

## **DUNDEE CITY COUNCIL**

**REPORT TO:** Scrutiny Committee - 15 June 2011

**REPORT ON:** External Evaluation of Library and Information Services

**REPORT BY:** Director of Leisure and Communities

**REPORT NO:** 313-2011

### **1.0 PURPOSE OF REPORT**

1.1 This report presents the results of a review by the Scottish Library and Information Council of the self-evaluation process undertaken by Library and Information Services using the Public Library Quality Improvement Matrix Framework. It outlines the subsequent funding award from the Scottish Government Public Libraries Improvement Fund.

### **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee notes the content of this report and the attached report from the Scottish Library and Information Council.
- 2.2 It is recommended that the Committee notes the award of £10,000 from the Scottish Government Fund for provision of an e-book an e-audio book service to members of the community who are unable to access library services.

### **3.0 FINANCIAL IMPLICATIONS**

3.1 None

### **4.0 BACKGROUND**

- 4.1 The Public Library Quality Improvement Matrix was developed by the Scottish Library and Information Council (SLIC) in 2007 and has been adopted by the Library and Information Services as a self-assessment tool.
- 4.2 The Matrix provides a framework to enable public libraries to evaluate the quality and effectiveness of service provision and demonstrate their contribution to overall corporate performance. It covers seven quality indicators which are most relevant to evaluating the quality of a public library service, relating to service delivery and management.
- 4.3 In 2010 the Library and Information Services section of the Leisure and Communities department used the framework to assess two quality indicators: 'personal and community participation' (Indicator 2) and 'organisation and use of resources and space' (Indicator 6).
- 4.4 The results of the assessment process were subject to external verification from the Scottish Library and Information Council with their findings outlined in the report detailed in Appendix 1.
- 4.5 The report indicates that Dundee City Council's Library and Information Services attained a level of 'very good' across Indicator 2 and 'good' and 'very good' across Indicator 6.

- 4.6 The following levels were attained under the indicator 'personal and community participation':  
Planned approaches promoting personal and community development: Very good  
Provision of community space for a range of activities: Very good  
Supporting, recording and providing access to community heritage and culture: Very good
- 4.7 The following levels were attained under the indicator 'organisation and use of resources and space':  
Accommodation and facilities: Good  
Organisation and promotion of resources and services: Very good  
Deployment of skilled staff: Very good  
Use of funding: Good
- 4.8 As a result of this positive evaluation, the Library and Information Service was awarded £10,000 from the Scottish Government Public Libraries Improvement Fund.
- 4.9 This funding has been used to purchase a range of devices which will be used to enable housebound library members and hospital patients to access the e-book and e-audio collection.

## **5.0 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. No major issues have been identified.

## **6.0 CONSULTATION**

- 6.1 The Chief Executive, Depute Chief Executive (Support Services), Assistant Chief Executive and Director of Finance have been consulted on this report.

## **7.0 BACKGROUND PAPERS**

- 7.1 None

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**DIRECTOR OF LEISURE AND COMMUNITIES**

**31 MAY 2011**



## **Public Library Quality Improvement Matrix - Report on Leisure and Communities' Library and Information Services by the Scottish Library and Information Council**

### ***Summary***

Dundee Library Service's staff used the Public Library Quality Improvement Matrix (PLQIM) to review its provision across in Quality Indicator 6 Organisation and use of resources and space.

From detailed discussions with staff, the public and a wide range of stakeholders; visits to libraries; and a review of the evidence, it is clear that the Libraries' staff are strongly committed to developing a range of services and publicising them well in the community. Provision of libraries is good with, generally, attractive buildings and very good interiors. The Central Library is well-positioned in the shopping mall and has some smart public spaces which the public are using regularly. The Service is supported by an urban mobile library which works with targeted groups and a housebound service. Capital investment has been good with regular inclusion of libraries in refurbishments and upgrades.

The service's staff target hard to reach marginalised groups using well-considered, planned approaches which seek to extend the library and reading offer to non-traditional library users. These approaches are considered to represent very good practice. The Information Services Section is responsible for library and council websites and a variety of communication channels are used to promote services and promotion is of a high standard. There is a commitment to consultation, including through social networking sites and many opportunities for volunteering and community engagement.

