition of books for loan | The choice and availability of audio-visual to loan (DVDs, CDs etc) | Activities for adults | Activities for children |
|---|---|---|---|---|
| 1 | 1% | 4% | 7% | 6% |
| 2 | 2% | 5% | 9% | 4% |
| 3 | 6% | 30% | 43% | 31% |
| 4 | 27% | 32% | 22% | 31% |
| 5 | 64% | 28% | 18% | 27% |
| Average | 4.51 | 3.75 | 3.33 | 3.68 |

**How has the Covid-19 pandemic changed how you use your library service? Please rate the following statements:**

Where 1 denotes increased, 2 denotes no change, 3 denotes decreased and 4 denotes not applicable applicable

| Response Option | Using eBooks, eAudiobooks, eMagazines, eNewspapers, etc | Attending or watching online and virtual activities/videos | How often you visit your local Better library | How many books you borrowed from your library |
|---|---|---|---|---|
| 1 | 22% | 14% | 30% | 49% |
| 2 | 34% | 34% | 44% | 36% |
| 3 | 8% | 3% | 21% | 11% |
| 4 | 35% | 48% | 4% | 3% |

| Response Option | Using the public computers at your library | Using the study or reading spaces in your library | Participating in reading groups | Participating in children's activities |
|---|---|---|---|---|
| 1 | 6% | 6% | 5% | 7% |
| 2 | 32% | 31% | 27% | 25% |
| 3 | 6% | 9% | 5% | 7% |
| 4 | 56% | 54% | 63% | 62% |

## Demographics Review

| Response Option | Which best describes your current employment status? |
|---|---|
| Employed full time | 23% |
| Employed part time | 13% |
| Look after family / children / dependents | 7% |
| Prefer not to say | 3% |
| Retired | 43% |
| Self-employed | 6% |
| Student | 2% |
| Unemployed | 2% |

| Response Option | What is your age group? |
|---|---|
| 16 - 24 | 1% |
| 25 - 34 | 3% |
| 35 - 44 | 17% |
| 45 - 54 | 17% |
| 55 - 64 | 24% |
| 65 - 74 | 20% |
| 75 - 84 | 10% |
| 85 - 94 | 2% |
| Prefer not to say | 6% |

| Response Option | What is your gender / how do you identify? |
|---|---|
| Female | 71% |
| Male | 24% |
| Prefer not to say | 5% |

| Response Option | What is or how do you describe your ethnic origin? |
|---|---|
| African | 1% |
| Any other Asian background | 0% |
| Any other Black, African or Caribbean background | 1% |
| Any other ethnic group | 0% |
| Any other Mixed or Multiple ethnic group | 1% |
| Any other White background | 7% |
| Arab | 1% |
| Bangladeshi | 0% |
| Caribbean | 1% |
| Chinese | 1% |
| English, Welsh, Scottish, Northern Irish or British | 73% |
| Indian | 4% |
| Irish | 1% |
| Prefer not to say | 8% |
| White and Asian | 1% |
| White and Black African | 1% |