

	Hierarchy		Measurement / Target				
Service Aim	Top Level (Strategic) to be reported to Partnership Board quarterly	Information Requirement	Ealing	Harrow	Frequency	Method	Payment Mechanism (Service Credit)
1a. Increasing Participation.	Top Level (Strategic)	Number of physical visits.			Monthly	Monthly Performance Report	£300
	Top Level (Strategic)	Number of total stock issues.			Monthly		
	Top Level (Strategic)	Number of new library members			Monthly		
	Middle Level	Number of total combined physical & online visits.			Monthly		None
	Middle Level	Number of physical stock issues			Monthly		
	Lower Level	Ratio of physical stock issues versus footfall			Monthly		
	Lower Level	Ratio of PN sessions versus footfall			Monthly		
	Lower Level	Ratio of WiFi connections versus footfall			Monthly		
1b. Increasing participation by targeted groups.	Middle Level	Number of attendees at library activities			Monthly	Monthly Performance Report	None
	Middle Level	Issues by member profile category			Quarterly		
	Middle Level	Active members by member profile category			Quarterly		
	Middle Level	Number of Home Library Visits			Quarterly		
	Top Level (Strategic)	Number of active members per 1000 population			Quarterly		
	Middle Level	Annual Service plan to include specific actions to drive this service aim to include home and school library service.	90% of actions		Annually	Annual Performance Report	£400
2. Improved Stock	Middle Level	Number of new books purchased per authority and broken down by fiction and non-fiction for adults and children.			Quarterly	Performance Report	None
	Middle Level	Stock turn = Number of issues/total stock			Annually	Annual Performance Report	None
3. Digital Engagement	Top Level (Strategic)	Number (%) of PN hours use vs. opening			Monthly	Monthly Performance Report	None
	Top Level (Strategic)	Use of Wi-Fi			Monthly	Monthly Performance Report	None
	Top Level (Strategic)	Number of website visits			Monthly	Monthly Performance Report	None
	Top Level (Strategic)	Number of online resource visits			Monthly	Monthly Performance Report	None
	Medium Level	Number of online renewals			Monthly	Monthly Performance Report	None

	<b>Top Level (Strategic)</b>	Number of e-book issues			Monthly	Monthly Performance Report	None
	<b>Medium Level</b>	Use (percentage of self-service)			Monthly	Monthly Performance Report	None
<b>4. Community Hubs</b>	<b>Middle Level</b>	Annual Service plan to include specific actions to encourage use of library space by non-traditional groups.	90% of actions		Annually	Annual Performance Report	£300
	<b>Middle Level</b>	Report usage figures as part of the quarterly annual service plan update.	ASP		Quarterly	ASP Update	None
<b>5. Increased External Grants and Investment.</b>	<b>Middle Level</b>	Annual Service plan to include specific actions relating to grant funding applications to be submitted.	90% of actions		Annually	Annual Performance Report	£400
<b>5a. Commercial Viability/Reduced Net Cost of Service</b>	<b>Top Level (Strategic)</b>	Financial Position Statement by Borough against original bid (BAFO)			Quarterly	Partnership Board	None
	<b>Top Level (Strategic)</b>	Cost Per Issue			Quarterly	Partnership Board	None
	<b>Top Level (Strategic)</b>	Cost Per Visit			Quarterly	Partnership Board	None
<b>6a. Improved User Satisfaction</b>	<b>Middle Level</b>	Undertake in-house 'PLUS' style surveys by Adult and Child categories every two years.	90% satisfaction	90% satisfaction	Biennially	Annual Performance Report	£300
	<b>Middle Level</b>	Achievement of CSE award or similar in second year onwards.	Accredited	Accredited	Annually	Annual Performance Report	None
<b>6b. More word of mouth recommendations.</b>	<b>Middle Level</b>	Undertake annual 'Net Promoter Survey'	80%		Annually	Annual Performance Report	£200
<b>6c. Higher Quality Service</b>	<b>Middle Level</b>	Each library to be audited annually on CCS Library Standards. Overall average score of 80% or more for each borough.	80%		Annually	Annual Performance Report	£300
<b>7. Environmental Sustainability</b>	<b>Middle Level</b>	Formal accreditation EMAS / ISO 14001 to be achieved and maintained.	Accredited		Annually	Annual Performance Report	None
	<b>Middle Level</b>	Energy and water consumption by library/council	Meter Readings		Annually	Annual Performance Report	None
<b>7a. Environmental Sustainability</b>	<b>Middle Level</b>	Utilities consumption reduction (achieve minimum of two in each borough).	Reduction on 2014/15		Annually	Annual Performance Report	£500
	<b>Middle Level</b>	Data on waste generated and percentage of waste recycled.	N/A	25%	Annually	Annual Performance Report	£500
	<b>Middle Level</b>	Suppliers signed up to Carillion's sustainability charter.	95%		Annually	Annual Performance Report	£500

	<b>Middle Level</b>	Delivery of actions identified in the Green Travel Plan.	90%	Annually	Annual Performance Report	£500	
	<b>Middle Level</b>	Travel to facilities by car (CCS staff and library users).	Survey and performance against actions in Green Travel Plan.	Annually	Annual Performance Report	None	
<b>8a. Social Sustainability</b>	<b>Middle Level</b>	Staff satisfaction survey report ( % of staff satisfied overall.	75%	Biennially	Annual Performance Report	£300	
	<b>Middle Level</b>	Achievement and maintenance of IIP.	IIP Achieved	Annually	Annual Performance Report	None	
	<b>Middle Level</b>	Staff / Volunteer profile by gender, disability and BAME.	% by group	Annually	Annual Performance Report	None	
	<b>Middle Level</b>	Delivery of actions in the Annual Service Plan toward staff and volunteer profile representation of library wards.	90% of actions	Annually	Annual Performance Report	£200	
<b>8b. Economic Sustainability</b>	<b>Middle Level</b>	Number of apprenticeships for council residents.	2	2	Annually	Annual Performance Report	£500
	<b>Middle Level</b>	Number of work placements for council residents.	100 days	100 days	Annually	Annual Performance Report	£500
	<b>Middle Level</b>	Number of jobs advertised locally for local residents to apply.	100%	Annually	Annual Performance Report	£500	
	<b>Middle Level</b>	Percentage of local suppliers as a percentage of total.	15%	Annually	Annual Performance Report	£300	