Libraries have been well represented in the Departmental capital plan and a good range of refurbishments have recently been completed to high standards. There is a strong commitment to shared services with multiple examples of co-locations and this has clear benefits to the customer as well as representing effective use of funding and resources.

Other important strengths include the reminiscence work which is carried out by outreach staff using local history resources, the e-books and e-audio services and the staff training programme.

There are a number of areas for improvement including evaluating the effectiveness of the marketing campaigns, continuing to reach out to non-users, exploring innovative ways of cascading staff knowledge gained from training courses and continuing to encourage staff participation in promoting activities on the web site.

<b>Quality Indicator 2 Personal and community participation</b>	
<i>Planned approaches promoting personal and community development</i>	Very good
<i>Provision of community space for a range of activities</i>	Very good
<i>Supporting, recording and providing access to community heritage and culture</i>	Very good

<b>Quality Indicator 6 Organisation and use of resources and space</b>	
<i>Accommodation and facilities</i>	Good
<i>Organisation and promotion of resources and services</i>	Very good
<i>Deployment of skilled staff</i>	Very good
<i>Use of funding</i>	Good

### **Levels**

This report uses a six level scale, as follows:

- excellent – outstanding, sector leading
- very good – major strengths
- good – important strengths with areas for improvement
- satisfactory – strengths just outweigh weaknesses
- weak – important weaknesses
- unsatisfactory – major weaknesses

### **Introduction**

Sited in all types of communities and with extensive mobile library service provision, libraries remain one of the free universal services for communities where the population can visit as individuals or in groups to pursue reading for pleasure, learning or hobbies. Libraries can support the business community, individual and community information needs and are inclusive of all age and social groups, nationalities, genders and religious beliefs. The delivery of high quality information and library services to individuals and communities helps people to develop their skills, realise their aspirations and contribute to the economic growth and well-being of the country. Libraries encourage the use of digital technologies by communities and individuals by providing access to information, learning and culture.

The first public library legislation in Scotland was passed in 1853. The base legislation is the 1887 Public Libraries Consolidation (Scotland) Act, placing a statutory duty on local authorities to secure the provision of adequate library services for all persons resident in their area. Library services make a significant contribution to delivering the Scottish Government's five strategic priorities, as well as local council and community planning objectives.

### **Local Authority Background**

Dundee City Council serves the fourth largest city in Scotland, with a population of 142,000. Located in a compact area on the east coast of Scotland, on the north side of the Tay river, the city is building a strong biomedical and technological industrial base, quite different from the 'jute, jam and journalism' industrial past. The cultural and arts provision is thriving.

Significant challenges for regeneration remain in terms of health, housing, literacy and learning. According to the Scottish Index of Multiple Deprivation 2006, Dundee has a 5% share of Scotland's 15% most deprived data zones.

According to the latest figures produced by Audit Scotland Dundee City consistently attracts the highest number of visits per 1000 population to libraries amongst Scottish local authorities. In 2009/10 the Central Library in the Wellgate was the busiest library in Scotland attracting 764,509 visitors, more than 200,000 more than its nearest competitor. As well as 13 community libraries, Dundee City Council also provides a Central Library located in a shopping mall and a housebound service. The mobile library complements the community library service and makes around 120 stops in a two week period.

A new staffing structure has been put in place recently. Libraries are amongst a number of local government services transferring to a Scottish Charitable Incorporated Organisation (SCIO) in July 2011. A new Library and Information Services Manager has been appointed and she is supported by four section leaders with responsibility for Information Services, Library Performance and Resources, Children's Library and Information Services and Adult Library and Information Services.

### ***Process***

*Building on success: a public library quality improvement matrix* self-evaluation toolkit prepared by the Scottish Library and Information Council (SLIC) provides the framework for the process. Dundee City Library Service staff developed themes around Quality Indicator 2 Personal and community participation and Quality Indicator 6 Organisation and use of resources and space. Staff worked together to identify and evaluate evidence about the impact and outcomes and their findings were presented to SLIC.

Working with the assistance of an external verifier, Fiona Clark, Library and Information Services Manager, Aberdeen City Council, SLIC reviewed the evidence and carried out discussions with members of staff, stakeholders, the public and the management team on 15<sup>th</sup> February 2011. Visits were made to Charleston Community Library and the Central Library. The visits included an opportunity to meet a range of stakeholders- the public, partners and staff.

SLIC would also like to thank all those who participated. These arrangements helped SLIC to come to a balanced view on the outcome of the self-evaluation.

## **Quality Indicator 2 Community and personal participation**

### ***Strengths***

- Provision for socially vulnerable people
- Information Services Section responsibility for library and council websites
- Quality of website and information systems
- Use of web 2.0 technologies in promoting services and reaching into communities
- Commitment to consultation, including through social networking sites
- Opportunities for volunteering and community engagement
- Provision of space for community activities and high level of community engagement
- Mobile library service in urban environment for targeted groups
- Reminiscence work is carried out by outreach staff using local history resources

### ***Promoting personal and community development***

Dundee Community Partnership Plan is based on three principles; social inclusion, sustainability and active citizenship. The current library and information service Action Plans reflect the social inclusion aims of the Dundee Community Partnership Plan. The focus is on *maximising the potential of library users with special needs due to age, background or ability. The service priority to tackle social and economic exclusion through the development of communities which are healthy, safe, confident, education and empowered, and provide real choice and opportunity* is embedded in all key work areas. Libraries are closely involved in the Community Planning process and this will continue as libraries move into the SCIO. For example, the Broughty Ferry Community Council meets in the library every month. Fintry Library also has a partnership with the local Credit Union. Community profiles are provided by the Council and the local knowledge of staff is added to this.

The Information Services Section is responsible for maintaining both the library and the council website pages. These pages have been completely redesigned and information channels, which are used to circulate information to the public, have been extended through the use of web 2.0. The web2.0 channels began as a pilot in 2007. A Facebook page, Twitter feed and new website for the McManus Galleries [www.themcmanus-dundee.gov.uk](http://www.themcmanus-dundee.gov.uk) have

been developed. The Council has since developed guidelines for Twitter. There is a blog for vulnerable groups. Designated library staff keep information relevant and current. The interaction with customers through social networking medium has provided valuable feedback about the introduction of new services such as ebooks. For example, the team are seeking to maximise the use of the web to promote local studies resources. Facebook is an alternative channel for information and informal engagement with customers and is part of the outreach strategy, aimed at 18-30 age group.

There is a commitment to consult customers and obtain feedback. *Consulting our customers: You tell us*, for example, found that 58% of visitors were reached by the library website, 88% navigated the site easily and 77% found information easily. In the IT Training Suite in Central Library an ICT trainer who is part of the Information Services Section delivers ICT training. The ICT training officer works across the city.

Community information is also available in printed format and community languages. The Discover Health Group members ensure that community information on health matters is supplied and displayed at all service points. Discover better health for yourself is organised through a partnership with DCC and NHS Tayside and includes a 'Books on prescription' scheme.

The housebound library service serves 310 people on a weekly basis. This service is closely aligned to care services and helps to extend independent living for those at risk of moving into full dependency on care services. Demand for this service outstrips capacity.

Work placements and volunteering opportunities are many and various. Libraries support local schools by providing a one week placement for each. Young people can also volunteer through the Duke of Edinburgh's Award Scheme, the Prince's Trust Scheme and Employment Disability as well as through individual applications. There is a Volunteer Policy document which sets out guidelines. Two internships have recently assisted with local studies and the BBC's First Click ICT training programme was run with the assistance of computer buddies.

The Hilltown Project is another demonstration of working with volunteers who helped to meet and respond to a range of needs experienced by individuals living in a social exclusion community. Libraries provide work placements for young people, who have additional needs, from the Kings Park School. Applicants are interviewed and their skills are assessed before they are matched to an appropriate area of the library service for their work experience.

### ***Providing community space***

Libraries are seen as 'community hubs' and some, like Charleston, share premises with community centres. As well as the Central Library there are 13 branches and 1 mobile, which is used to support areas of deprivation, sheltered housing and nursery schools. Dundee has pockets of chronic deprivation and the well-designed service helps to meet needs, which is reflected in visits and book issues. Libraries are neutral non-threatening environments and this has helped to attract partners to library locations.

Provision for socially vulnerable groups and the agencies which support them has been developed at the Central Library. The Connections Centre has been created to meet the needs of a wide range of vulnerable individuals and the organisations working with them. The centre is extremely well used and represents excellent practice. Dundee City Libraries won a COSLA Bronze Award for their work with socially vulnerable groups and an application has been made to the CILIP Libraries Change Lives Award. Computer based learning activities are provided in libraries for secondary school pupils who are excluded from school. This enhances pupils' self esteem, develops skills and is linked to Curriculum for Excellence.

The library provides space for a range of agencies to offer a one-stop shop for people in need. Partners include the Citizen's Advice Bureau, Credit Union and Pension advice. Other

community connections at libraries include Community Council, Translating and Interpreting Service, Councillor's surgeries and RNID Local Branch.

Libraries provide books in community venues. These are very much taster collections and contain some of the Quick Reads collection. The staff have also experimented with placing books around the Wellgate shopping centre in which the Central Library is located. This is an interesting development and more needs to be done to evaluate the impact of this initiative and, if appropriate, to follow it up consistently. Literacy initiatives are having an impact, with participation in 2011 up by 38% on the previous the year. Every year the Summer Reading Scheme is available to children in every library location. This encourages children to continue reading through the summer holiday period. It also strengthens links with primary schools across the city as library staff visit schools to publicise the programme. Involvement in the National Reading Programme for Families includes working with parents and children who are pupils at Our Lady's Primary School.

Reading groups are well established in Dundee and have increased in number. There is a virtual reading group online. The next step is to add additional value to the readers' experience and a film licence has been obtained so that films of books can be screened – you've read the book, now watch the film.

In an initiative targeted at community groups, a partnership with the Royal Scottish National Orchestra has brought classical music to libraries in an effort to introduce classical music who would never attend a concert. RSNO are very pleased with the take-up and new audience. The informal library environment has also been used by the Tayside Police for public consultation events.

#### ***Access to community heritage and culture***

The Burials Assistant and Registrar are co-located with the local studies experts in Dundee Central Library to form the Family History Centre, Scotland's first integrated public sector resource. This is a 'one-stop shop' facility for genealogical investigation. Specialist resources and family history research training sessions are provided here using Dundee's own collections and others, for example, Scotland's People. The City Archives are located close by in City Square.

Reminiscence work is carried out by outreach staff using local history resources with the elderly. This is an on-going programme held in sheltered housing complexes and residential homes. It is led by library staff and stimulates memories of the local area as well as bringing residents together for discussion and entertainment. The talks are tailored to individual needs and interests and represent effective practice. The service established an Alzheimer's reading group which used story telling techniques but the nature of the illness meant that eventually the group fell into abeyance.

Local authors are still very popular, for example Broughty Ferry "On the milk" event with a local author for World Book Day, Dundee Reads and Dundee Women's Festival which has three female crime writers talking about their work. Other community initiatives include the Pram Pushing group who use the crèche facilities once a week, the Dads and Kids project and Westfest.

Libraries also have a programme of exhibitions which is now well developed and is building a new audience. Forthcoming exhibitions include one developed by the Glasgow Women's Library for Dundee Women's Festival.

#### ***Areas for improvement***

- Continue to keep up to date with web 2.0 developments
- Consistent evaluation of the impact of initiatives

## **Quality Indicator 6 Organisation and use of resources and space**

### ***Strengths***

- Good range of refurbishments to high standards
- Libraries well represented in capital plan
- Range of communication channels including web 2.0
- Range of partnerships and piloting of new projects with partners
- E-books and e-audio services
- Staff training programmes
- Continual feedback and sharing of experience by staff
- Commitment to shared services

### ***Accommodation and facilities***

Buildings are generally in good repair. All repairs are reported using GVA software package which enables urgent repairs to be prioritised. Small budgets for building repairs are held by the building manager and there is a fast track system for other repairs from the central budget. A number of improvements have been made in a programme of DDA compliance. Charleston Community Library has been redesigned and refitted to a high standard, as has the Hub, the Connections Centre and the Central Library leisure reading area. The Capital Programme has also been used to create a dedicated crèche room in the Central Library and upgrade the IT training suite. Other improvements have been made in less obvious areas to roofs, boilers and signage. Capital Monitoring Action Plans are supervised at departmental level. There are still some issues with the older Carnegie libraries about access relating to DDA which means that the available space on upper floors cannot be fully utilised.

Extensive progress has been made to share services where possible to maximise the use of library buildings and make savings through minimising costs. This has an added advantage of attracting a wider variety of users. In some cases the shared facilities means the customer is saved visiting multiple agencies in different locations and there is a real added value for the customer's experience. Good examples include the Family History Centre, the North Law Centre and the shared spaces with Pensions service, Citizen's Advice and Credit Union.

Considerable planning has been devoted to the layout and design of library spaces. They are comfortable, relaxed and well-furnished places with, in the main, good facilities such as vending machines. Display work is of a very high standard. The Central Library leisure reading area has recently been re-modelled and the large central issue desk has been relocated to the side, allowing an attractive browsing area to be created. This is a very good use of the space and provides an attractive display area similar to a retail environment. Libraries are attractive enough to draw in external groups, such as a private reading group, to use the library as a venue for their group without depending staff involvement in the group's activities.

Wi-fi has been introduced and is proving a popular service. It offers unfiltered access. Libraries can promote themselves as an access point for Council workers on the move. There are 8 laptops available for taking out to use with groups. One new service offered recently was a surgery for people who got devices for Christmas but needed support with use. Six libraries have self issue terminals. Although they are used to some extent in some locations there is still more potential in other areas; this is because of public resistance.

### ***Organisation and promotion of resources and services***

ICT services have been well planned and are underpinned by an ICT Training Strategy for Library Users. The ICT training officer works across the city but library staff are also involved in the delivery of training to the public. Dundee Libraries is now offering downloadable audiobooks and e-books available 24/7 from the library website. This new service is powered by OverDrive and e-books can be downloaded to PC, Mac® and many mobile devices. Titles can also be transferred to a variety of devices, including iPod®, Sony® Reader™ and some audio titles can also be burned to CD to listen on-the-go. Titles will automatically expire at the



end of the lending period, so there are no late fees. Readers can choose from popular fiction and non-fiction titles, best-selling novels, well-known classics, children's fiction and self-improvement guides. The provision of an e-books service is excellent.

The Connections Centre space for socially vulnerable groups in the Central Library is a unique development. This area is used for reading groups and IT training and provides a relaxed, informal setting in keeping with the needs of the group. The Central Library has a Makaton collection; this is a communication tool using signs and symbols to help people with communication and learning. Signs have been developed in the library in liaison with the Autism Society. The Library has Boardmaker software to assist with this.

Library and Information Services website has an area for children and young people called Youth Space, with information relevant to study and leisure time. There is room for expansion of content in consultation with young people but a potential issue may be limited bandwidth for streaming if demand is stimulated. Training to use Glow, the schools intranet, has been carried out with some staff. Whilst there is a lack of flexibility with Glow, compared to other channels of communication with young people, it is another way of reaching parents, children and young people and teachers. Web cams have been purchased and have been used successfully with virtual author visits at Whitfield Library.

The Acceptable Use Policy has been reviewed on three occasions and it is one of the range of web-available Council policy documents on the website, including A Safe Place for Children and Young People Guidelines, Management Rules for Libraries and How to Make a Complaint. It is also used for computers in residential care homes and in youth services.

The service recognises the importance of good promotion. This is evident in the standard of display work and the quality of printed and electronic information. Channels for communication include social networking websites, professional journals, leaflets and fliers, staff intranet and notices and the Freeway plasma screen signage. Libraries also had a Wave 102 radio advertisement over a 12 month period.

### ***Deployment of skilled staff***

The Lean Service Review was carried out in 2009 and its recommendations included changes to book supply processes, the online pc book system, the introduction of self service terminals and changes to opening hours. Opening hours have been reduced from 9pm closing to 8pm in the Central Library, the decision to reduce the hours was budget-driven but based on footfall and uptake of services. Some libraries close at 5.30 instead of 7pm and this is also based on use. There is likely to have a detrimental impact on the libraries' statutory performance indicators. Staff deployment has been reviewed as a result so that better use is now made of staff. The net savings included savings on relief staff, Resource Assistant Posts and Library and Information Assistant hours. Risk assessments are always undertaken before any changes to staffing levels are implemented. For example, the mobile library is now single staffed following an evaluation being undertaken to assess the impact of the reduction from two to one.

Strategic groups have been introduced with detailed plans and actions. These groups have taken forward information, reading and community information services. Seminars were held for all staff to brief them. A departmental newsletter is circulated regularly to keep staff up to date with developments. There is also a rolling programme of staff briefings. A development group has been established for Spydus, the library management system. The public can register to receive reminder texts before books become overdue.

Dundee is an active partner in TAFLIN, the Tayside and Fife Library and Information network which is a partnership of local authorities and academic institutions who work together to provide local training opportunities. Professional development is encouraged and staff are keen to develop a policy for cascading skills and training across the staff so that the investment in training is fully utilised.

### ***Use of funding***

Resource budget has been the same for the last three years. The Scotland Excel Library Books Framework Agreement has resulted in improved value for money. Community Libraries and central Library staff are provided with budget breakdowns from which they produce their budget plans. The four section leaders have their own allocations but are exploring new approaches like supplier selection. Budget holders monitor spending through the library management system, Spydus. In a pilot initiative, budget has been allocated to four areas for the purchase of children's stock and some budget is devolved to library supervisors in each location. Part of the Lean Service Review resulted in a new approach to request management, using Amazon for readers' requests, which has proved successful. Full electronic book ordering using EDI (Electronic Data Interchange) is being implemented in a further efficiency in 2011.

The Service has secured external funding to assist with service improvement. These include Fairer Scotland Fund, Scottish Government Public Library Quality Improvement Fund and the Heritage Lottery Fund. Projects include improving the display facilities at the Hub and the Time Tram, a history of Dundee aimed at school children funded by the Heritage Lottery. NHS Tayside provides resources to support the Books on Prescription scheme. Other partnership projects include Reading is Fundamental Project Guide and the Clydesdale Bank's *Count Me in*.

### ***Areas for Improvement***

- Continue to seek funding to improve buildings and interiors
- Continue to develop shared services
- Implement full EDI
- Continue to encourage staff participation in promoting activities on the web site
- Improve cascade training for staff

Rhona Arthur, Assistant Director  
Scottish Library and Information Council  
*March 2011*

**Public Library Quality Improvement Matrix Development Plan 2011**  
**Library and Information Services, Leisure and Communities Department, Dundee City Council**

<b>Areas for Improvement</b>	<b>Development Areas</b>	<b>Criteria for Success</b>	<b>Quality Indicator</b>
Web 2.0 development	Continue to utilise Web 2.0 opportunities for communication with customers	Extend use of Facebook and Twitter to promote Library and Information Services by July 2011	Community and Personal Participation
Staff training courses	A training strategy which maximises the scope for cascade training to be completed.	Strategy completed and operational by June 2011	Organisation and Use of Resources and Space
Evaluation of initiatives	Implement a more comprehensive strategy to ensure that the impact of promotional activities is measured	Strategy completed and operational by September 2011	Community and Personal Participation
Implement full EDI	Progress the implementation of EDI to improve effectiveness of the acquisitions process	EDI in place by October 2011	Organisation and Use of Resources and Space
Website	Library web pages to be redesigned to increase their accessibility and relevance, with increased contribution of content from staff	New design completed by July 2011	Organisation and Use of Resources and Space
Access to online databases	Provide a range of quality online information resources which can be accessed remotely	Online resources purchased and accessible through the Library and Information pages of the Website by June 2011	Community and Personal Participation
Provision of e-books and e-audio books	Extend the provision of e-books and e-audio books to meet demand generated by the launch of the new service in 2010	Additional titles purchased and added to the online collections: ongoing	Organisation and Use of Resources and Space
Supplier selection	Maximise the effectiveness of resources through the introduction of supplier selection	Supplier selection to be introduced by September 2011	Organisation and Use of Resources and Space